



**DEVELOPING A FRAMEWORK OF *LEAN* ORIENTATED TOOLS AND PRACTICES TO
BE INTRODUCED AT WITS: A WITS PLUS CASE STUDY**

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Abstract

This research report aims to identify *Lean* orientated tools and practices that can be used within the University of the Witwatersrand, Johannesburg (Wits) to create awareness and knowledge that can support the analysis and improvement of administrative processes.

Many administrative processes at Wits are complex and involve many stakeholders. When a new process or a change to a process is introduced staff does not always analyse the changes or realise the impact thereof on current processes. Through ignoring this, duplicated processes are created leading to a lot of frustration. There is therefore a need within the University for staff to gain a better understanding of how to analyse and improve processes when changes are introduced without creating any duplication. This study will, therefore, consider selected *Lean* orientated tools and practices to see how these practices can assist in this regard.

The study involved staff from Wits Plus and Faculties at the University and made use of pre-interviews and post-interviews and a workshop to establish which *Lean* orientated tools and practices were best suited to analyse and improve administrative processes. The workshop introduced and exposed participants to *Lean* orientated tools and practices and allowed them to use them in practice. The findings identified Flow Diagrams, DMAIC (Define, Measure, Analyse, Improve and Control), and the Six Honest Serving Men framework as the three most suited practices to analyse and improve administrative processes. These practices are proposed in a framework for future use and support to Wits staff.