



Experience of installing LEAN in SODRA

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SODRA AS ORGANIZATION

- ❑ 3399 employees;
- ❑ 10 territorial divisions and 2 other institutions;
- ❑ 60 customer service divisions.

THE BEGINNING OF THE PROJECT: WHY DID WE NEED LEAN?

Sodra has been applying LEAN methods since 2014.

- ❑ Opportunity to improve and solve ingrained problems;
- ❑ Opportunity to find something new;
- ❑ Employees are able to suggest new and diverse problem solving methods.

ACHIEVEMENTS AND CHANGES FROM THE BEGINNING OF THE PROJECT “LEAN GOVERNMENT” UNTIL NOW

CHANGES IN SUGGESTING KAIZEN IDEAS FOR THE FUND BOARD February of 2014 – 2017

2014

To suggest
Kaizen idea

*In total, 356
ideas suggested*

*In total, 112
Kaizen ideas
rejected*



2015

Mandatory
suggestion of 2
Kaizen ideas

*In total, 234
ideas suggested*

*In total, 45
Kaizen ideas
rejected*



2016

Voluntary
suggestion of
Kaizen ideas

*In total, 47 ideas
suggested*

*In total, 12
Kaizen ideas
rejected*



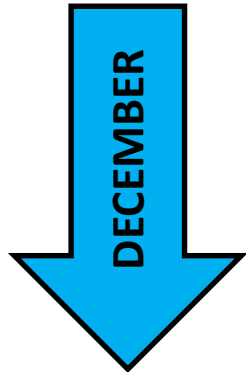
2017

Voluntary
suggestion of
Kaizen ideas

*In total, 25 ideas
suggested*

*In total, 5 Kaizen
ideas rejected*

Changes in work efficiency of customer service divisions



2016.01.11			Kiek vidutiniškai laiko klientas laukė eilėje					
Territorinio skyriaus pavadinimas	Šiuo metu patvirtintas klientų aptarnavimo specialistų etatų skaičius	Tą dieną klientus aptarnavusių specialistų skaičius	Pensijų klausimais	Kiek maks. laiko klientas laukė eilėje pensijų klausimais	Pašalpų klausimais	Kiek maks. laiko klientas laukė eilėje pašalpų klausimais	Įmokų klausimais	Kiek maks. laiko klientas laukė eilėje įmokų klausimais
Marijampolė	6	5	00:11:24	00:36:39	00:12:29	00:36:55	00:13:33	00:30:27
Vilkaviškis	3	3	00:06:48	00:25:12	00:08:24	00:33:21	00:04:10	00:12:16
Kaunas, Vilkampolės posk.	5	3	00:05:32	00:15:18	00:10:30	00:32:38	00:04:04	00:06:48
Kaunas, Senamiesčio posk.	8	7	00:19:14	00:31:30	00:21:12	00:33:58	00:21:52	00:35:32
Kaunas Mickėvičiaus g. 42	10	9	00:13:04	00:49:48	00:12:08	00:33:53	00:12:31	00:39:56
Jonava	3	3	00:08:05	00:29:43	00:12:16	00:28:33	00:19:25	00:39:11
Kėdainiai	3	3	00:07:20	00:22:43	00:05:26	00:15:47	00:11:21	00:46:26
Kaišiadorys	2	2	00:02:50	00:13:44	00:02:42	00:08:18	00:04:20	00:12:18
Vilniaus (Laisvės pr.)	22	22	00:16:06	00:40:12	00:14:40	00:40:30	00:13:40	00:43:31
Vilnius, Šiaurės m.	9	8	00:24:03	00:50:03	00:24:03	00:57:46	00:26:56	00:44:06
Alytus	7							
Šiauliai	9	7	00:07:54	00:31:56	00:05:25	00:23:48	00:03:32	00:18:02
Šilalė	2	2	00:09:23	00:32:23	00:10:19	00:22:37	00:12:18	00:35:09
Klaipėda I-as aukštas	10	10	00:23:07	00:47:36	00:13:07	00:29:16	00:18:17	00:38:26
Panevėžys	7	6	00:17:38	00:40:27	00:19:57	00:37:53	00:08:16	00:23:47
Mažeikiai	4	4	00:09:40	00:31:00	00:03:36	00:11:31	00:03:11	00:09:28
Telšiai	3	4	00:04:17	00:22:14	00:09:20	00:34:21	00:08:01	00:22:26
Plungė	3	4	00:08:24	00:25:03	00:09:15	00:24:47	00:00:00	00:00:00
Utena	2	2	00:19:54	00:29:23	00:14:20	00:28:19	00:19:10	00:28:27
Utenos posk. Anykščiai			00:01:14	00:08:34	00:01:46	00:07:40	00:00:49	00:04:25
Utenos posk. Ukmergė			00:05:39	00:22:26	00:04:03	00:22:26	00:05:44	00:15:57
Utenos posk. Visaginas			00:10:57	00:28:29	00:10:47	00:29:08	00:19:13	00:25:34
Total			00:14:40		00:11:46		00:12:25	
			00:16:51		00:08:28		00:10:43	

