



**Interreg**  
Latvija-Lietuva  
Eiropas Reģionālās attīstības fonds



EIROPAS SAVIENĪBA



LATGALES PLĀNOŠANAS  
REĢIONS



IZAUGSMES KVARTĀLS

# Implementation of LEAN system in municipality of Vilaka

Līvāni  
2019

# LEAN in municipality of Vilaka

- Implementation: 20.08.2018. -19.12.2018.
- Participated 93 % of city hall employees
- Participated four municipality institutions: city hall, library, youth center and social service
- Coaching team: 7 people

# 5S system in municipality



# Implementation of KAIZEN

Kaizen idea whiteboard was put on 12.19.2018



# KAIZEN implemented ideas

## Improvement of working place

- Liquidated places behind the closets
- Additional archive
- Three worker rotation

## Flow of the work

- Created united form of documents
- Answering the e-mails
- General meeting for city hall workers

## Raising work efficiency

- United reception time for clients
- United chancellery
- Kaizen white board for new ideas

A landscape photograph featuring a dense field of tall, golden-brown reeds in the foreground and middle ground. The reeds are thin and vertical, creating a textured wall of color. In the background, a line of darker, more solid trees or bushes stretches across the horizon. The sky is filled with large, dramatic clouds in shades of blue, grey, and white, with a warm, golden light breaking through near the horizon, suggesting a sunset or sunrise. The overall mood is serene and atmospheric.

**Essential implemented ideas**

# Answering the e-mails

- In 30.01.2019 was arranged general meeting for managers of municipality institutions
- They were introduced with the problems in work flow as well with solutions
- Solutions: united form of documents and answering the e-mails, latest the next day after receiving.
- Problem: ignoring incoming e-mails:
  - \* Delayed work in a year: 3 months;
  - \* Downtime price in year: **5487 EUR.**

# United form of documents- accounting

**2018**

3 wrong acceptance acts each week

Mistake correction takes approx.  
3 days

Mistake correction takes 15 days in a  
year

Mistake correction price: 866 EUR  
Same as one accountant month salary

**2019**

Approx. one wrong acceptance act in a  
week

Costs and waiting time decreased  
about 66%



# General meeting for city hall workers

- Once in a month
- Topics: news and other important information
- Increasing understanding of inside processes
- 90% of workers agree that the general meeting are necessary

## Liquiditation of «Aizskapiju» places behind the closets

- Liquiditation of four places behind the closets
- Now there is room for three people to work

# Additional archive

- Capacity: 100m<sup>3</sup>
- Released place for upcoming working papers: 18 m<sup>2</sup>
- Saved space cost: at least 120 EUR

# United cancellery

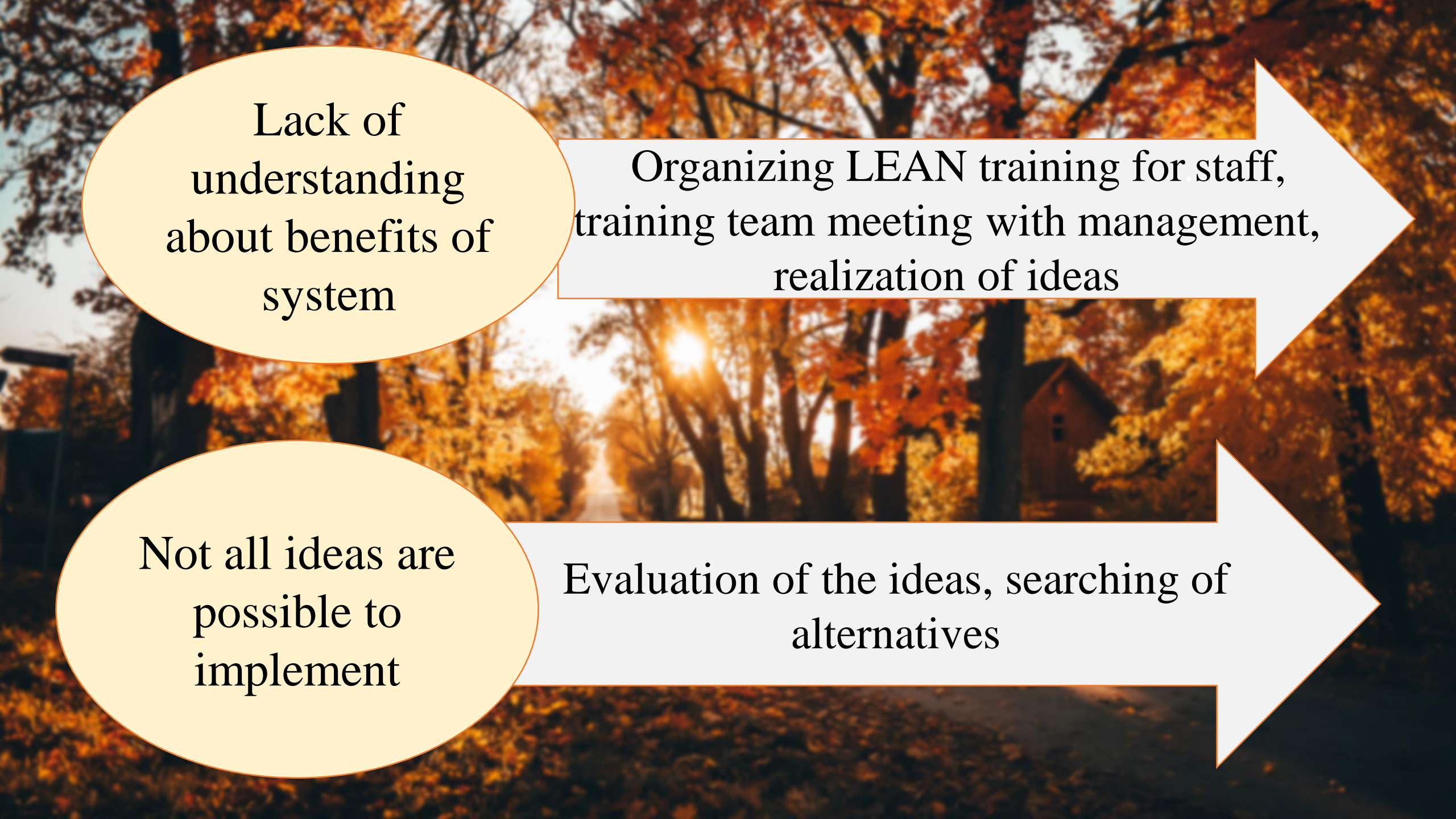
- Saved worker time in a year (going for stationery): 8 days
- Saved costs: 416 EUR/year

# United reception time for clients

- Departments near by created united reception time
- Instead of 5 days a week, reception now is 2 days/week
- Working productivity increased by 35%

# Rotation of workers office places

- 3 workers changed their office palces
- Client center (KAC) now is at the main entrance door
- Head of the Development planning deparment is 2m from the dearment now



Lack of understanding about benefits of system

Organizing LEAN training for staff, training team meeting with management, realization of ideas

Not all ideas are possible to implement

Evaluation of the ideas, searching of alternatives



*«As implementing LEAN, we have defined direction of our development, as well we have changed our scale of values.»*

*/Z.Vancāne/*

**A big thanks from LEAN training team from municipality of Vilaka!**

