
Lessons Learned from a 2-year Continuous Improvement Journey

10 key lessons from an organizations 2+ year effort focusing on creating a culture of:

- Service Excellence
- Continuous Improvement
- Employee Engagement
- Leadership Development



Introductions

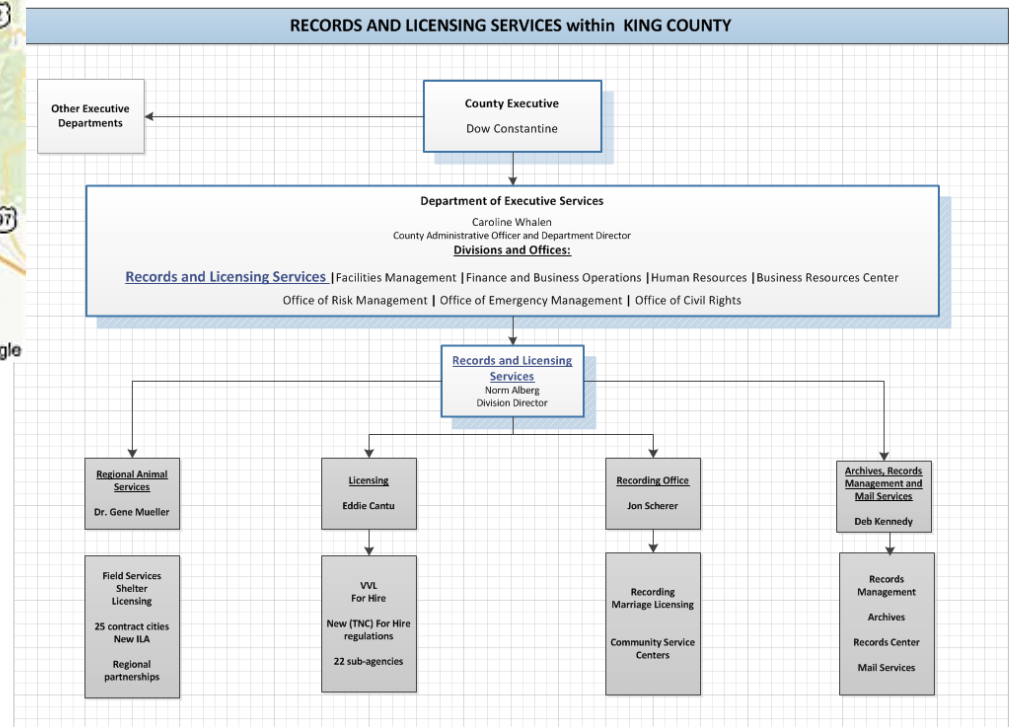
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Agenda

- Welcome; Introductions & Overview
- 2013–14 (Phase 1); 2014–15 (Phase 2)
 - Accomplishments & Lessons Learned
- Next Steps (2015–2016: Phase 3)
- Summary & Conclusion

Introductions

▶ KC, Records and Licensing Services



Introductions

- The journey begins

Overview

*“The work of government is noble
The people of government are amazing
The systems of government are a mess.”*

