Continuous Improvement Committee

Just Improve It!
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MISSION

Our mission is to personally, professionally, and organizationally seek to continuously improve performance and results in providing services to Mille Lacs County customers.

GOALS & OBJECTIVES

- Mille Lacs County values and supports personal continuous improvement by empowering employees to make meaningful process changes relating to their own job assignments.
  - Involve employees in Continuous Improvement workshops; encourage employees to attend trainings.
  - Allow employees to determine how they perform daily work within guidelines.

- Mille Lacs County values and supports professional continuous improvement by embracing LEAN principles and conducting process evaluations utilizing the various tools in the LEAN toolbox as appropriate.
  - Establish and facilitate a culture of Continuous Improvement.
  - Provide Continuous Improvement training opportunities and tools in order to address the needs that exist.

- Mille Lacs County values and supports organizational Continuous Improvement by creating a culture that encourages, acknowledges, and rewards improved performance and results.
  - Create and implement an annual training plan utilizing CI tools on a department level.
  - Use resources to the best of our ability to provide opportunities to “LEAN” systems.
## ROLES AND RESPONSIBILITIES

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| **Continuous Improvement Steering Committee** | -Coordinate and participate in follow-up meetings for each event  
- Establish and maintain effective communication for Mille Lacs County  
- Assign facilitators to projects  
- Bring functional expertise  
- Establish goals for CI Program  
- Perform research and share ideas  
- Participate in meetings and evaluate ideas  
- Participate in development of annual work plan  
- Attend report-outs (not all members, all the time)  
- Establish and maintain communication plan | - Scope decisions that do not affect major milestone dates  
- When to elevate an issue to the sponsor  
- Draft annual LEAN work plan  
- Develop and implement action plans for tracking, analyzing and reporting return on investment  
- Define and schedule training  
- Coordinate facilitator selection  
- Coordinate project selection  
- Demonstrate a commitment to LEAN initiative and communicate accomplishments and activities  
- Create a performance measurement template | - Build general support for LEAN with County Board  
- Identify and train quality facilitators  
- Incorporate LEAN into long-term strategic plan for County  
- Quantify LEAN savings  
- Prioritize LEAN  
- Create succession plan for the Steering Committee  
- Identify projects where technology sharing is LEAN  
- Identify process to market to departments and other agencies |
| **Facilitator**             | - Internal consultant                                                            | - Lead Kaizen and CI events  
- Notify Continuous Improvement Steering Committee and County Administrator if the event will be open or closed to viewing | - Prepare for and facilitate 1-3 formal events per year  
- Get department head approval  
- Help make LEAN and CI a part of the department culture  
- Build in follow-up for all LEAN and CI events with internal representative  
- Attend facilitator group meetings  
- Teach staff about benefits of LEAN and CI |
| **Sponsor (Project Champion)** | - Provide status reports to CI Committee  
- Bring functional expertise                                                   | Invest the necessary time/oversight (e.g., participate in planning the event, attend pre-event meetings and daily Kaizen progress reports, attend report out) | |
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| CI Project Manager | -Lead all project work and team communications  
                      -Bring functional expertise  
                      -Complete all tasks as assigned  
                      -Work with department managers in identifying areas for process improvement events  
                      -Act as liaison to County while also seeing and representing an enterprise view | -Establish CI teams for each department  
                      -Meet a minimum of 4 times a year  
                      -Report back to CI Steering Committee | -Submit and host at least one LEAN Kaizen or CI event per year.  
                      -Include updates and/or report on all department events to LEAN Steering Committee and County Board  
                      -Incorporate LEAN into long-term strategic planning for the department  
                      -Support and help make LEAN part of the department culture  
                      -Hold project leaders accountable for project follow-through  
                      -Quantify project savings  
                      -Report efforts for process improvements and changes implemented |
| Departments        | -Department level CI teams  
                      -Making CI a part of unit meetings  
                      -Provide input and feedback on annual plans and requirements  
                      -Establish and submit performance measures before, during, and after an event | -Establish CI teams for each department  
                      -Meet a minimum of 4 times a year  
                      -Report back to CI Steering Committee | -Submit and host at least one LEAN Kaizen or CI event per year.  
                      -Include updates and/or report on all department events to LEAN Steering Committee and County Board  
                      -Incorporate LEAN into long-term strategic planning for the department  
                      -Support and help make LEAN part of the department culture  
                      -Hold project leaders accountable for project follow-through  
                      -Quantify project savings  
                      -Report efforts for process improvements and changes implemented |
| County Board       | -Support all CI Activities  
                      -Provide feedback and input for annual report | -Establish CI teams for each department  
                      -Meet a minimum of 4 times a year  
                      -Report back to CI Steering Committee | -Submit and host at least one LEAN Kaizen or CI event per year.  
                      -Include updates and/or report on all department events to LEAN Steering Committee and County Board  
                      -Incorporate LEAN into long-term strategic planning for the department  
                      -Support and help make LEAN part of the department culture  
                      -Hold project leaders accountable for project follow-through  
                      -Quantify project savings  
                      -Report efforts for process improvements and changes implemented |
1. Specific goals of the CI program and steering committee are:
   a. Engage staff in making decisions about their daily work and CI
   b. Create and maintain team of certified LEAN / CI facilitators and trainers across all departments to facilitate CI projects
   c. Provide a forum and support department heads and managers in fully utilizing CI techniques
   d. Transparent communication of program and results
   e. Support implementation and continuous evaluation of action plans

