

What Makes CI in Government Successful? *Is it different from the private sector?*

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**Is there a difference between
public and private sector CI?**

What do you think?

What is Continuous Improvement?

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CI Has Many Types/Names

INNOVATION

Baldrige

TPM

Shingo

Front-line Ideas

Employee Engagement

Lean

LEAN SIX SIGMA

Six Sigma

TPS

XMS

Juice

Total Quality Management

Employee Empowerment

Kaizen

Which One is Best?

Key Lesson #1



The way I see it, it doesn't matter what you believe, just so you're sincere!

With apologies to Charles Schulz

Key Lesson #1a

~~Orthodoxy~~

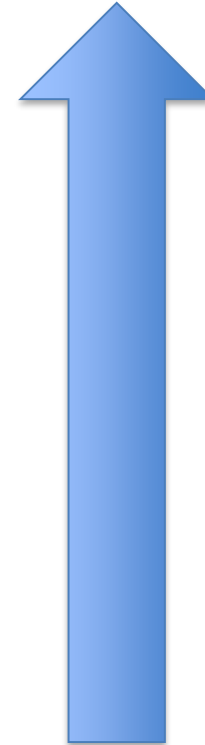
Key Lesson #2

The **BIG** One

*The best CI
is bottom-up,
... driven by
those on the
front lines.*

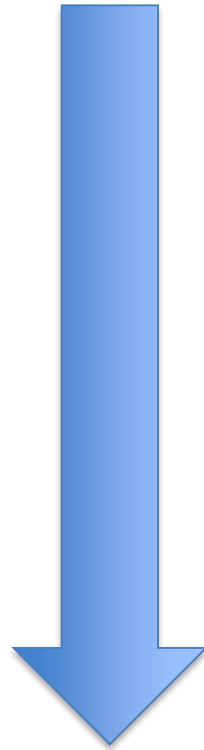


Top-Driven CI



*A subtle difference
between private
and public sectors*

VS.



Front-Line Driven CI

Why Front-line Driven?



Friedrich Hayek
1899-1992

The use of Knowledge in Society

People at the top have “big picture” knowledge ...
People at the bottom have the knowledge of how things work and how to get things done.

Why Front-line Driven?

Most opportunities to improve are buried deep in the processes and procedures used to perform daily tasks.

Front-line people see lots of problems and opportunities that managers don't.

The 80/20 Principle of Improvement and Innovation

80% of an organization's potential to improve and innovate is in the creativity and ideas of the people on the front lines.



Washington State Police Garage

“How do we convert more new cars to patrol cars without radically increasing the size of the garage?”



Sample Ideas

- Pre-kit the conversion parts on special carts.
- Organize the key storage.
- Que the new vehicles next to the garage.
- Use a template to align decals.
- Use pre-made wire harnesses rather than cutting and stringing some 50 wires.
- Have brackets pre-drilled.
- Use laser-measured plastic seat covers over the back seats rather than swapping them out.

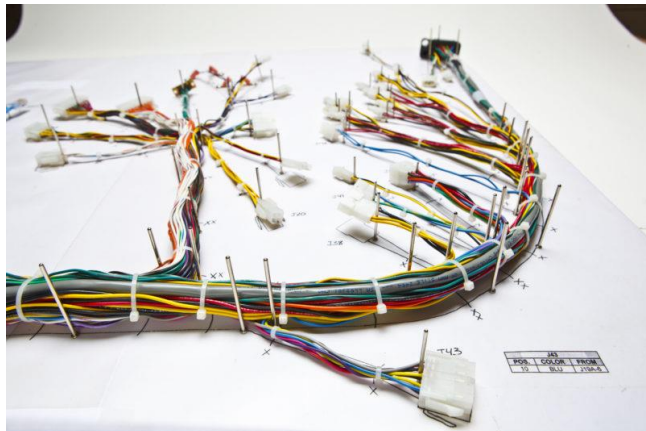
Sample Results?

- Eliminated many unneeded activities.
- Increase output from 12 to 36 vehicles per month.
- Cut conversion time from 300 hours to less than 25.
- Reduced maintenance cost by \$153K per year.
- Generated \$628K in surplus value on used vehicle sales.

Washington State Police Garage

The ongoing story!

A four-year backlog of patrol vehicles to decommission.



Pulled the making of wire harnesses in-house for lower cost and greater flexibility.

Lesson #3

A Special Kind of Leader & Leadership

*You need better leaders
in the Government sector
than the private sector to
pull off good CI.*



Gov. Jay Inslee



Gov. Doug Ducey



Mayor Michael Hancock

*CI is not a program you adopt, it's a philosophy that changes your **culture**.*

Lesson # 4

To create and support a CI culture, you need a *CI ecosystem*.



What goes into a *CI Ecosystem*?

