The PCOA Way is a framework that incorporates principles, methods, and tools for interacting with each other and our work. It sets expectations for how team members work together in a way that encourages open communication, problem-solving, continuous improvement, increased efficiency, and growth. The PCOA Way creates an agency culture with expectations for how we treat and what we expect from each other in our work environment. Ultimately, it improves the experience we provide for those we serve.

The PCOA Way is based on the following <u>principles of lean management:</u>

1. Problems are treasures

By redefining problems as "treasures," we shift the perspective from a negative to a positive opportunity for us to learn more or do better. "Treasures" can feel more comfortable and lead to productive discussions, improving our work without blame.

2. The leader's job is teaching

Leaders create a culture of opportunity and continuous learning. Meanwhile, staff are encouraged to be curious and seek understanding. Leaders take the time to explain things thoroughly and share wisdom.

3. Go and see (Gemba)

Leaders don't sit in a closed office and imagine how the work is being done. They go to where the work is done - the actual place, known as the Gemba. They build relationships with staff, observe, ask questions, and see how processes work in real time. They use what they've learned to inform their thinking, as well as to create better processes and training.

4. Standards are clear and visible to all

Whenever possible, standard work (written processes, flow charts, etc.) is created to set clear expectations. Clear expectations ensure staff get the information and have a common understanding of their work, allowing for less ambiguity and confusion when "treasures" arise.

5. Stop the line (Andon)

Staff at all levels are empowered to "stop the line," referred to as an Andon, a sign or signal that something is not working. Instead of continuing to create work that isn't what we want, stopping the line and engaging in problem-solving allows things to get fixed and back on track quickly.

6. Problem solving is everyone's job

Problems should be solved at the lowest level possible. Not everything needs to be elevated to or resolved by a supervisor. All staff consider recognizing and working to solve problems as part of their role rather than just waiting for someone else to do something.

Using The PCOA Way framework, as learned through Key Concepts training and modeled by other team members, <u>all staff</u> at PCOA are expected to:

- Learn and understand these principles of lean management.
- Incorporate these principles into how you perform your job and relate with your colleagues.
- Speak up when you see waste and downtime in work processes, or when you become aware of a lack of clarity in standard work or expectations.
- Stop the line (Andon) when something is not working, talk with your team and supervisor, elevate issues to the right level to get them resolved.
- Actively participate with your supervisor during Gemba walks and 1:1 supervision to increase clarity and work on continuous improvement.
- Be intentional about identifying or seeking ways to improve processes, avoid becoming complacent.
- Prioritize and actively participate in team huddles (and take your turn to lead them when asked).
- Use visual management tools and problem-solving tools as explained and assigned by your supervisor.

In addition to the above, all <u>leadership team members</u> at PCOA are expected to:

- Demonstrate a commitment to lean management principles in your work.
- Actively engage in a learning collaborative with your leadership team colleagues to explore lean management principles, problem-solving processes and tools, and visual management tools. Learn from and share with others.
- Ensure that the staff on your team are empowered to implement the principles of the PCOA Way to improve processes within your program.
- Create standard work for your team to document processes, steps, make things easy to understand and follow, and ensure there is an appropriate level of consistency in the work being performed.
- Use huddles in your team, as appropriate and helpful. Create opportunities for other team members to be involved in leading team huddles.
- Implement visual management tools with your team, as appropriate and helpful. This may include huddle boards, accountability boards, flow boards, process mapping, and more.
- When someone brings an Andon to your attention, engage in non-blaming problem-solving to identify and address the issue, elevating it or bringing in others when necessary for a quick and thorough resolution. Use it as a learning opportunity for process improvement or where revised standard work or additional training are useful.
- Engage in Gemba walks with your team, in whatever way works best for you to observe what they do. Use these Gemba walks for your own learning, to build relationships, and to note areas in which more training or standard work development may be helpful. Use humble inquiry as a method for asking questions and gaining insights.
- Regularly schedule and hold 1:1 supervision and coaching sessions with your team members.
- Engage in honest and open coaching discussions with your team members related to personal development needs and opportunities. Share kudos for work done well.
- Thoughtfully develop metrics for your program related to things you can quantify and track. Measure their progress over time to notice trends and to see the impacts of changes to process. Share the metrics and trends with your team and discuss.