2. CI Committee will oversee and provide input into the evolution and growth of the CI Program at Mille Lacs County by providing input into:
   a. Allocation of any funding dollars received
   b. Review and monitor reports and results from events and programs
   c. Develop and implement training plan
   d. Develop and implement communication plan
   e. Address resources needed to implement the program, establish measurement systems and milestones for review

3. Membership
   a. No more than 10 members, with a mix of individuals to best meet the goals of the Committee. Representation from all departments is desirable.
   b. Members will serve a 3-year term, and are responsible for finding their own replacements.
PERFORMANCE MEASUREMENT

MEASURING CUSTOMER SATISFACTION

What is it Customers look for?

Determining customer satisfaction first begins with determining what the customer is seeking from the county. Customers might be looking for:

- Staff Attitude
  - Courtesy
  - Empathy
  - Respect
  - Honesty
  - Transparency

- Staff Competence
  - Expertise
  - Professional

- Convenience
  - Service provider is easy to find
  - Information is readily available
  - Tools for self-help available

- Timeliness
  - Speed
  - Few steps to accomplish business transaction

- Reliability
  - Level of performance
  - Level of accuracy

- Information
  - Quality
  - Frequency
  - Completeness

- End Result
- Fairness
  - Consistency

- Access
  - Staff available to provide assistance
  - Wait times for service
  - Ease of finding building/department

- Look and Feel
- Safety and Security
- Value
Who are our Customers?

Customers can be internal, external, other agencies, partners, etc. Customers can be labeled in any number of ways:

- Applicant
- Permit Applicant
- Client
- Resident
- Taxpayer
- Developer
- Job Seeker
- Staff
- Family
- Program Participant
- Contractors
- Candidate
- Township Supervisor
- County Board
- Abstractor
- Recipient
- Victim
- Inmate
- "-

Customers receive goods and services provided by the County. Customer contact is made in person, at the counter, over the phone, in the field, or online.

What to Measure?

Each department provides multiple services to its customers. Measuring customer service begins with identifying a particular service that you wish to evaluate. A department, unless it wishes to measure general customer service levels, must first identify a service and the segment of its customer base toward which to direct the survey tool.

Principles of Measurement

The County Board’s pledge to its citizens is the foundation of customer satisfaction measurement:

- Delivering essential services as efficiently as possible.
- Protecting children and vulnerable adults.
- Prosecuting criminals.
- Preserving the public's health and welfare.
- Spending revenues prudently.
- Improving quality of life for Mille Lacs County citizens’.

Other principles of measurement should include:

- Measuring the whole customer experience, not just the end result
- Obtaining scientifically representative and valid data
- Modifying the data collection efforts to diverse populations
- Modifying the data collection efforts to diverse service access methods
- Understanding how the collected data may modify service delivery in order to achieve continuous improvement.
Developing Customer Service Measurement Tools:

1. Identify / Define services, products and customers
2. Identify / Define drivers of customer satisfaction
3. Identify / Define methods of service delivery for measurement
4. Develop & Conduct Survey
5. Evaluate Action Plan, Services, Customers, Satisfaction Drivers
6. Analyze Results
7. Develop & Implement Action Plan
8. Communicate Results
TRAINING

All staff training

- Intro to LEAN CI – a 20 minute online course offering an introduction to the guiding principles and key elements of LEAN and Continuous Improvement (CI).
- Annual Continuous Improvement training as scheduled by CI Committee.

