



Interreg
Latvija-Lietuva

Eiropas Reģionālās attīstības fonds



EIROPAS SAVIENĪBA



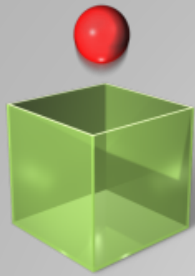
LATGALES PLĀNOŠANAS
REĢIONS



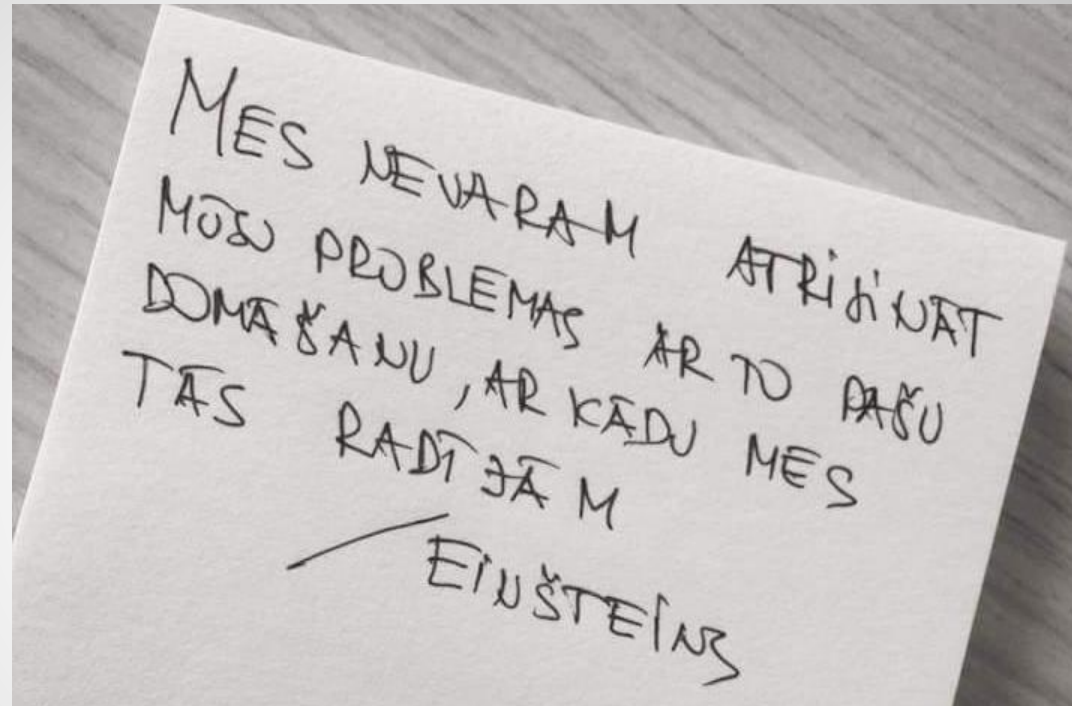
IZAUGSMES KVARTĀLS

Projekta LLI-59 “Praktisko apmācību un pasākumu cikls sadarbības veicināšanai starp iestādēm un darbinieku kapacitātes celšanai (Open Leadership)” ietvaros

Experience of Livani municipality in LEAN implementation



IZAUGSMES KVARTĀLS



We can't solve problems by using the same kind of thinking we used when we created them.

