



**PROCESS
IMPROVEMENT**
FOR LEGAL AID



Introduction to Business Process Improvement



A- Business Process Improvement Basics

Outdated, inefficient, or limited processes lead to poorer outcomes and lower employee morale. Especially for legal aid organizations, inefficiencies can be frustrating and prevent from helping more people.

1. What is a bad process?

- ∖ Bad process that used to be good
- ∖ Good process with limitations

2. Why a process can be bad?

- ∖ Assumptions
- ∖ Ambiguity
- ∖ Miscommunication
- ∖ Misalignment
- Techniques to understand a problem or bad process. (Feel free to use real cases in your organization)
 - 5 Why Analysis: "Asking "Why?" five times successively can help you delve into a problem deeply enough to understand the ultimate root cause.
 - Fishbone Diagram: Fishbone Diagrams (also known as Ishikawa Diagrams) can be used to answer the following questions that commonly arise in problem solving:
What are the potential root causes of a problem?

3. Outcomes of a bad process

- ∖ Customers might complain about poor product quality or bad service
- ∖ Team members get frustrated
- ∖ Work might be duplicated or not completed at all
- ∖ Costs can increase
- ∖ Resources might be wasted
- ∖ Bottlenecks can develop, causing teams to miss deadline

4. Why business process improvement matters?

B- Methodologies Business Process Improvement

1. Lean Six Sigma

√ Six Sigma

- History and Background (Motorola, 1996)

√ Lean

- Waste
- Types of Waste
 - Defects
 - Over-production
 - Waiting
 - Non-utilized talent
 - Transportation
 - Inventory
 - Motion
 - Extra-processing
- √ DMAIC - used for projects aimed at improving an existing business process
 - Define
 - Measure
 - Analyze
 - Improve



C- Tools for Business Process Improvement under the DMAIC Principles

1. Define

- ∖ Project Charter
- ∖ Affinity Diagram
- ∖ Process Flow Chart
- ∖ Value Stream Analysis
- ∖ Other

2. Measure

- ∖ Value Stream Mapping
- ∖ Process Mapping
- ∖ Pareto Chart
- ∖ Trend Chart
- ∖ Histogram
- ∖ Other

3. Analyze

- ∖ 5 Why Analysis
- ∖ Fishbone Diagram

4. Improve

- ∖ Kaizen
- ∖ System Diagrams
- ∖ Other

5. Control

- ∖ Control Plan
- ∖ Value Stream Management
- ∖ Other

D- Technology and Process Improvement

1. Implementing technology to automate or facilitate process
2. Caution about failing to examine as is process first
 - ∨ Automating a bad process
 - ∨ Implementing wrong solution

E- Putting Everything to Work (Group Activity)

1. Divide the staff in groups
2. Case Study: Give each group a process the organization could improve
 - ∨ Intake/ Eligibility Determination
 - ∨ Document Management
 - ∨ Callback Time
 - ∨ Other
3. Present Current State of Process
4. Define the Problem
5. Develop and Prototype Solutions
6. Develop and Prototype a Sample Implementation Plan

