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**THEORY OF CONSTRAINTS OVERVIEW**
Utah’s Department of Workforce Services

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**STEP ONE:** Identify the constraint (or most critical resource) that can be maximized.

*For DWS, the initial identified constraint was our workers who determine customer eligibility or ineligibility for benefits.*

**STEP TWO:** Decide how to squeeze the most out of the constraint.

*This meant offloading, eliminating, or automating “simpler” tasks and removing distractions that cause eligibility workers to multitask and thus take time away from determinations.*

**STEP THREE:** Subordinate all other areas to the constraint.

*We eliminated bottlenecks before and after the eligibility worker and only gave cases to the worker once all information needed to make a determination had been collected.*

**STEP FOUR:** Elevate the constraint and ensure all resources support the constraint.

*For DWS, this meant ensuring all workers and every process supported eligibility determinations.*

**STEP FIVE:** With the original constraint resolved, go back to Step #1 and repeat the process as needed with a different/new constraint.