



NEW HAMPSHIRE MUNICIPAL ASSOCIATION



Lean Process Improvement Tools that Add Value in Public Service

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NH Bureau of Education and Training

March 8, 2017



How to Participate Today

- Open and close your Panel
- Submit text questions
- Q&A addressed at the end of today's session
- Raise your hand in *response* to a question

The screenshot displays the GoToWebinar interface. At the top, there is a menu bar with 'File', 'View', and 'Help'. Below this is the 'Audio' panel, which includes 'Audio Mode' options: 'Use Telephone' (unselected) and 'Use Mic & Speakers' (selected). A 'MUTED' indicator is visible next to a microphone icon, and a volume level indicator shows several green bars. Below the audio panel is the 'Questions' panel, which is highlighted with a red border. It contains a text input field with the placeholder text '[Enter a question for staff]' and a 'Send' button. Two red arrows point to the 'Panel' icon (a square with a right-pointing arrow) and the 'Raise Hand' icon (a hand with a green dot) in the left-hand navigation bar.

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Program

1. Overview of Lean
2. Lean concepts
3. Kaizen – Chartering a project for success
4. Lean management
5. Getting started



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Part 1

Overview of Lean

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Lean is an organizational performance management system

Characterized by a collaborative approach between employees and managers

To identify and minimize or eliminate activities that do not create value for the customers of a business process



NH Lean Program

- Lean is not an acronym
- Low tech
- User friendly
- Builds morale
- Enhances teamwork
- Encourages innovation



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Use Lean Tools to:



- Reduce backlogs
- Improve the quality of work
- Allocate staff to mission critical work

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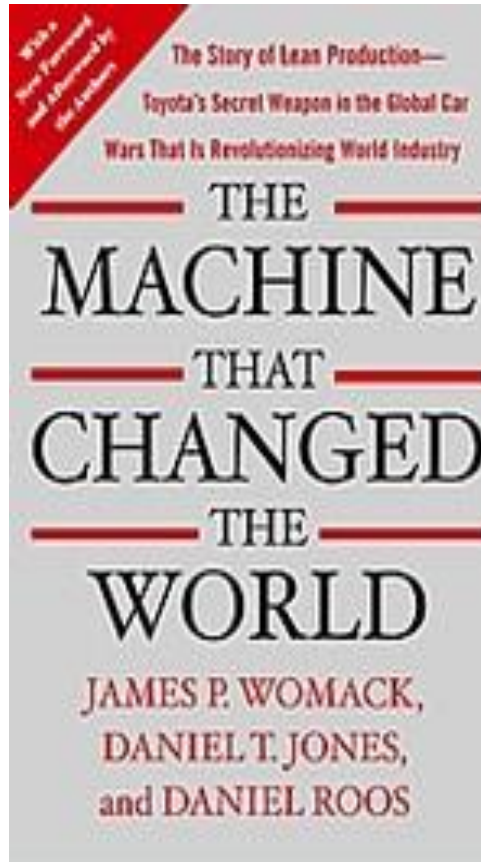
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Lean in Manufacturing

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Lean Across the Sectors

Lean Summit 2012

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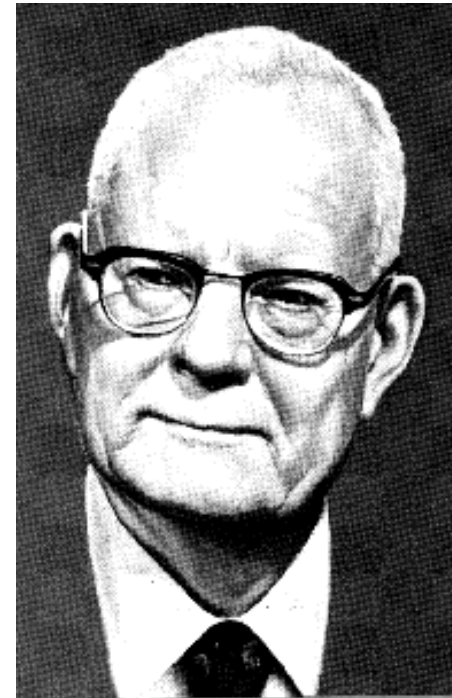
Lean is *not* about cutting staff

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*A bad process
will beat
a good person
every time.*

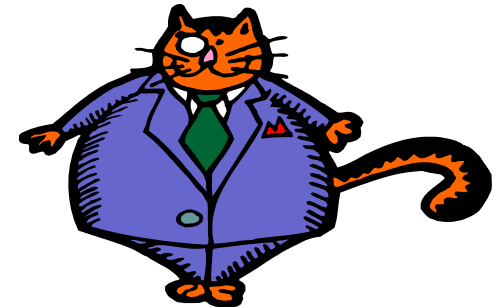


W Edwards Deming
1900-1993



Lean is the Solution

Public managers are often asked to “trim the fat” in times of revenue scarcity. Unfortunately, there is no line item in the budget called “fat.”