Ken Miller, Extreme Government Makeover



Overview



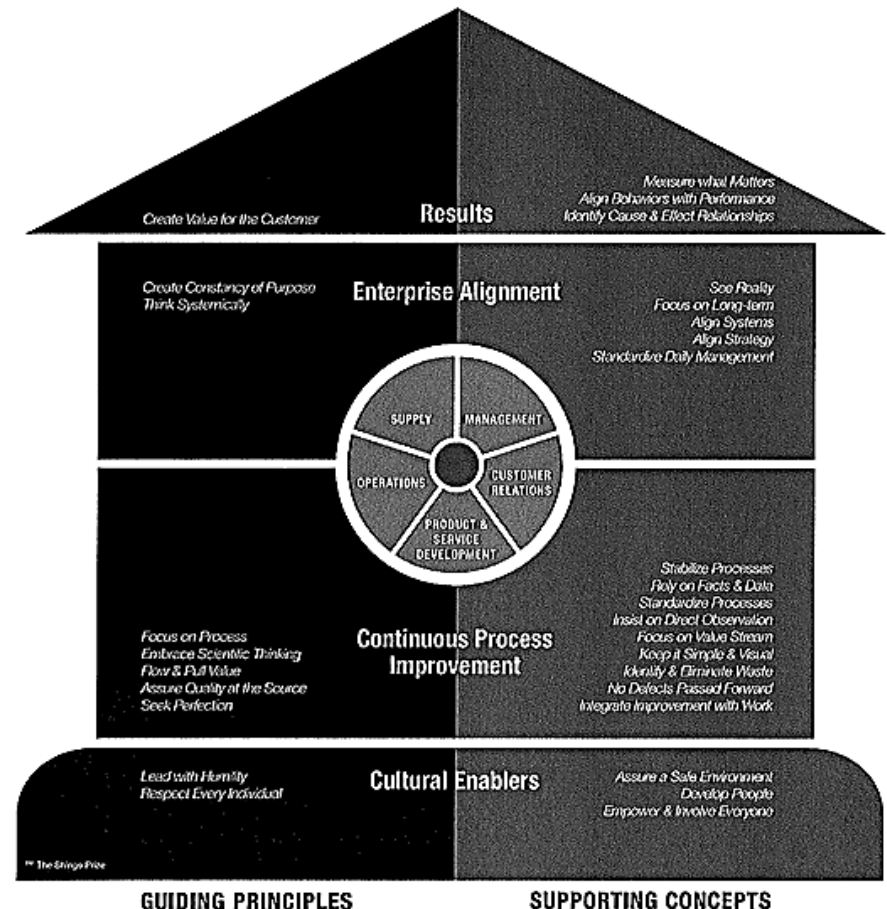
Overview

- Operational excellence cannot be a program, another new set of tools, or a new management fad.
- Operational excellence is the consequence of an enterprise-wide practice of ideal behaviors, based on correct principles.

*THE SHINGO PRIZE for OPERATIONAL EXCELLENCE
Model & Application Guidelines*

The Shingo

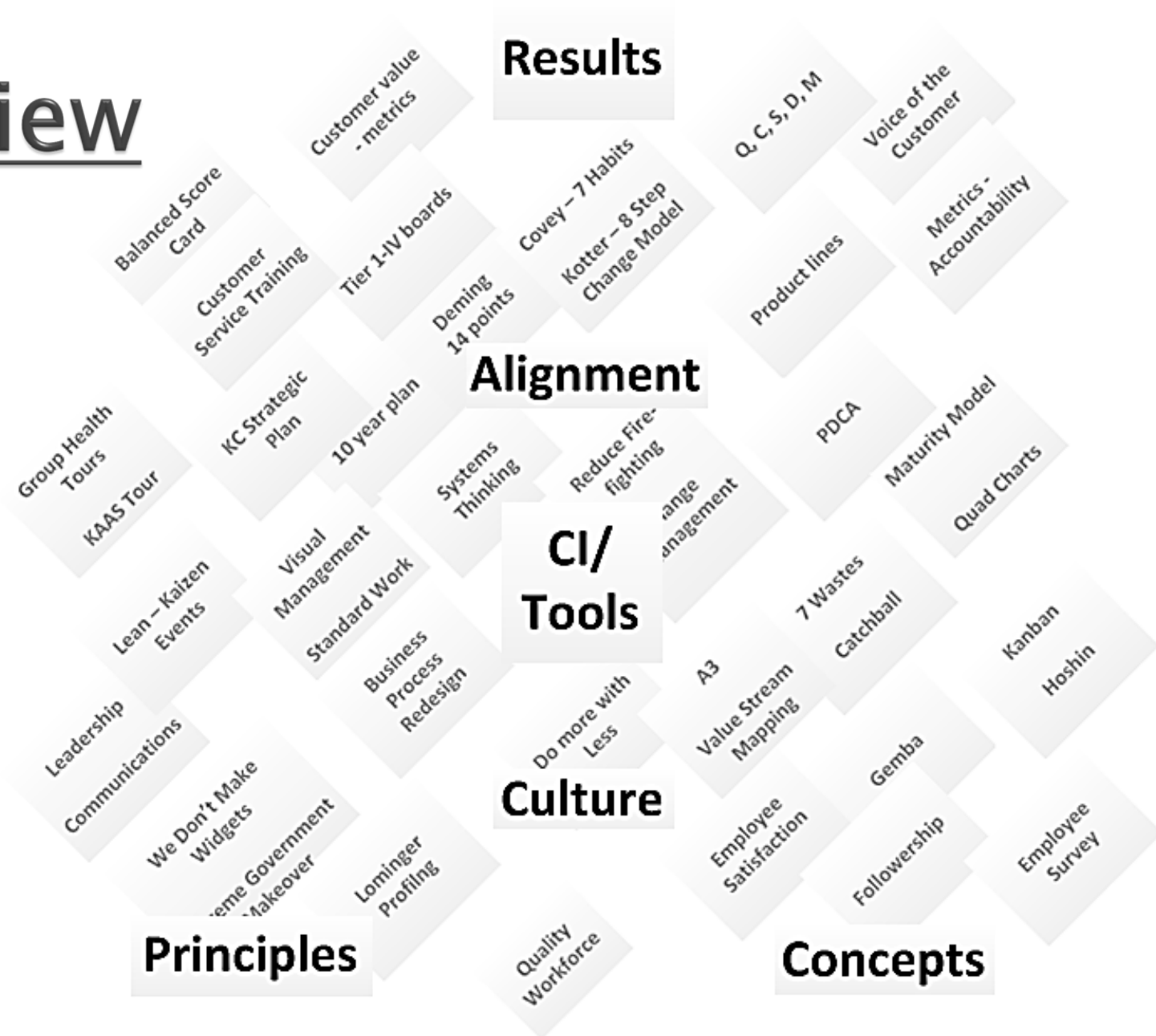
The Shingo Principles of Operational Excellence