Awareness Training Guidelines required to perform Kaizen event:

All participants of a Kaizen event must have completed LEAN 101 training.

- Facilitator
  - Must complete two-day “Kaizen Facilitation Training” course
  - Observe other events, such as Kaizen, with event facilitator approval
- Sponsor
  - Must complete one-day “Leading and Supporting CI Projects” course
  - Observe other events, such as Kaizen, with event facilitator approval
- Project Manager (Team Leader)
  - Must complete one-day “Leading and Supporting CI Projects”
  - Observe other events, such as Kaizen, with event facilitator approval
- Team members
  - Attend all scheduled pre-event, event, and post-event meetings
  - Complete refresher course on LEAN 101, unless covered in event meetings

Optional training:

- “Effective Problem Solving” training
- Other training as recommended by the CI Committee
- New employees will receive LEAN 101 introductory training materials within 90 days of date of hire, either by supervisor or committee member.
“Leading and Supporting CI Projects” Course Overview

If you want to enhance your ability to identify, launch, and implement improvement projects that achieve and sustain desired results, this one-day course is for you! Course components include:

- Conditions for project success
- Typical project roles and responsibilities
- Project phases, steps, and tools
- Identifying and selecting improvement projects
- Launching and managing improvement projects

“Effective Problem Solving” Course Overview

Effective Problem Solving is a half-day training session that teaches participants a non-blaming method and set of tools to identify and solve small to large scale process problems at their source. Components covered include:

- Recognizing process problems
- Identifying and using the right tool to uncover the root causes of a problem
- Brainstorming solutions
- Prioritizing solutions
- Developing an implementation plan
- Monitoring and sustaining results

Introduction to LEAN & Continuous Improvement

This course offers an introduction to the guiding principles and key elements of LEAN and Continuous Improvement (CI). You'll learn how CI is important to you, how others in Minnesota state government have used LEAN tools and kaizen events to improve their processes, and where you can obtain resources to get started. Note: This online course includes video and audio.
APPENDIX A

Annual CI Communication & Training Plan

2015 Plan

Articles & Newsletters

1. Monthly Employee Newsletter Articles about CI
   a. February
      i. Mission
      ii. Goals & Objectives
   b. April
      i. What is CI?
      ii. CVS Kaizen Event – overview & update
      iii. Slogan
      iv. Marketing
         1. Posters
         2. Publications
   c. May
      i. Roles & Responsibilities
      ii. Success story
   d. June
      i. Charter / Steering Committee
      ii. Success Story
   e. July
      i. CI Tools
      ii. Success Story
   f. August
      i. CI Tools
      ii. CI Training Topic & event details
   g. September –
   h. October –
   i. November –
   j. December –

2. Public Education
   a. Article of mission/goals/charter upon Board approval – April/May
   b. Success story / education about CI Efforts – May/June
   c. CI Tools & Implementation – July / August
County Board Education
d. April Presentation
   i. Overview of CI
   ii. Mission & Goals
   iii. Approval of Mission / Goals / Charter
e. June Presentation
   i. CI Tools & Resources
   ii. Success Story
f. September Presentation
   i. Training Review & Update
   ii. Feedback from the Board
g. December Presentation
   i. Year in Review & Next Steps
   ii. Feedback from the Board

Training for Staff
1. April/May/June
   a. Online “Intro to LEAN & CI” course for all staff
   b. Performance Measures – Creating Benchmarks

2. July /August – TBD
   a. Leading & Supporting CI
   b. LEAN – AMC Training
   c. What is CI?
   d. Performance Measures – Data Tracking

3. November/December
   a. Leading & Supporting CI
   b. LEAN – AMC Training
   c. What is CI?
   d. Problem Solving

CI Tools
- Brownbag lunches
- Website
- Email
- Training Sessions