- Government Finance Officers Association

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Lean techniques can find the fat



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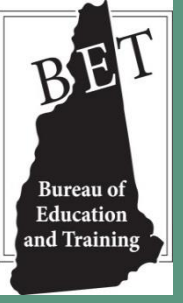
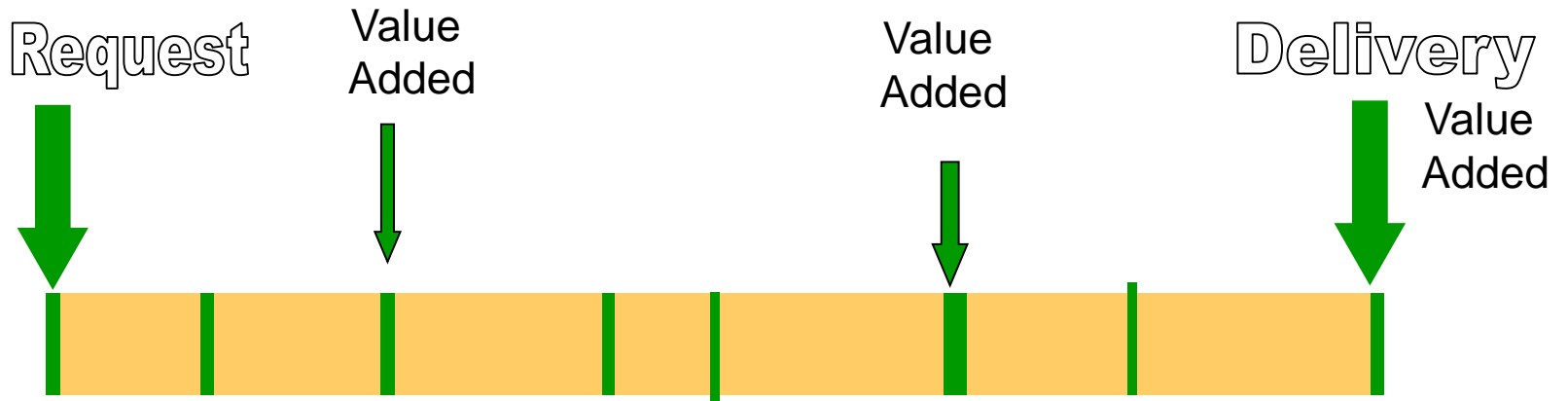
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Waste is Interwoven in the Process



Mapping Makes the Process Visible



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6% processed in 30 days to 86%



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NHES team recognized by Governor Lynch

2012 Lean Summit

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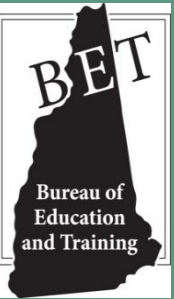


Part 2

Lean Concepts

The 8 Wastes
Customer Value

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Eight Wastes (D-O-W-N-T-I-M-E)

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Defects



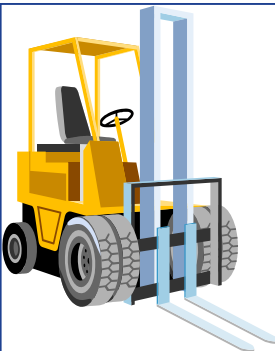
**Over-
production**



Waiting



**Non or Underutilized
Talent**



Transportation



Inventory



Motion



**Excess
processing**



Enforcing "red tape" is demoralizing

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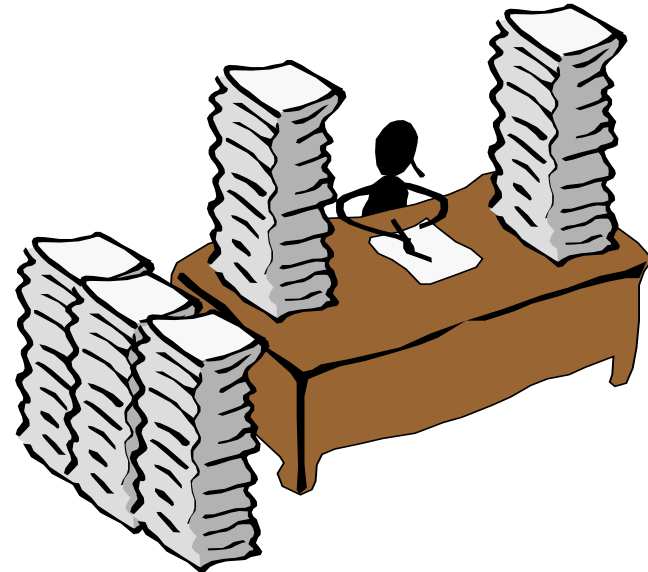


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Excess Processing

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Waiting is typically 90% of process time