Klientų aptarnavimo skyriaus/poskyrio pavadinimas	47 SAV.											48 SAV.											49 SAV.												
	21	22	23	24	25	Viso virš 30 min. klientų	Srautas	%	12	13	28	29	30	1	2	Viso virš 30 min. klientų	Srautas	%	3	4	Utenos posk. Anykščiai					Utenos posk. Ukmergė					Viso virš 30 min. klientų	Srautas	%	10	11
																					15	16	21	22	23	24	25	15	16	21					
Marijampolė	0%	0%	0%	0%	0%	0	557	0,0%			0%	0%	0%	0%	0%	0	505	0,0%			0%	0%	0%	0%	0%	0	574	0,0%							
Vilkaviškis	0%	0%	0%	0%	0%	0	326	0,0%			0%	0%	0%	0%	0%	0	317	0,0%			0%	0%	0%	0%	0%	0	273	0,0%							
Kaunas, Vilkampolės	0%	0%	0%	0%	0%	0	558	0,0%			0%	0%	0%	0%	0%	0	421	0,0%			0%	0%	0%	0%	0%	0	434	0,0%							
Kaunas, Senamiesčio	0%	0%	0%	0%	0%	0	851	0,0%			0%	0%	0%	0%	0%	0	712	0,0%			0%	0%	0%	0%	0%	0	838	0,0%							
Kaunas Mickėvičiaus g. 42	0%	0%	0%	0%	0%	0	1313	0,0%			0%	0%	0%	0%	0%	0	1273	0,0%			0%	0%	0%	0%	0%	0	1309	0,0%							
Jonava	0%	0%	0%	0%	0%	0	343	0,0%			0%	0%	0%	0%	0%	0	433	0,0%			0%	0%	0%	0%	0%	0	469	0,0%							
Kėdainiai	0%	0%	0%	0%	0%	0	493	0,0%			0%	0%	0%	0%	0%	0	480	0,0%			0%	0%	0%	0%	0%	0	448	0,0%							
Kaišiadorys	0%	0%	0%	0%	0%	0	284	0,0%			0%	0%	0%	0%	0%	0	239	0,0%			0%	0%	0%	0%	0%	0	249	0,0%							
Vilniaus (Laisvės pr.)	0%	0%	4,6%	0%	0%	24	2819	0,9%			0%	0%	0%	0%	0%	0	2359	0,0%			0%	0%	0%	0%	0%	0	2444	0,0%							
Vilnius, Šiaurės m.	5%	0%	0%	0%	0%	10	895	1,1%			0%	0%	0%	0%	0%	0	737	0,0%			0%	0%	0%	0%	0%	0	826	0,0%							