/ Albert Einstein/

Launch of LEAN implementation on 6th November, 2018



Created internal LEAN trainers team of 10 persons



Till 11th December, 2018, 64 employees trained in 5S & Kaizen

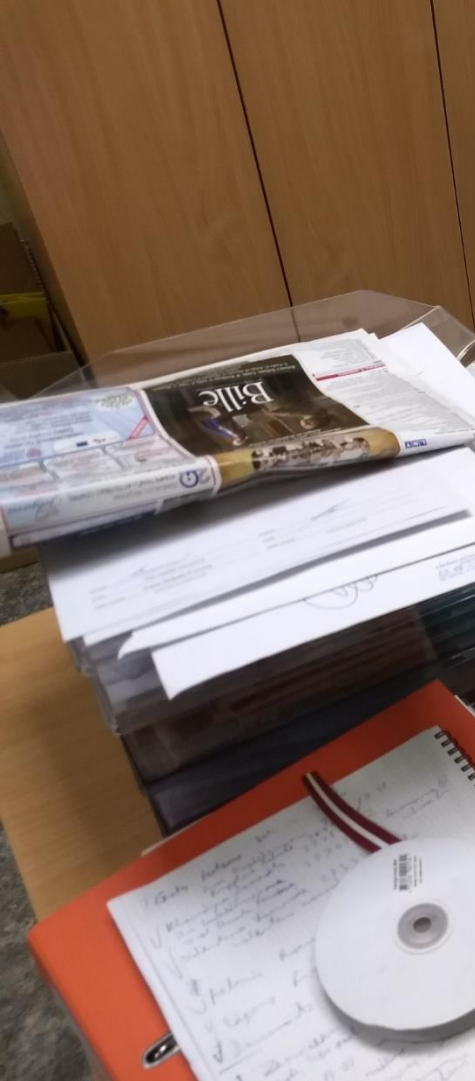


Trained: Municipality administration, Social Service, Orphan's Court, Registry Office and Education Board.