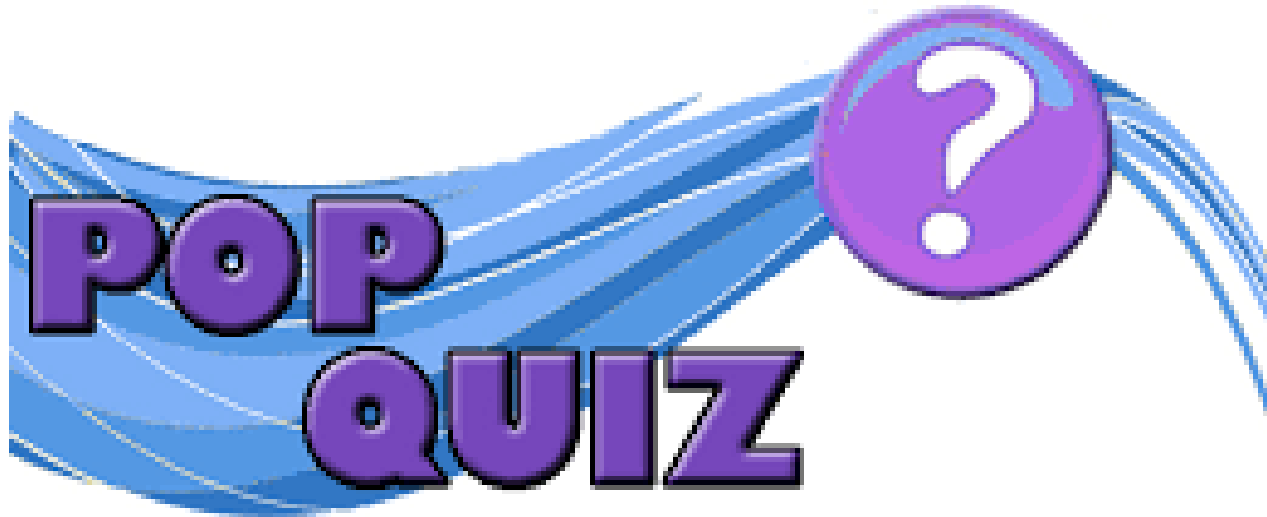
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Handoffs increase wait time



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**POP
QUIZ**

A graphic featuring the words "POP QUIZ" in large, bold, purple letters with a black outline. The text is set against a background of blue, wavy, ribbon-like shapes. To the right of the text is a purple circle containing a white question mark, also with a black outline. The entire graphic is centered on the page.

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Which of the following processes is the most troublesome?

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- A. Hiring
- B. Permitting
- C. Accounts Payable
- D. Other



Identify your Customer

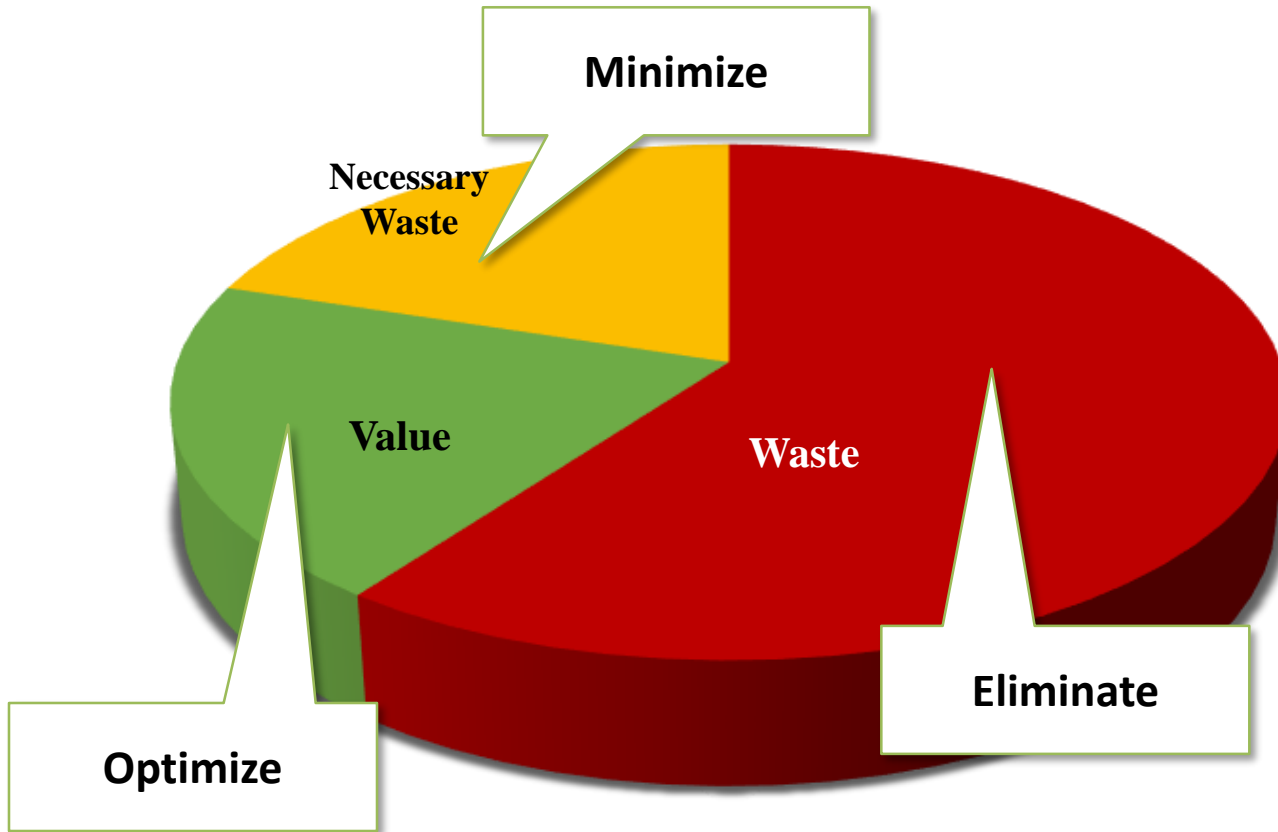
The customer is the end user at the final step of the process



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What is “necessary waste”?