Alytus	0%	0%	0%	0%	0%	0	803	0,0%			0%	0%	0%	0%	0%	0	722	0,0%			0%	0%	0%	0%	0%	0	770	0,0%							
Šiauliai	0%	0%	0%	0%	0%	0	1111	0,0%			0%	0%	0%	0%	0%	0	1087	0,0%			0%	0%	0%	0%	0%	0	1121	0,0%							
Šilalė	0%	0%	3,2%	0%	0%	1	171	0,6%			0%	0%	0%	0%	0%	0	179	0,0%			0%	0%	0%	0%	0%	0	158	0,0%							
Klaipėda I-as aukštas	0%	0%	0%	0%	0%	0	1435	0,0%			0%	0%	0%	0%	0%	0	1422	0,0%			0%	0%	0%	0%	0%	0	1353	0,0%							
Panevėžys	0%	0%	0%	0%	0,0%	0	1163	0,0%			0%	0%	0%	0%	0%	0	1098	0,0%			0%	0%	0%	0%	0%	0	1131	0,0%							
Mažeikiai	0%	0%	0%	0%	0%	0	501	0,0%			0%	0%	0%	0%	0%	0	481	0,0%			0%	0%	0%	0%	0%	0	468	0,0%							
Telšiai	0%	0%	0%	0%	0%	0	379	0,0%			0%	0%	0%	1,4%	0%	1	374	0,3%			0%	0%	0%	0%	0%	0	407	0,0%							
Plungė	0%	0%	0%	0%	0%	0	331	0,0%			0%	0%	0%	0%	0%	0	358	0,0%			0%	0%	0%	0%	0%	0	391	0,0%							
Utena	0%	0%	0%	0%	0%	0	398	0,0%			0%	0%	0%	0%	0%	0	381	0,0%			0%	0%	0%	0%	0%	0	442	0,0%							
Utenos posk. Anykščiai	0%	0%	0%	0%	4,5%	2	200	1,0%			0%	0%	0%	0%	0%	0	184	0,0%			0%	0%	0%	0%	0%	0	176	0,0%							
Utenos posk. Ukmergė	0%	0%	0%	0%	0%	0	351	0,0%			0%	0%	0%	0%	0%	0	293	0,0%			0%	0%	0%	0%	0%	0	325	0,0%							
Utenos posk. Visaginas	0%	0%	0%	0%	0%	0	323	0,0%			0%	0%	0%	0%	0%	0	322	0,0%			0%	0%	0%	0%	0%	0	333	0,0%							
Total	0,3%	0%	0,9%	0%	0,1%	37	15605	0,2%			0%	0%	0%	0,04%	0%	1	14377	0,0%			0%	0%	0%	0%	0%	0	14939	0,0%							
	47 vs 46					52,1%	97,86%				48 vs 47					2,7%	92,13%				49 vs 48					0,0%	103,91%								
						-34										-36											-1								

