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**Lean Business Ireland Awards 2023**

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| **Category:** | *Service Innovation & Improvement in Public Services* |
| **Entrant Organisation:** |  |
| **Entry Overview (100-150 words):** |  |

**Entrant Submission**

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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *LEAN STRATEGY DEVELOPMENT & LEADERSHIP (10%: half-page)** Evidence of a strategic organisation-wide, or agency-wide, or unit-wide, or department-wide approach to service excellence.
* Evidence of Lean & CI Strategy alignment with recognised global best practices and frameworks.
* Evidence of strategic alignment of operating systems and KPIs, and of purpose, people, and processes.
* Evidence of strategic emphasis on formative design and implementation support; and on stakeholder engagement, prioritisation, and analysis, most crucially the Voice of Customer.
* Evidence of senior leadership team (SLT) buy-in and support; and vision and mission developed and clearly communicated service-wide/organisation-wide and with all stakeholders.
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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *LEAN STRATEGY DEPLOYMENT (10%: half-page)** Evidence of Hoshin Kanri thinking and practice.
* Evidence of Customer and Value focus.
* Evidence of effective Management and CI systems in place with aligned metrics and oriented to advancing and sustaining a culture of service excellence.
* Evidence of effective People Development systems and Knowledge and Learning systems in place and aligned to the core strategy.
* Evidence of effective Visual Management systems across the service, along with measurable progress reported across all internal departments/units/levels.
* Evidence of Leadership systems and Leader Standard Work focused on culture, behaviours, and respect for people and the work.
* Evidence of systemic and holistic deployment that is mindful of and positive towards the planet and wider community and society.
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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *OPERATIONALISATION & RESULTS (55%: 2-3 pages)** Evidence of a Service Excellence focus; Results-orientation; CI/Kaizen Projects; Scientific Thinking; Measurement, Analysis, and Reporting; Knowledge Management and Learning; and Respect and Recognition systems.
* Evidence of clearly defined Behavioural Standards linked to the core service operation and performance, as well as overall culture.
* Evidence of Lean Leadership, Employee Engagement, and Mentoring and Coaching.
* Evidence of active development of managers, employees at all levels, including support staff, that is relevant to their work and, ideally, driven by their own 'pull' for their ongoing personal and professional development.
* Evidence of defined time and processes to capture ideas and opportunities for improvement, along with defined systems of work and a constant focus on the simplification of work and standardisation.
* Evidence of Value Stream analysis.
* Evidence of fulfilment on the Customer and Value focus.
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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *FUTURE PLANNING (25%: 1-page)** Evidence of a clear and sustainable CI strategy.
* Evidence of a balanced approach to the Socio and the Technical.
* Evidence of balanced and systemic integration of next-generation technologies and digitalisation.
* Evidence of alignment with and fulfilment of ESG/Sustainability/Circular Economy principles and priorities.
* Evidence of an ambitious and ongoing capability development and learning organisation strategy.
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