# EPA LEAN MANAGEMENT SYSTEM (ELMS)
FACT SHEET

What is **ELMS?**

EPA's Lean Management System (ELMS) is a means to promote continuous improvement. It 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.
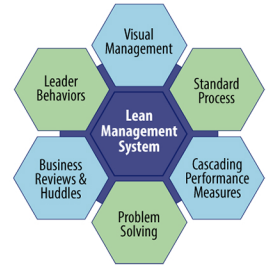
How Can **ELMS** Help You?

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

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

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

Business Reviews & Huddles
- Save time in meetings by using **brief discussions** (huddles) with colleagues to talk about the work - **promote teambuilding**
- Determine who needs help. What issues require **management intervention**

Leader Behaviors
- Manager engagement in routine activities such as **huddles**, routine staff **check-ins**, and personalized **one-on-ones** allows managers to gain insights **needed to meet** challenges immediately

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?

_____

_____

_____

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

TRAINING FOR SENIOR LEADERS AND MANAGERS

- Senior Leaders, mid-level managers and front-line managers will be provided with training on their role in ELMS.
- Topics include: Leader Standard Work, Gemba Walk, Huddles, Business Reviews, Continuous Learning, and Mentoring/Coaching.

TRAINING AND IMPLEMENTATION WEEK FOR STAFF

- The 5-day ELMS deployment is composed of a 1-day train the trainer day for ELMS Champions followed by four days where the trained ELMS Champions will partner with OCI staff to co-deliver the training modules to an initial set of work units from your organization.
- Each work unit must pick one process they want to get better at; at the end of the training you will have the key components of a visual management system completed for that process.

ELMS DEPLOYMENT WEEK **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.