- 1. Leaders at all levels embracing CI**
- 2. CI Infrastructure**
- 3. Engagement**
- 4. A focus for Improvements**

Key Elements of the Infrastructure

- Team of experts led by the **CI Champion**
- Training **and Development** –for all levels
- An Engagement Strategy
- Focus for Improvement with clear goals and measures
- A **Spectrum** of improvement methods

The CI Champion

- Plays the most critical role in the CI transformation outside of the top leader.
- Is well respected by colleagues and staff.
- Needs to know how to lead without authority.
- Should be highly skilled with a broad range of CI practices.
- Needs to be organizationally savvy.
- Must have change management skills

Lesson # 5

The CI office/team should be kept relatively small!

This counter-intuitive finding is important for a number of critical reasons related to its role.

The Role of the CI Office/Team

- **Responsible for the overall CI system.**
- **Training, coaching, & development.**
- **Help out on larger, more complex problems.**
- **Facilitates knowledge transfer across the government units.**
- **Ongoing promotion of CI.**

**The CI team is *NOT* responsible
for coming up with and
implementing improvements.**

Lesson # 6

Training needs to be applied ...

Immediately!

The best “classroom” training integrates making improvements in the student’s work area as part of the course.

Lesson # 7

Engagement doesn't just happen, you need a strategy to make happen.

- 1) Rational**
- 2) Re-educative**
- 3) Power**

This is both easier and more difficult than it is in the private sector.

Lesson # 8

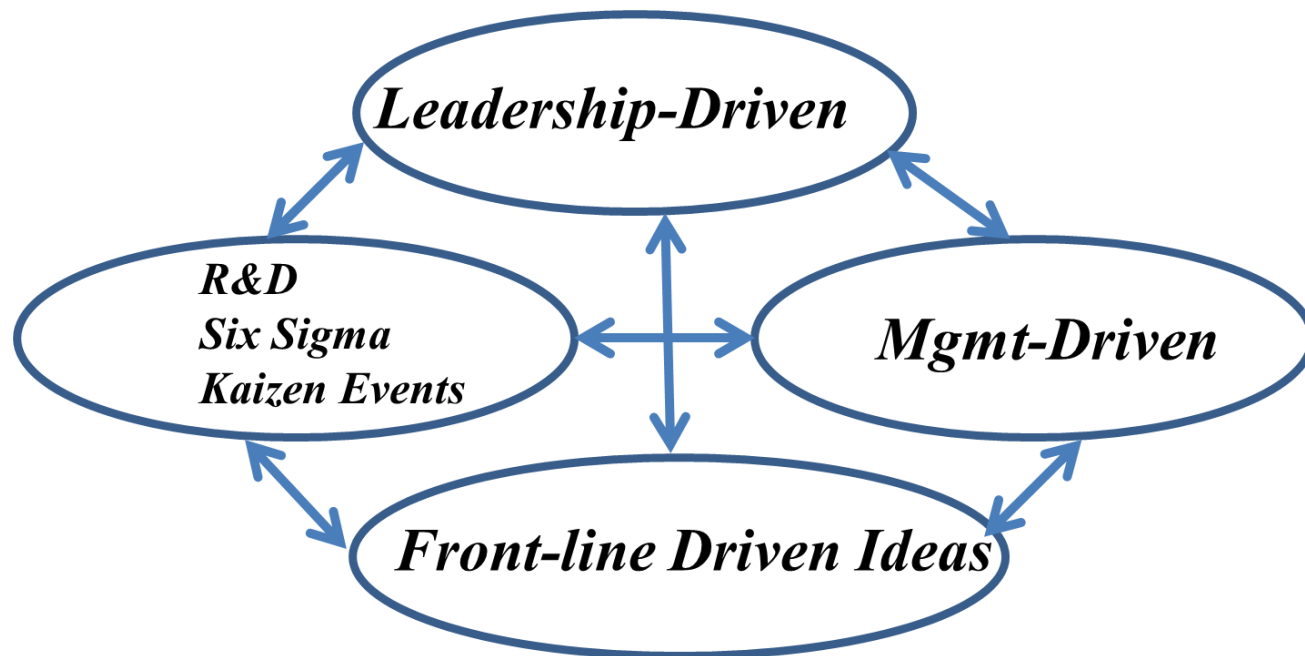
Focus CI on what is important



**Local- vs Top-Level
Measures**

Lesson #9

A Spectrum of CI Methods for a Spectrum of Problems



A Spectrum of Methods

1. A system to go after small, front line improvements – lots of “*just do it*” ideas.
2. Mid-level Problems that need a knowledgeable group with some time and resources, following a structure problem solving approach.
3. Large, complex, multi-faceted problems requiring extended time, learning, resources, top-level support, and a number of CI methods.

Aren't most Front-line Ideas Small?

Are they really worth the effort?