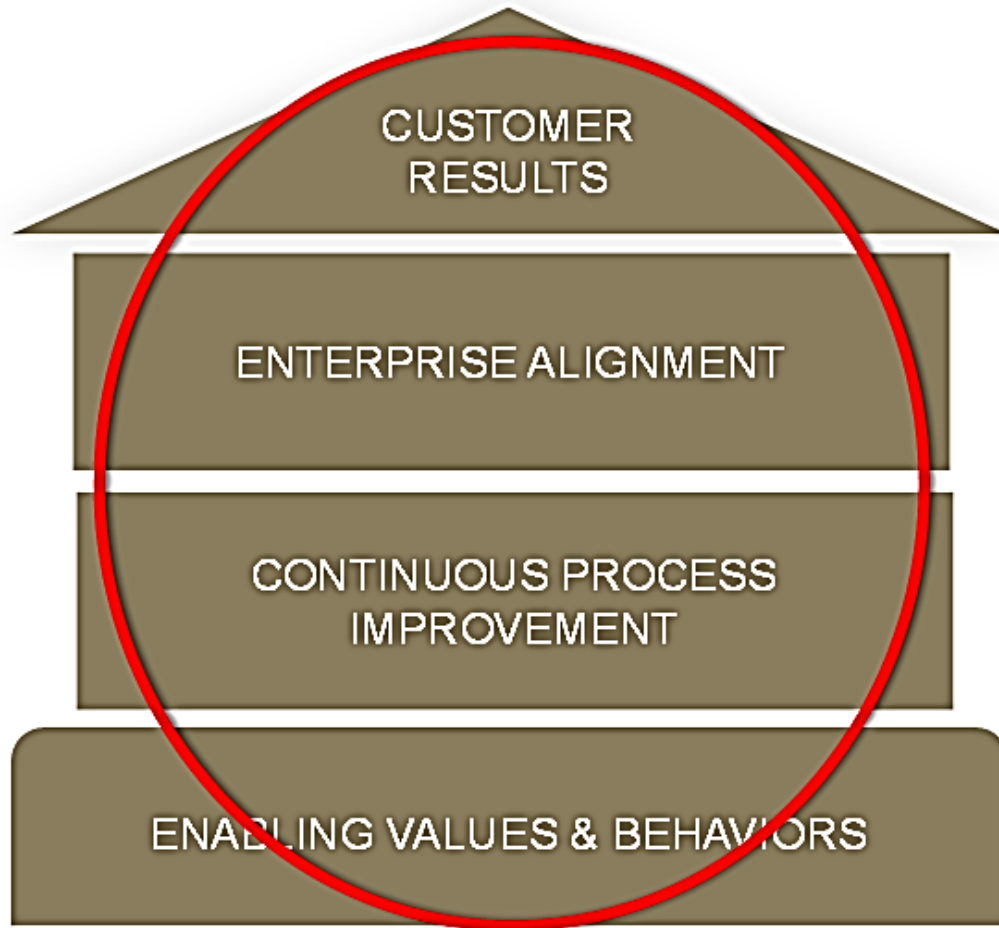
Overview



Overview



Overview



- Real and sustained continuous improvement culture comes from success in all four dimensions

Overview

URAT #

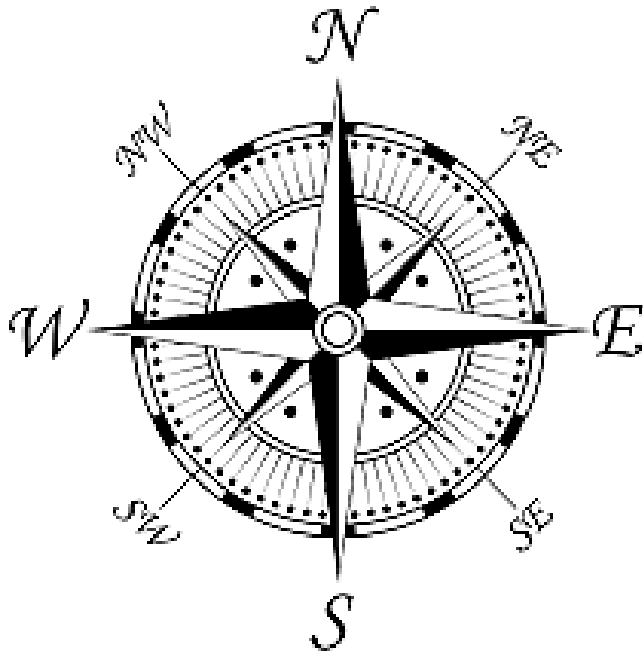
RALS Continuous Improvement Roadmap

	2013 & 2014					2015					
Culture/ Environment RALS – Leadership Focus: <ul style="list-style-type: none"> Model the Way Inspire a Shared Vision Encourage the Heart Enable Others to Act Challenge the process Division Objectives: Supervisor Development Employee Engagement	CI – Section Kick-off sessions Leadership Training - July 17 & - July 29 & - August 7	WA State Lean Symposium 10/12&13/13 RALS/FBOD Mgrs mtg 11/7/13	Supv's Tour Kaas 1/7/14 SR Mgmt Team – Tour Kitsap County May 30, 2014	Supervisors Development Self Assessment (5 Buckets) Survey SR Mgmt Team 2014 Retreat June 5, 2014	Train two EAC's Yellow Belts RALS Att State Lean Conference	Tour Kitsap CI personnel 12-18-14 gather feedback RALS Supervisors 360 survey LPI	Sr Mgmt annual Retreat = 1/15/15 2015 Goals EAC/CI action plans	Develop and Implement Recognition – best practices	Plan and Hold all RALS Summer social event	Sr Mgmt Mid Year Retreat check-in	Present RALS CI journey/info at State Lean Conference
CI Processes Division Objective: Continuous Improvement	All Employee CI Training - August 28&29 - September 1&12 - October 22 & 23	Process Mapping Recording Prep = 10/7/13 11/12-19/13	Process Mapping RASKC – Animal Flow Prep = 9/13/14 12/3-5/13	Process Improvements RASKC Field Services 2014	RASKC Volunteer Process Internal Kaizen May 2014	RASKC QFC process lean (pet licensing); URI ward lean (shelter days reduction);	Recording Front Counter and Customer improvements	Licensing 5S and floor plan layout Phase 1 – Q2 Phase 2 = Q4	Process Mapping Licensing For Hire Improvements		