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Part 3

Kaizen

Chartering a Kaizen Event for Success

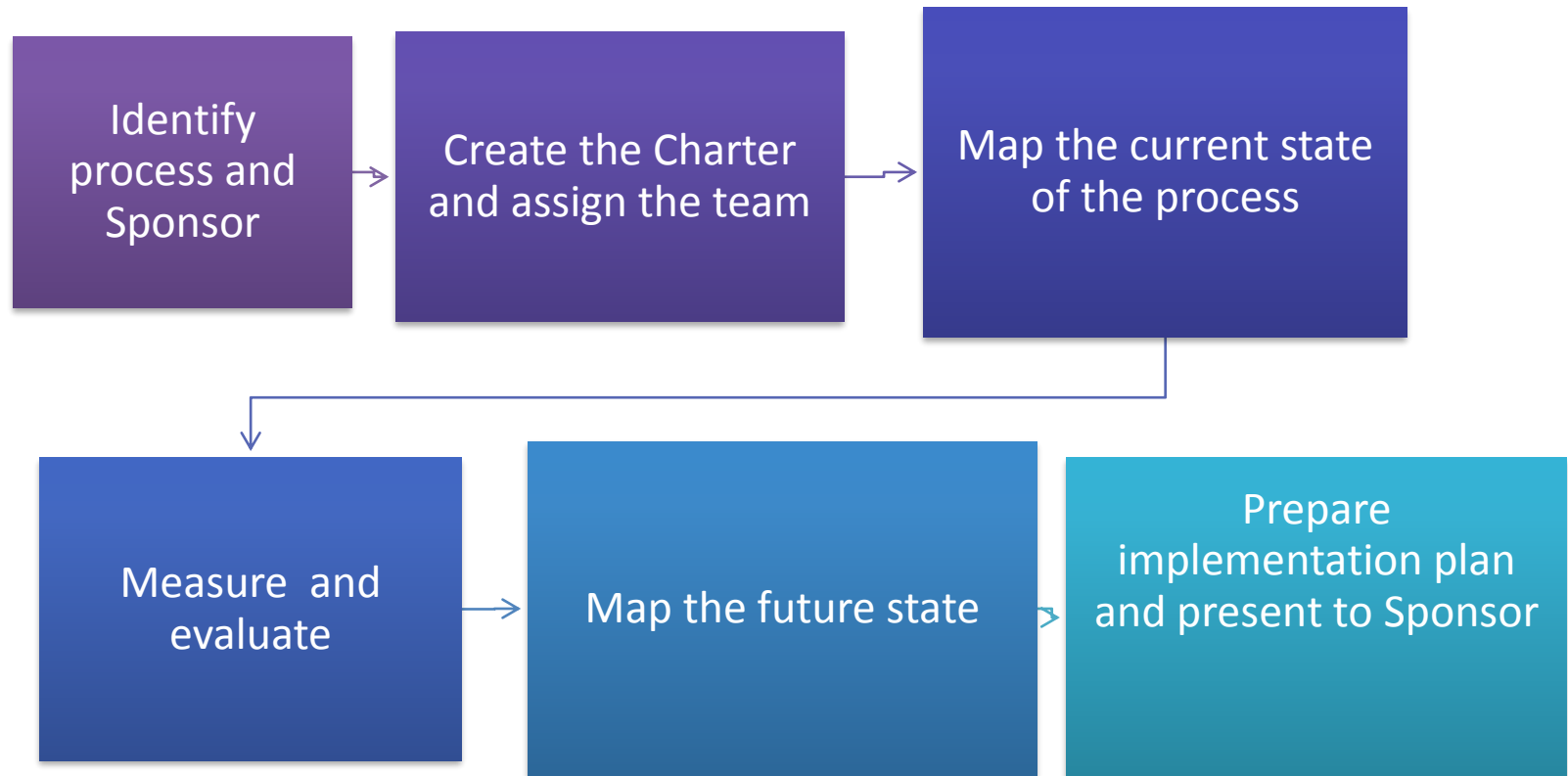
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Kaizen,
A combination of two Japanese symbols for “change” and “good,” most commonly translated as “change for the better.”

Kaizen Event in 6 steps



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Sponsor's Role in Lean Event Charter

A Sponsor *authorizes* the work to be undertaken by the team.



The Sponsor is the manager who has the authority to approve a redesign of the process workflow.

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Sponsor's Role Pre-Kaizen

- Identify/approve the project
- Set measurable goals
- Assign the right team
- Empower the team to redesign the process

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Problem Statement

- *Problem:* Citizens complain about the permitting process.
- Problem statement: How can the application process be simplified?



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Set Measurable Goals

- Set measurable goals for the team
- Examples:
 - Reduce the number of applications returned for rework from _____ to _____.
 - Decrease the amount of time it takes to issue a routine permit from _____ to _____.

