



**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

# Lean implementation in the municipality of Balvi

Līvāni

March 28, 2019



## Lean in the municipality of Balvi

- We started the implementation in August 20, 2018 and until October 30 we had trained 90% of all employees in the administration and two of our institutions in Lean basic programs 5s and Kaizen
- We created an internal Lean trainer team of 8 people

# Lean in the municipality of Balvi

- Until March 18, 2019 we have practically implemented 5S in 17 office rooms, creating a common office supply storage for all employees, eliminating **1300** kg of waste paper, liberating space in the rooms, for example:
  - 50 % in 6 rooms
  - 30 % in 3 rooms



# Kaizen ideas

- From January 2019 we have started the Kaizen idea bank in our municipality, having received 32 ideas from our colleagues, 16 of them moving to the process of implementation:

## OUR TOP 3:

- Implementation of electronic document circulation system
- Creation of a common electronic calendar
- Hiring of a technical specialist



# Our Visual Management

1. Improved visual management in the central library of Balvi



# Our implemented ideas

1. Significantly improved Visual management in 9 rooms of the administration building
2. We have started waste recycling
3. Disposal of used printer toner has been resolved
4. Hired a part time technical specialist
5. Additions to file nominations are only submitted electronically
6. Surveyed employees on possible extension of lunch time (idea was not supported)

# 4 main improvements

**Hired a part time technical specialist (certified construction expert/utility engineer)**

## PRIOR

- We paid for every explanatory memorandum  
350 EUR + VAT
- Our typical renovation price estimations were done by the potential contractor

## NOW

- **Savings** on March 28, 2019  
350 EUR + VAT\* 3 =  
**1270,50 EUR**
- **~30 % savings** per each of the estimations

**Changes in the procedure for submission of accounting documents**

## PRIOR

- A total of 750 working hours were spent on 14,000 documents per year to correct the EKK, signatures, write-offs, etc.

## NOW

- By standardizing the document submission process, the quality has improved by 60%  
**Planned savings per year - 2 112 EUR**

# 4 main improvements

## Reduced reporting for cultural and sports professionals

### PRIOR

- The rules asked for the preparation of 9 types of reports on an average of 16 pages, with 17 employees consuming 800 working hours per year

### NOW

- Changed rules ask 2 types of reports 4 pages each **saving 594 working hours per year, approx. 1856,00 EUR**

## Instructions for using the scanner have been created

### PRIOR

- Approximately 41 working hours from her working hours, the Secretary of Administration scanned documents for other staff during the year

### NOW

- Following the new instruction, each person takes care on his own



## Difficulties

- Lack of common understanding of the change in process by certain managers and employees
- Lack of motivation by some colleagues

## Our solutions

- Encourage participation by informing on the success on a regular basis
- Implementing a motivation program



# Was it worth the trouble?

Any change initially creates resistance, as there are concerns on how will the change affect the work routine, even if the current situation is unsatisfactory. I think the habit has a great power.

Thanks to the enthusiasm of the Lean trainers, after one year of work, there will be so much success that it will also be noticed by those who are now on the lookout for skepticism and active opposition. We are accepting Lean to be integral part of the Balvi Municipality and are looking forward to be an example of good practice!

Thank you KARLĪNA for your training and encouragement!

*Vice Chairman of Balvi Municipal  
Council Anita Petrova*

**Thank you!**