Alignment	All Employ (½ day) CI Workshc July 9 & 2	ROK Facilitator Training Dec 16 & 17	Process Mapping Licen sin 12/10-1	Process Mapping ARMMS Disposition 3/31/14	Process Mapping ARMMS Mail Services June 2014	Process Mapping Recording Front Counter July 2014	RASKC Call center/pet licensing call management	Process Mapping Licensing Implement Titling Improvements	Recording Anthem Repl.		
Customer/Results Division Objective: Service Excellence	CI Mgmt Systems & Processes Sr Mgmt Team Sessions - August & Sept.		RALS Clarity Map - Vision/Values/ - Mission(s) - Objectives - Initiatives - Measures			Define & implement improved section rounding plan	Update Roadmap and Clarity Map	Visual Boards and Systems – Updated Quarterly	Refine/update new measurements/ systems (all sections) Roll-up to Division level	Implement Standard Work (SOP's - all sections)	
Communications Division Objective: Employee Engagement	Section Kick-offs CI EAC formed CI Newsletter CI SharePoint	CI: - Visual Mgmt – Boards - SharePoint - Section Staff mtgs - other	Q3 Recognition CI Award Lunches - ARMMS - RASKC Dessert - Licensing - Recording	Directors office - Listening Tours Monthly Newsletters Year end Recognitions Celebrations	EAC – develop/ provide RALS CI Training & Survey Work Groups	Draft RALS BSC	Pilot Customer feedback process – Recording Office	Publish – improved BSC metrics (Qtrly)	All Sections = Implement actions in response to customer feedback		
						Establish CI communication plan (EAC/Mgmt)	EAC provide sections CI refreshers	EAC Activities/ support	CI: - Visual Mgmt – Boards - Section Staff mtgs - other	EAC – CI resurvey	

