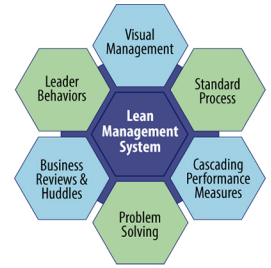# EPA LEAN MANAGEMENT SYSTEM (ELMS)
FACT SHEET FOR STATES AND TRIBES

What is **ELMS?**

The EPA Lean Management System (ELMS) uses Lean principles and tools paired with routine monitoring, measurement, and engagement to identify process issues, solve problems, and sustain improvements. In the spirit of continuous improvement, EPA would like to share its experience implementing ELMS with select state and Tribal partners.

ELMS consists of Lean tools and behaviors that assist organizations with sustaining lean activities and ultimately leads to an efficient organization. ELMS consists of six elements: **(1) Problem Solving, (2) Leader Behaviors, (3) Standard Work:,(4) Business Reviews, (5) Cascading Measures, (6) Visual Management**. Our Lean Management System is a complement to Lean activities and is seen as a constant driver towards excellence.

How Can **ELMS** Help You?

Visual Management
- Use **flow boards** to display the status of your work on the walls
- Use **performance boards** to identify and monitor progress toward set targets and manage workload distribution
- Create a more **transparent** and **accountable** workplace

Problem Solving
- Identify small **problems** before they become big problems
- Generate **solutions** to fix problems that cause you pain

Standard Process
- Ensures the products and services produced by the process are delivered in a **timely** manner and are of **consistent** quality
- Create and **improve predictability** for staff and customers

Cascading Performance Measures
- Track process-level metrics to help determine if your organization will meet **long-term** strategic goals

Name **1** Thing You Want to Get Better at:

Do you want your office to be more reliable? Faster? Producing higher quality work? Less frustrating? Just better?

_____

_____

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ELMS **TRAINING** AND **IMPLEMENTATION**

COACHING FOR MANAGERS

- Mid-level managers and front-line managers will be coached and trained on their role in ELMS post-deployment.
- Topics include: The manager's role in ELMS Deployment, Leader Standard Work, Huddles, Making Boards More Effective, What does a Lean Manager Do, and Problem Solving.

TRAINING AND IMPLEMENTATION FOR TEAMS

- ELMS deployment is composed of a 1-day train the trainer day for ELMS State and Tribal Champion(s) followed by 2.5 days where the trained Champion(s) will partner with EPA staff to co-deliver the training modules to an initial set of teams from your organization.
- Each team must pick the permit process they want to get better at; at the end of the training the team will have the key components of a visual management system completed for that process.

ELMS DEPLOYMENT **SCHEDULE**

TRAINING CONTENT

Train-the-Trainer: ELMS Champions learn all the content

Standard Process

SIPOC

Output: High-level map of the Suppliers, Inputs, Process steps, Outputs and Customers (SIPOC) for your process.

Cascading Performance Measures

CASCADING MEASURES

Output: Measures to assess the operational health of the unit's process and the achievement of the organization's goals.

Visual Management

VISUAL MANAGEMENT (Flow Boards and Performance Boards and Huddles)

Output: Unit level performance boards and process-level flow boards.

Problem Solving

BASIC PROBLEM SOLVING (5 Whys, Fishbone Diagram)

Output: Identification of a simple process-related problem and solutions to address the issue via an action registry.