OBSERVATION OF THE TELEPHONE INFORMATION CENTER (TIC)

	11.01.2016	14.03.2016	11.04.2016	12.12.2016	01.06.2017
Calls received	4176	3723	2950	3253	2887
Calls answered	3593	3589	2848	3160	2790
Calls missed	583	134	102	93	97
Percentage of missed calls out of all calls received	13%	4%	4%	2,9 %	3,4 %

PROCESS AND PROBLEM MANAGEMENT

Asaichi – a system based on meetings, which helps to manage the organization:

- *The main results of performance are continuously monitored (quality, effectiveness, loss, etc.);*
- *Relevant indicators are provided based on the principle of hierarchy;*
- *Emerging problems are solve quickly and effectively;*
- *Employees are involved in the improvement of processes.*

OPERATIVE INDICATORS OF OBSERVATION

- ☐ **Financial indicators** (e.g. outstanding periodical payments of the previous day);
- ☐ **Performance indicators** (e.g. level of payment collection, number of overpayments);
- ☐ **Customer service observation indicators** (e.g. level of customer satisfaction in services, customer wait time at the reception);
- ☐ **Indicators of information systems** (e.g. number of critical IT system incidents).

VISUALIZATION OF OPERATIVE INDICATORS OF OBSERVATION



VIZIJA: Patikimiausia, efektyviausia, moderniausia viešojo sektoriaus institucija, tarnaujanti žmogui.

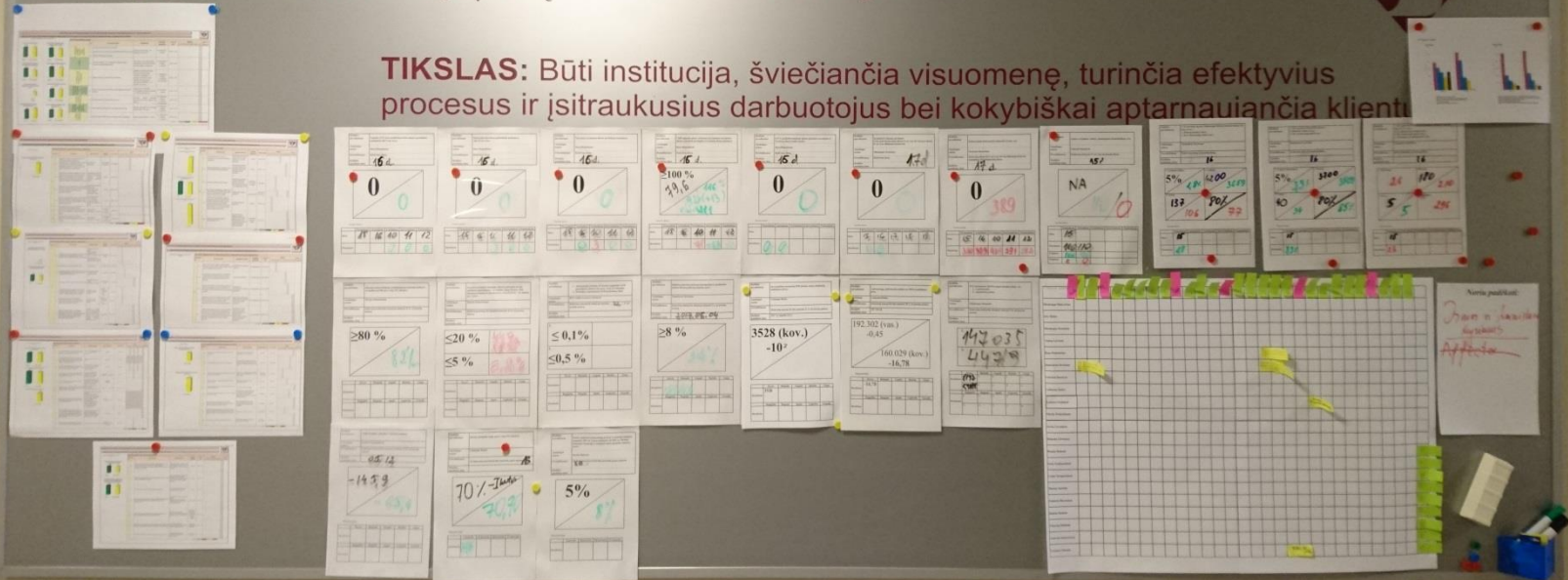
MISIJA: Valstybinio socialinio draudimo paslaugomis kurti saugią visuomenės socialinę aplinką.

VERTYBĖS:

- Pasitikėjimas (skaidrumas/atvirumas)
- Demokratiškumas
- Atsakingumas



TIKSLAS: Būti institucija, šviečiančia visuomenę, turinčia efektyvius procesus ir įsitraukusius darbuotojus bei kokybiškai aptarnaujančia klientus.





Thank you for your attention!