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Team Roles

- Lean Facilitator
- Value Stream Manager
- Team Members
- Fresh Eyes
- Customer



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Sponsor's Role Post-Kaizen

- Attend the “sell”
- Authorize implementation
- Follow-up



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Lean First

Automation applied to an inefficient operation will magnify the inefficiency



- Bill Gates

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POP QUIZ

A graphic featuring the words "POP QUIZ" in large, bold, purple letters with a black outline. The text is set against a blue, wavy banner that resembles a ribbon or streamer. To the right of the banner is a large, purple circular icon containing a white question mark.

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Did the Pop Quiz Generate a Project?

Homework: Sketch out a draft charter and problem statement.

- Identify the customer.
- Consider roles for the sponsor, the project manager and team members.

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Building Lean Capacity

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- Conduct projects
- Assure follow-through
- Identify change agents
- Train facilitators
- Document gains
- Celebrate success



Part 4

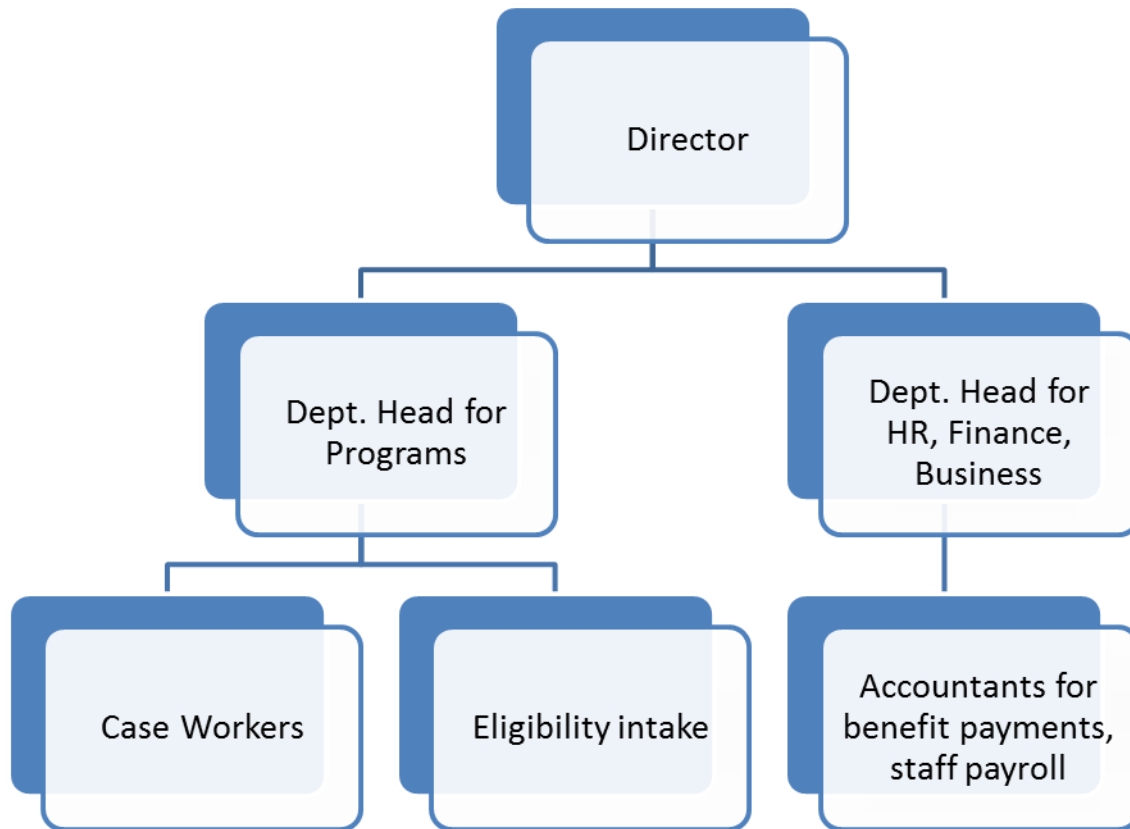
Lean Management

Linking Lean to Organizational Strategy

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Enterprises are organized vertically



--- Womack, 2011, p. 77.