**44 offices reorganized
according to
5S methodology**

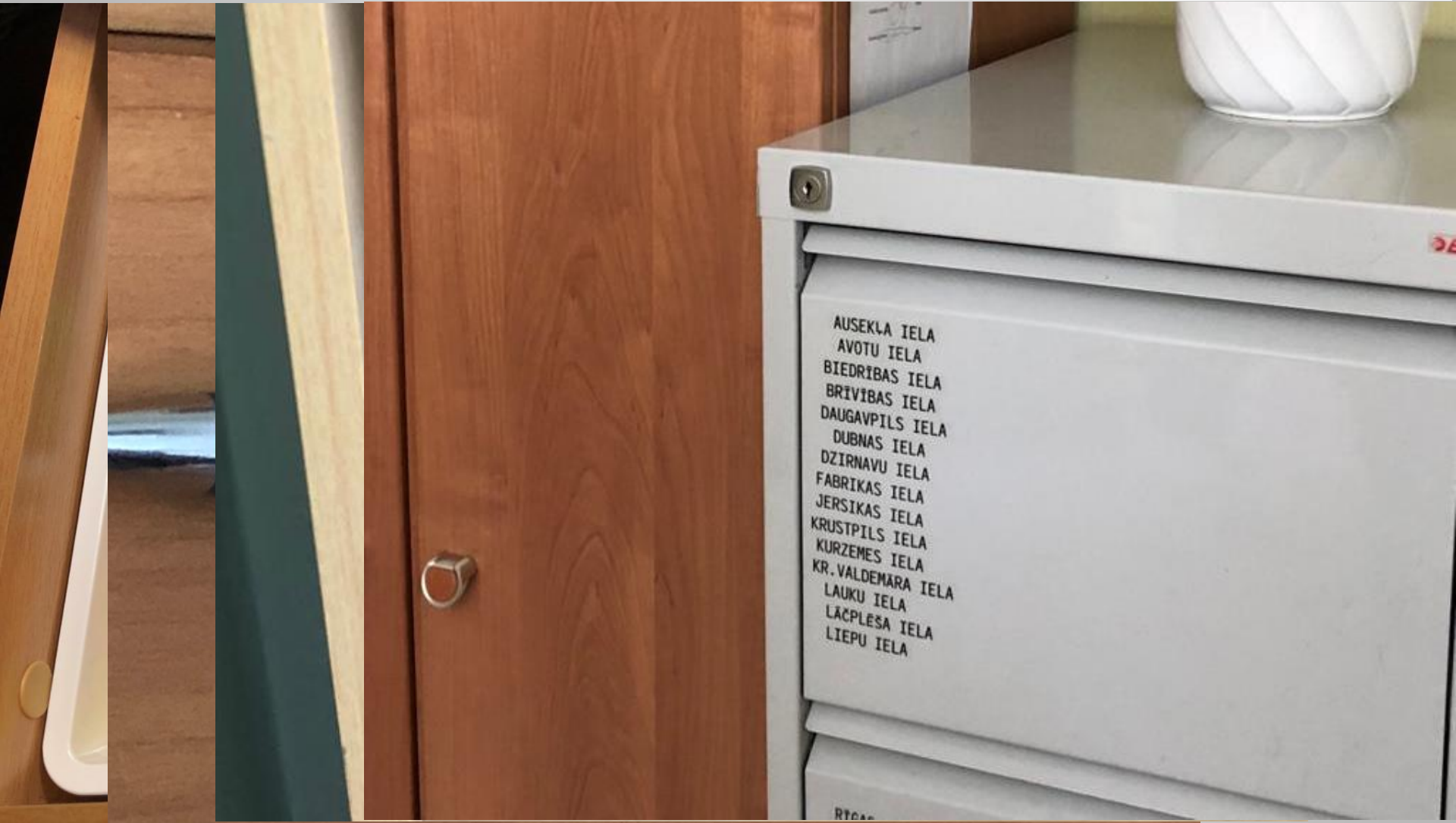














**Discarded 16 m³ unnecessary
equipment**

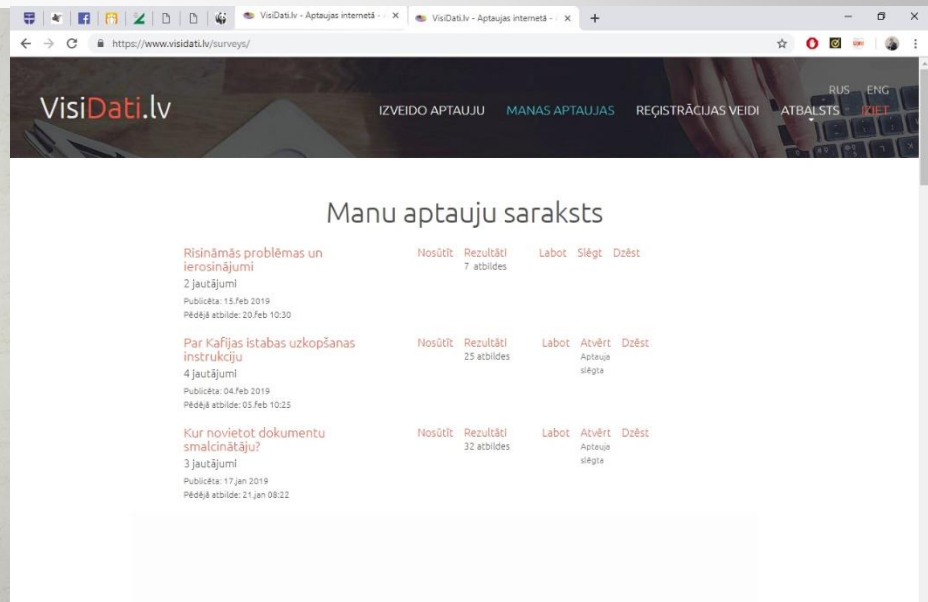


  REDMI NOTE 6 PRO
MI DUAL CAMERA



**Created
labeling system –
map colors, sizes, fonts,
logos**

Launch of Kaizen on 10th January, 2019



**47 ideas received: 22 implemented; 21 in process;
4 rejected**

Realized ideas:

- Drinking water dispenser installed in the meeting room – no more bottled water;
- Labeling of shelves and closets;
- Launched 5S audit;
- Document boxes for submitting documents to municipality management for approvals;
- Eliminating excess processes in real estate tax debt recovery;
- Paper shredder moved to the place where it is accessible to everyone;
- Developed microwave / paper shredder / refrigerator instructions;
- Implemented product labeling in office refrigerator;

Realized ideas:

- Installed waste sorting boxes;
- Launched document management system trainings;
- Documents forms developed and implemented in the document management system;
- Implemented preparation in the Social service, signing and sending documents in the electronic document management system;
- Voluntarily organized and distributed humanitarian aid.
- Regular LEAN meetings (1x per week);
- The use of KAIZEN in problem solving;
- «Silent hour».