- Small ideas are less costly and less risky – learn as you go.
- Big improvements need lots of small ones to be successful.
- Going after smaller ideas builds an improvement culture from the bottom up.
- Small ideas have a *huge impact*.

The Huge Impact of Small Ideas

- Small improvements, repeated many time, accumulate to huge savings – invisibly.

Denver Department of Excise and Licenses



Stacie Loucks

*Reduced the wait time for business licenses from an average of **1hr 40min** to **7 min.***



Problem: Service Technicians were frequently interrupted by applicants doing their background checks because the software is confusing.

Idea: Create a step-by-step instruction guide with screen-shots and arrows that walks applicants through the process.

Resulting Savings:

5 minutes per interruption

36 interruptions per day

250 days per year

Year-after-year

**Plus – Better service, less stress,
and a sense of empowerment.**

The Huge Impact of Small Ideas

- Small improvements, repeated many time, accumulate to huge savings – invisibly.
- There are lots of small ideas.
- The value of each idea is multiplied through use elsewhere.



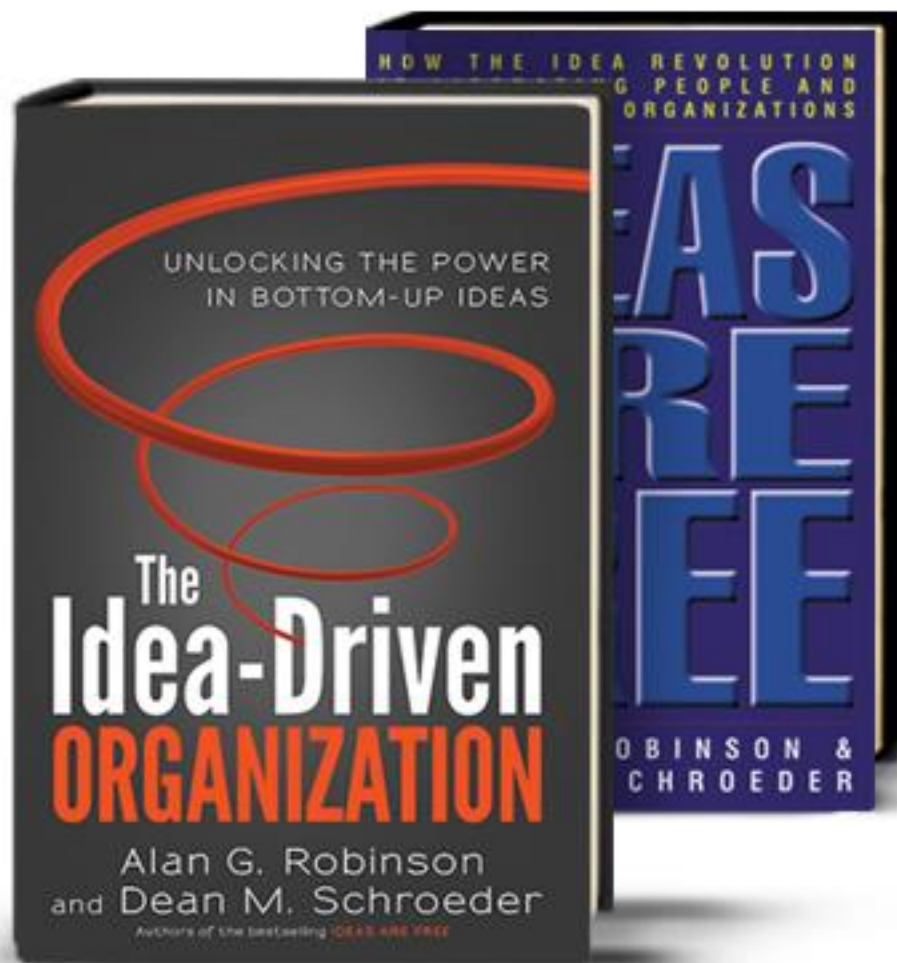
COLORADO
Department of Transportation



Instead of cleaning delineators with a bucket and scrub brush, one patrol found a way to create a power washer with equipment already on the trucks, so they could clear them without leaving the truck.

UNLOCK THE POWER IN YOUR EMPLOYEES' IDEAS

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Most Popular Mid-level Problem Solving Methods

- **Rapid Improvement Events (Kaizen Events)**
- **A3 method**
- **Structured Problem Solving**

Popular Large Complex Problem Solving Methods

- **Six Sigma**
- **Value-Stream Mapping**
- **Often need a mixture of analytical approaches**

Summary of Key Findings

1. Pick an approach that works for you.
2. Lead with a clear vision.
3. Create the CI ecosystem
 1. Morph the infrastructure
 2. Create a well-led centralized support group
 3. Engage your people
 4. Train them in an action manner
 5. Equip them with a spectrum of CI methods

What do you do tomorrow?

Questions?