

## Guideline for Improving Current Process

1. Reduce non-value added steps
  - Ask questions **Why?** Why are these activities being done?
2. Define standards at decision points
  - Be specific in decision points to avoid different interpretations, which can require rework later in the process (e.g. develop checklist, criteria at a decision point)
  - Move decision points (inspection, decision) to an earlier point in a process (upstream) to reduce amount of rework later on in the process (downstream)
  - Can decision point be eliminated? (e.g. approval process)
3. Time box around decision point that has rework activity, # of iterations
4. Analyze process inputs and desired performance
  - Evaluate if current inputs (e.g. applications) meet the needs established by the standards.
  - Discussion to improve quality of the inputs
5. Analyze handoffs
  - Analyze those points where handoffs between departments or individuals occur.
  - In a process, one person's or one's function's output is another's input.
6. Automate repetitive steps
7. Analyze and reduce cycle time
  - Identify the activities with the longest durations. Focus on reducing cycle time for activities with long durations.
8. Do things in parallel
  - Evaluate opportunities for doing work in parallel, considering added costs, training, and readiness of the organization.
9. Cut out the middle man
  - e.g. multiple approvals
10. Redesign form
  - e.g. combine multiple forms into one
  - Customer-friendly, easy-to-understand form