Benefits!

No more drinking water in bottles

Drinking water dispenser installed in the meeting room.

- ▣ Savings: 40 EUR * 12 months
= 480 EUR per year

Volunteer for humanitarian aid

Involved person who voluntarily distributes humanitarian aid and coordinates the flow of people.

Savings:

- ▣ $4 \text{ h in week} * 4 \text{ weeks} = 16 \text{ h in one month} * 12 \text{ months} = 192 \text{ h per year}$
- ▣ $192 \text{ h} \times 5.81 \text{ EUR per hour} = \underline{1115,52 \text{ EUR per year}}$

The 3+ family card saves municipal funds

With the 3+ family card (state program) children under the age of 18 can use public transport with 90% discount. So far, the municipality has covered 100% from its own budget.

There are about 11 large families (3+ children) in the district using public transport.

Savings:

- ▣ $330\text{EUR} * 9 \text{ Months of Education}$
 $= \underline{2\,672 \text{ EUR}} \text{ per year}$

Eliminating excess processes in real estate tax debt recovery

Changes in regulation made (committee and council permission not required). Tax administrator prepares an order, the Executive Director signs it and it is sent electronically to the bailiff.

Savings:

- ▣ 413,78 EUR (working time costs) + 59,52 EUR (other resource costs)
= 473,30 EUR per year

ICT problem application system

In testing process GLPI application (freeware). Employees will be able to create applications for solving various problems, repairing the equipment, ordering printer toner etc. The system fixes the application / resolution date, sends out emails to the responsible employees, the applicant can follow the progress of the implementation process.

There will be depth statistics available.

Savings:

- ▣ **better process management, saving IT department and other employee time.**



Darīt

Da

+ Ma

+ At

+ Pā



D
a
katras



Mikro

Darīt un

Darīt.