2013–2014 (Phase 1)

- **Senior Management**
 - **Alignment**
 - **Leadership Development**
 - **CI- Process Redesigns**
 - **Employee Advisory Committee**

Alignment



King County

King County Records and Licensing Services Vision, Mission, Values & Objectives

KING COUNTY	
VISION STATEMENT	MISSION STATEMENT
King County's a diverse and dynamic community with a healthy economy and environment where all people and businesses have the opportunity to thrive	King County government provides financially responsible, quality driven local and regional services for healthy, safe, and vibrant communities
EXECUTIVE SERVICES	
VISION STATEMENT	MISSION STATEMENT
A partner and leader in Delivering Excellent Services, every day.	To make the Department of Executive Services (DES) the provider of choice by providing King County agencies, municipalities and the public with efficient and effective general government services.
RECORDS AND LICENSING SERVICES	
VISION STATEMENT	
A leader in service excellence, committed to building an enduring legacy of continuous improvement and employee engagement.	
ARCHIVES, RECORDS MANAGEMENT & MAIL SERVICES MISSION STATEMENT	LICENSING MISSION STATEMENT
Manage current, inactive and historic records and information assets in compliance with laws, regulations and industry standards.	With a commitment to exceptional service, we support consumer protection and public safety through licensing and regulation of vehicles, vessels, taxicabs, for-hire drivers and hobby kennels.
RECORDING OFFICE MISSION STATEMENT	REGIONAL ANIMAL SERVICES MISSION STATEMENT
The King County Recorder's Office is committed to providing our community with exceptional customer service through: -Prompt and accurate recording, preservation and reproduction of documents -Accurate collection of real estate excise tax, and -Courteous issuance and recording of marriage documents.	Provide King County with sustainable, cost effective animal services which protect people and animals, while providing compassionate animal care.
VALUES	
<i>(How We Will Conduct Ourselves)</i>	
<p>Respect: We treat each other and our customers with dignity and kindness.</p> <p>Honesty & Integrity: We are trustworthy, transparent and fair.</p> <p>Service: We provide high quality and efficient service and strive to exceed our customers and stakeholders' expectations.</p> <p>Continuous Improvement: We foster a culture of ongoing learning and development.</p> <p>Competence: We have the capacity, skills and talent to perform our work.</p> <p>Dependability: We make and keep our commitments, big and small.</p>	
OBJECTIVES	
<i>(Major Emphasis Areas to Help Us Achieve our Vision and Mission)</i>	
Continuous Improvement: RALS is a learning organization committed to continuously improving both what we do and how we do it.	Service Excellence: We provide high quality and efficient service and strive to exceed our customer's and stakeholders expectations.
Employee Engagement: RALS employees are ready, willing and able to provide excellent service, are enthusiastic and fully involved in continuously improving RALS.	Supervisor Development: RALS supervisors are competent, confident and compassionate leaders who guide their team members in achieving measurable goals; with advocacy and accountability.