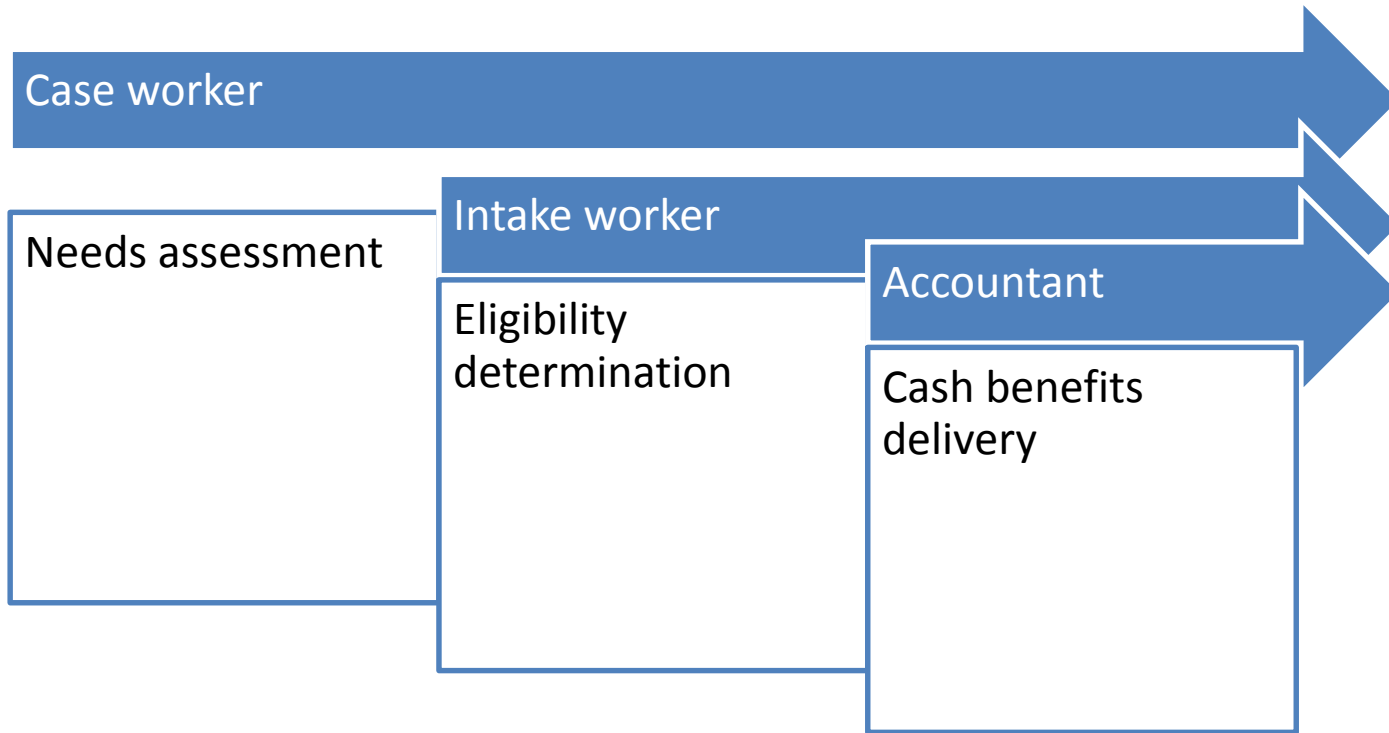
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The flow of value to the customer is horizontal across the organization

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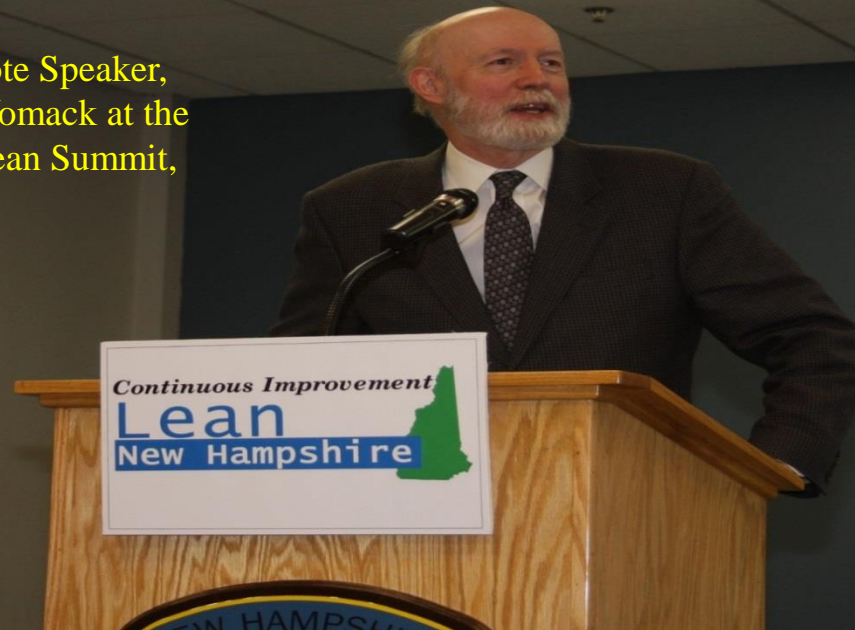


--- Womack, 2011, p. 77.



Keynote Speaker,
Jim Womack at the
NH Lean Summit,
2013

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“Management is more important than tools”

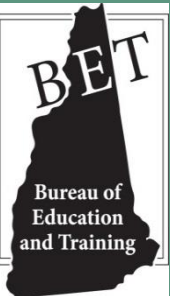
---Jim Womack in Gemba Walks



“Kaizen is a tactical tool – it will lose relevance unless it is linked to a broader organizational strategy.” (GFOA)

“There is nothing quite so useless, as doing with great efficiency, something that should not be done at all.” (Drucker)