+ Nosedz

+ Atstāj

+ Parūpē

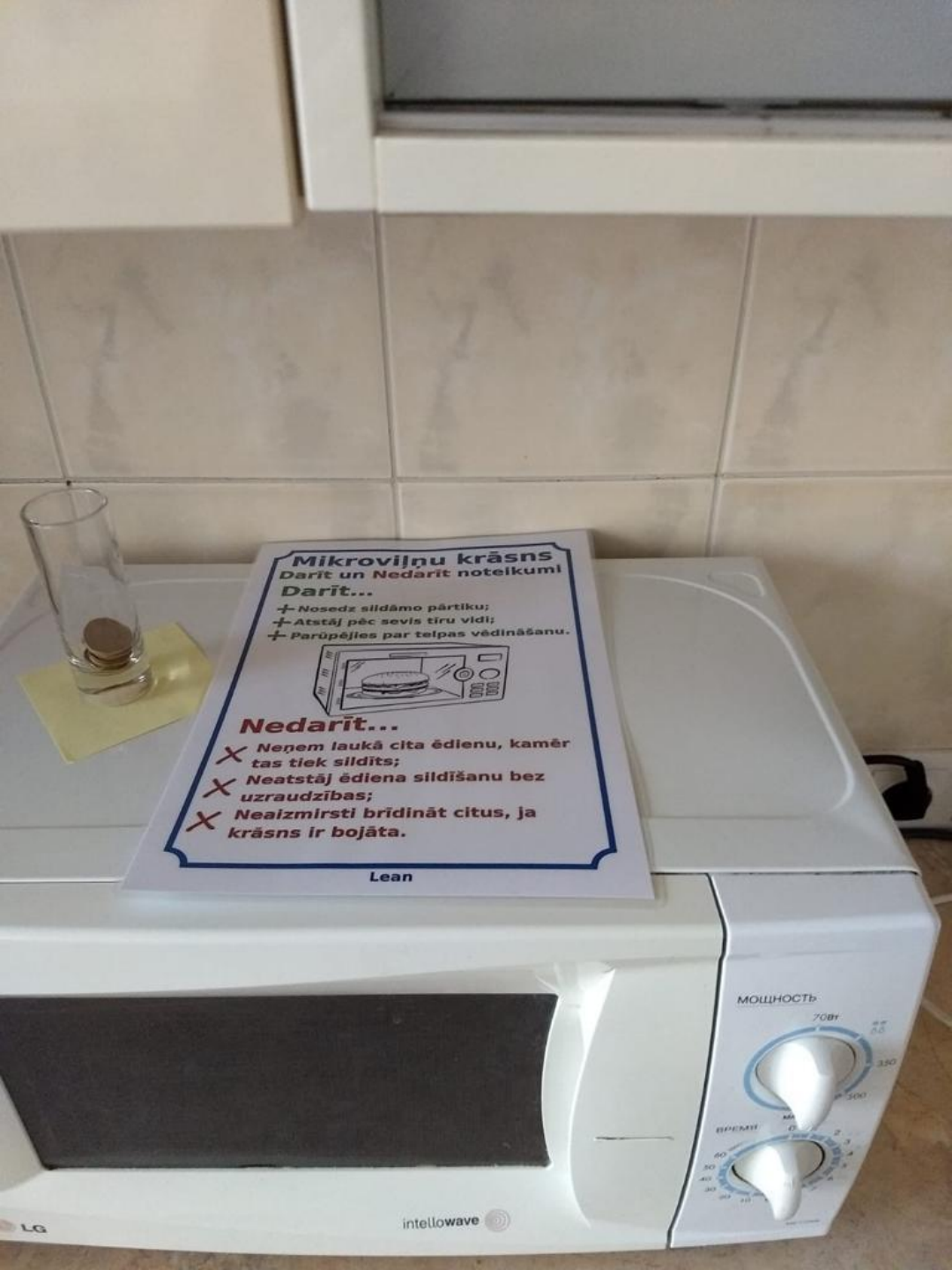


Neda

X Neņem
tas tie

X Neatst
uzraud

X Neaizm
krāsns



Mikrovilņu krāsns
Darīt un Nedarīt noteikumi
Darīt...

- + Nosedz sildāmo pārtiku;
- + Atstāj pēc sevis tīru vidi;
- + Parūpējies par telpas vēdināšanu.



Nedarīt...

- X Neņem laukā cita ēdienu, kamēr tas tiek sildīts;
- X Neatstāj ēdiena sildīšanu bez uzraudzības;
- X Neaizmirsti brīdināt citus, ja krāsns ir bojāta.

Lean

intellrowave

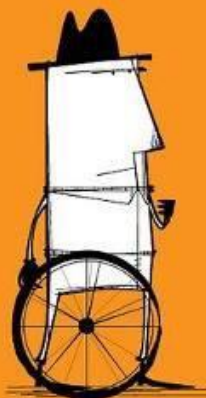
Difficulties

- Resistance and skepticism from colleagues;
- Unwillingness to leave «comfort zone»;
- Difficulty to talk and solve problems together;
- Lack of awareness and knowledge (not everyone attended trainings);
- Lack of unified management position;
- Objective factors – limited financial resources for new, ergonomic furniture, cabinet repair, equipment, etc.

Why was it worth it

- Improved working environment and visual control – cleaner, more aesthetically pleasing and more comfortable;
- Started talks about problems;
- Encouraged thinking about the work efficiency and processes optimization;
- Improved colleague relationships;
- Open mindedness and ability not to be afraid of something new (problems, knowledge, experience, solutions);
- Promotes collective creativity and individual responsibility

Hey!



**I can't stop.
I'm too busy.**



**Too busy to change and improve your
skills?**