

## **Session**

### **Using Business Process Management to Cut Costs and Improve Service**

#### **Moderator**

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#### **Speakers**

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### **Creating a Lean Process and a Lean Government**

- I. Principles of Lean Government
- II. Lean Thinking Overview
- III. Introduce Lean Definitions and Concepts
  - A. Value Added
  - B. Non Value Added
  - C. Value Added but Necessary
- IV. Eight Wastes
  - A. Defects
  - B. Over Production
  - C. Waiting
  - D. Not Utilizing Employees
  - E. Transportation
  - F. Inventory and Backlog
  - G. Motion
  - H. Excess Processing
- V. Challenges
  - A. Office Work Not Visible
  - B. Creative vs. Transactional Work
  - C. "Customer" not easily defined
  - D. Customer Requests not easily defined
  - E. Process breakdown at functional intersections (Departments)
- VI. Lean Strategic Process
  - A. Management buy in
  - B. Process Identification
  - C. Swim Lane Map
    - i. Current State
    - ii. Future State
    - iii. Action Plan
    - iv. Performance Indicators
    - v. Repeat
- VII. Tools
  - A. Standard Work
  - B. 5S
  - C. Visual Contact
  - D. Quality at Source
  - E. Mistake Proof
  - F. Focus/Multitask
  - G. Batch Size Reduction
- VIII. What Constitutes a Lean Organization
  - A. Lean Throughout

- B. Not a one shot (or series of one shot) deal
- C. Part of Thought Process
- IX. Good Examples
  - A. Kennedale
  - B. Pearland
  - C. Conroe

### **Principles of the Conroe Lean Program**

- I. Support by Management
  - A. Test Program by the City Administrator – Show the benefits of Lean Thinking
  - B. Council and Upper Management – Support throughout the organization is key to success
- II. Program Awareness
  - A. Create a Logo that Identifies the Conroe Lean Program
  - B. Develop an Acronym for CONROE LEAN
  - C. Kick-off Event to Introduce the Program to Employees
  - D. Motivational Computer Messages on Lean Thinking upon Log-on
  - E. Department Posters with New Look Every Year as Reminders
  - F. Monthly Newsletter Articles to Teach and Encourage
  - G. Bright and Lean Ideas that Reward Individual Employees for Innovative Ideas
  - H. New Employee Orientation to Explain and Keep up Momentum
  - I. Process Reviews – (Use the Swimming Lesson Registration Process as an Example)
    - i. Perpetual Team Setup to Mix Up Departments and Expand Knowledge Base
    - ii. Swim Lane Analysis to Identify & Improve Process Steps, Functions and Values
    - iii. Quality/Cost/Time Balance to Weigh the Steps and Improvement Ideas
    - iv. Awareness of Common Wastes that Cost Organizations if Undetected
- III. Celebrate Success
  - A. Annual Cookout Event for All City Employees, Council and Media
    - i. Conroe Lean Employee of the Year Award for the Person with the Best Idea(s) and/or Highest Participation
  - B. Conroe Lean Department of the Year Award for the Department with the Highest Participation and the Most and/or Best Self-Initiated Lean Activities
- IV. Documentation of Savings by Category
  - A. Preliminary
  - B. Process Reviews
  - C. Employee Ideas
  - D. Department Self-Initiated Ideas

### **Implementation for Successful BPM Projects**

- I. Organizational Challenges to Successful BPM Projects
  - A. Lack of understanding of current processes
  - B. Lack of staff expertise
  - C. Lack of authority
  - D. Lack of organizational will to change
- II. Overcoming Challenges and Key Success Factors
  - A. Executive support
  - B. Cultural and organizational support
  - C. Have clear goals and measures
  - D. Start small
  - E. Use cross-functional teams
  - F. Have a customer focus
- III. Change Management
  - A. Focus on the people side, not just process and technology
  - B. Recognize that change is difficult
  - C. Understand where resistance comes from
  - D. Build a communications plan that includes feedback mechanisms
  - E. Monitor and make course corrections