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Strategize



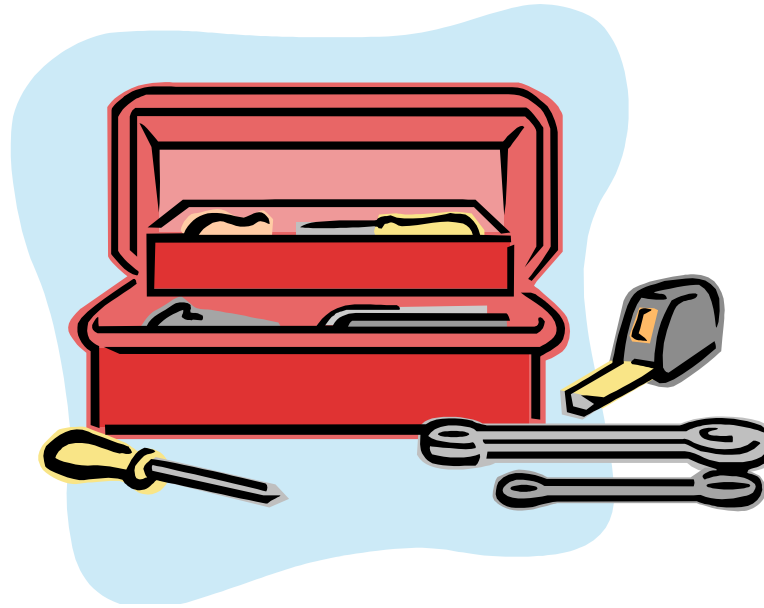
- What potential do you see?
- What barriers do you anticipate?

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Other Lean Tools & Concepts

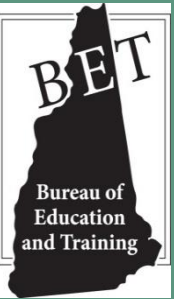
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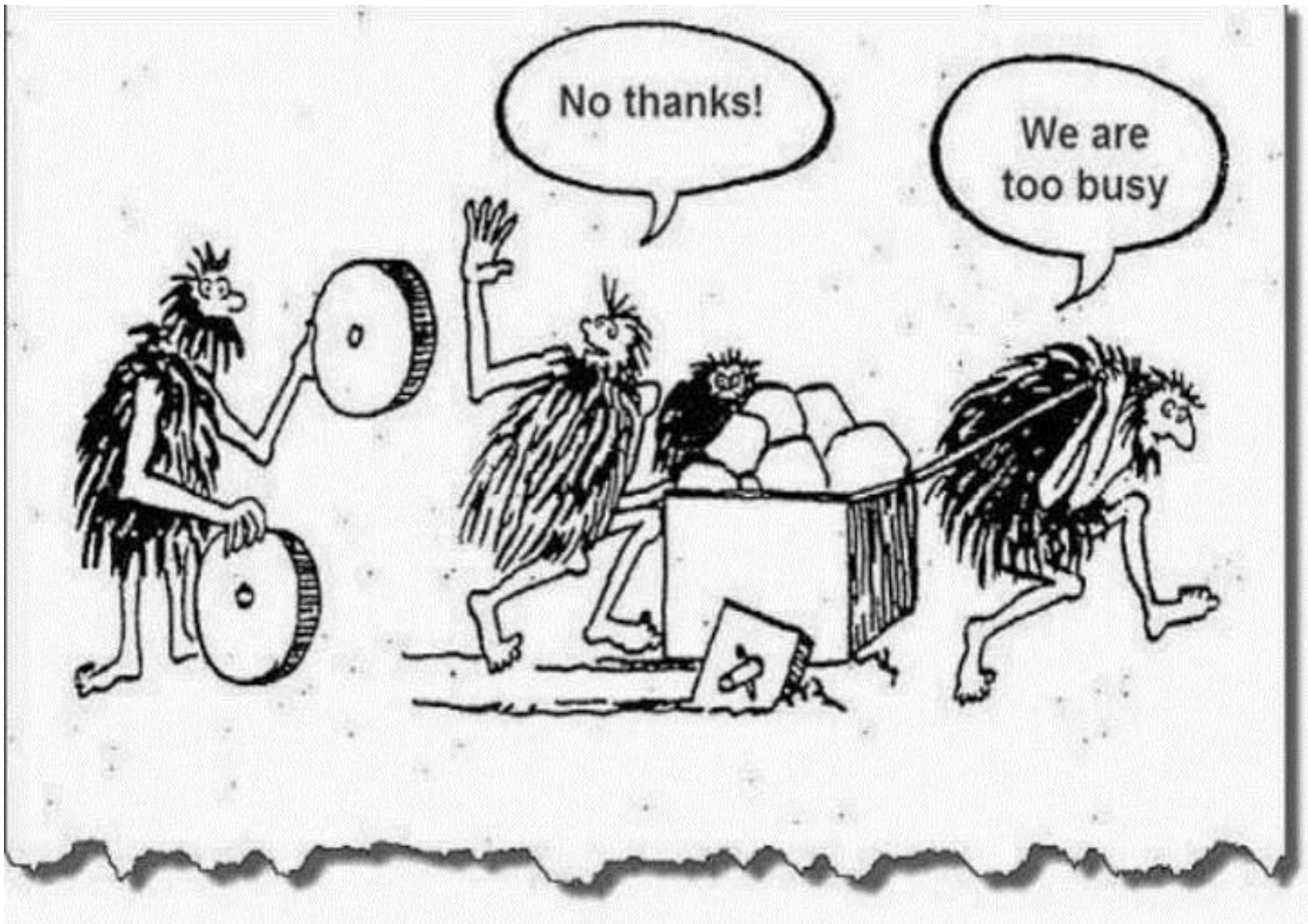
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Getting Started

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Yellow Belt Program

- A hands-on introduction to Lean tools and principles
- Apply the techniques to an actual work process
 - Enroll a team of 4-7 members who share a common work process
 - Enroll as an individual and join another team for the hands-on portion of the program.

