EPA Lean Management System (ELMS)

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What is ELMS?

- System utilizing Lean principles and tools to monitor, measure, and engage in:
  - Identifying Problems
  - Finding Solutions
  - Sustaining Improvements
Why ELMS?

• Standardizes Work
• Holds Leaders Accountable
• Solves Problems
• Monitors Work
• Engages Employees
• Improves Performance
• Incorporates Visual Management Tools
• Informs When to Use Lean Tools
ELMS Matters Why?

1. Take action to close gaps
2. Identify gaps between targets and results
3. Set targets, expectations, and standard work
4. Do more environmental good
5. Measure results against targets
Visual Management

• Visual simulation of process
• Aides in detection of flow bottlenecks
• Keeps team informed about process status/progress
• Track performance
  • Targets clearly defined
  • Evidence of action when target(s) missed
Flow Board Example
Example of Performance Board
Problem Identification and Solutions

- Notice when targets are missed
- Why are targets missed
- Addressing symptom versus problem
- Standardize processes appropriately

A3 Problem-solving
Leadership and Accountability

- Regular interactions with teams
  - Huddles
  - Gemba Walks
- Monthly Leadership Status
  - Workload Prioritization
  - Organizational Health Pulse
Leader Continuous Learning
Sustaining Improvements

- Continuous Learning
- Coaching and Mentoring
- Adjust Processes as Needed
- Celebrate Successes
Projects Underway

• Assessing NPL Sites Post Natural Disaster
• Improve CAA State Implementation Plan Processing
• Reduce Time for Permit Quality Review & Issuance
• Improve 319 Workplan Approval Timeliness
• Improve Inspection Report Completion Timeliness
• Streamlining Sites through the Site Assessment Process
Discussion and Feedback