March 22, 24 & 28 9am-4pm

\$250/participant

BET Training Center 130 Pembroke Rd. Concord

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NH Bureau of Education's Lean Training

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White Belt - Overview (3 hours)

Lean for Leaders - Workshop (1 hour)

Yellow Belt - Use Lean tools in a Kaizen project (3 days)

Green Belt - Train Lean practitioners (3 days, plus a practicum)

Black Belt - Advanced program (10 days, including a capstone project)



On-site facilitation

Contact Kate McGovern at BET to schedule a Kaizen event. Mary.mcgovern@nh.gov

Fee: \$350/half day.

Most projects require 4 half-days.

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Continuous Improvement

Lean

New Hampshire



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NH Lean Network

A Community of Practice – All are welcome!

Quarterly Network Meetings

- The third Friday of March, June, September and December
- Upcoming meeting: March 17 at NH Dept. of Safety 33 Hazen Drive Concord. 1:30-3:30pm
- No cost. Register using the self-service calendar on the Lean website: <http://Lean.nh.gov>

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Questions?

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- Thank you for attending!
- New Hampshire Municipal Association
 - 603-224-7447 x3408
 - 1-800-852-3358 x3408
 - legalinquiries@nhmunicipal.org



Sources

- Lean materials and programs produced by:
Government Finance Officers Association, Lean Enterprise Institute, State of New Hampshire, State of Minnesota, University of New Hampshire, Community Health Action Network, U.S. Air Force, U.S. Environmental Protection Agency
- Books and articles by Shayne Kavanagh, David Krings, Anthony Manos, Ken Miller, John Shook, Natalie J. Sayer, Chad Vincent, Bruce Williams, and Jim Womack.
- Dr. Deming's 14 Points
<https://deming.org/management-system/fourteenpoints>

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PROD.

COMING ATTRACTIONS

April 10

**A Halftime Report – The Legislature at
Crossover**

VENUE

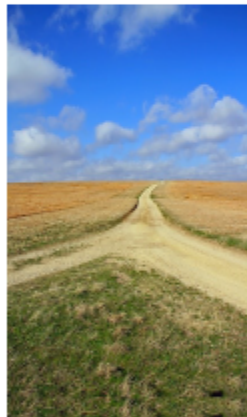
www.nhmunicipal.org



The Intersection of Land Use and Road Law: A *New* Hard Road to Travel Workshop!

Strip malls, condominium developments and single-family homes have one thing in common: they can't exist without road access. Join NHMA Legal Services Attorneys Stephen Buckley and Margaret Byrnes for this new *Hard Road to Travel* Workshop, which will focus on road-related issues that surround development and construction, including subdivisions, driveways, and building on Class VI and private roads under RSA 674:41. There will also be a discussion about complete streets and how the program may benefit your municipality. Ample time will be allowed for questions and answers.

This workshop will benefit not only road agents and public works, but also governing bodies, land use boards, and administrators who want to better understand the different roles and responsibilities of various municipal officials in these situations.



Friday, March 31, 2017

9:00 a.m. — 1:00 p.m.

Registration and Breakfast at 8:30 a.m.

Lunch provided!

NHMA Offices

25 Triangle Park Drive, Concord NH

Cost: \$100 (workshop registration, including 2015 edition of *Hard Road to Travel*)

Or

\$55 (workshop registration, no publication)

Register online at www.nhmunicipal.org under Calendar of Events

Online pre-registration required one week prior. Space is limited.

Questions? Call 800.852.3358, ext. 3350,

or email NHMAregistrations@nhmunicipal.org





SAVE the DATES!



2017 Local Officials Workshops

Workshops for seasoned and new municipal officials and employees of New Hampshire Municipal Association member municipalities.

Full Day Workshops Free to Members

Breakfast and lunch provided!

8:30 am (registration) - 4:00 pm

DATES AND LOCATIONS

Thursday, April 13—Peterborough Recreation Center, Peterborough

Wednesday, April 19—Grantham Town Offices, Grantham

Thursday, May 4—The Meeting House, Sugar Hill

Wednesday, May 10—North Conway Water Precinct, 104 Sawmill Lane, North Conway

Tuesday, May 23—Stratham Municipal Center, Room A, Stratham

Saturday, June 3—NHMA Offices, Concord

**These workshop dates and locations subject to change. Please check our website regularly.*

Questions? Please call 800.852.3358, ext. 3350 or email NHMAregistrations@nhmunicipal.org





*for attending
our webinar
today!*

Mission Statement

The New Hampshire Municipal Association is a non-profit, non-partisan association working to strengthen New Hampshire cities and towns and their ability to serve the public as a member-funded, member-governed and member-driven association since 1941. We serve as a resource for information, education and legal services. NHMA is a strong, clear voice advocating for New Hampshire municipal interests.

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