Leadership

leadership is critical to
enabling values and behavior

“Only three things happen naturally in organizations: Friction, Confusion and Underperformance. Everything else requires leadership.”

- Peter Drucker

“The Leadership Challenge” - Jim Kouzes & Barry Posner

- Aligns Leadership behaviors with Lean principles
- Based on 25 years of research – observable behaviors
- Found 30 Leadership Behaviors key to leading effectively
- Organized into five – easy to grasp “Practices”

Leadership

summarizing the **Five Practices**

Model
the Way

- Clarify Values
- Set the Example



Inspire a
Shared Vision

- Envision the future
- Enlist others



Challenge
The Process

- Search for opportunities
- Experiment and take risks



Enable Others
To Act

- Foster collaboration
- Strengthen others



Encourage
The Heart

- Recognize contributions
- Celebrate victories



Sr Mgmt – Accomplishments

- Leadership Dev; 360; dev plans
- Toured various orgs: CI learnings
- Sponsored major process redesigns
- Established all employee CI trainings
- Chartered Employee Advisory Committee

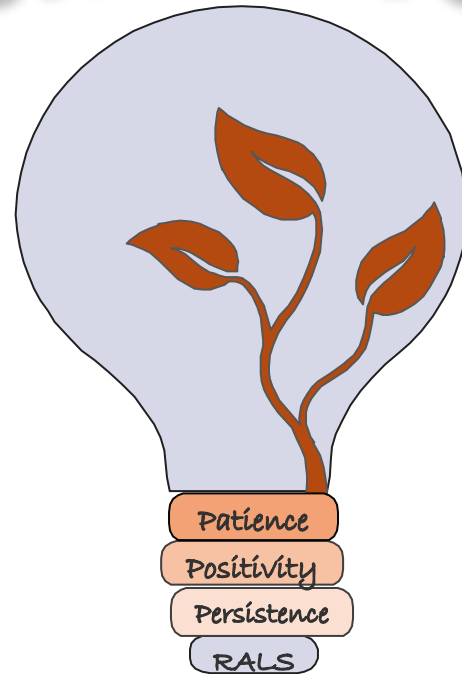
Sr Mgmt – Accomplishments

- Chartered Employee Advisory Committee

Employee Advisory Committee

- What is EAC?
- Why was it created?
- What is its function?

Continuous



Improvement

EAC – Journey

- Fostering open communication with management
- Creating a culture that engaged and support the line staff
 - Earning the trust of coworkers
 - Establishing peer to peer recognition
 - Modeling the way
- Empowering staff to become Subject Matter Experts and facilitated numerous small experiments

EAC – 1st Year Lessons Learned

- Positives
 - EAC members began examining issues from the process point of view
 - Asked why things were done a certain way
 - EAC provided early adopters an avenue for strategic involvement
 - EAC initiated communication between management and staff

EAC – 1st Year Lessons Learned

- Opportunities
 - Insufficient tracking and documentation
 - EAC needed more guidance from Senior Management team
 - Members' roles were not clearly understood
 - Outcomes were not clearly defined
 - Project burnout
 - Appropriate staff were not involved in Kaizen events

Sr Mgmt. 1st Year Lessons Learned

- Positives
 - Leadership Development
 - CI Trainings – all employees
 - CI Roadmap – Shingo organizing construct (Operational Excellence)
 - Alignment – Clarity Map
 - Employee Advisory Committee

Sr Mgmt. 1st Year Lessons Learned

- Opportunities
 - Process Improvements & Tools – then –Culture
 - CI False Starts; Maintaining Momentum
 - Customer Feedback work – insufficient progress

Overview



2014–2015 Sr. Mgmt– Focus

- **Alignment – increase focus on 4 Objectives**
- **Leadership Development – Expand**
- **Recognition**
- **Continuous Improvement – small/incremental**

Leadership Development

- **Leadership Focus Expands – Supervisors**

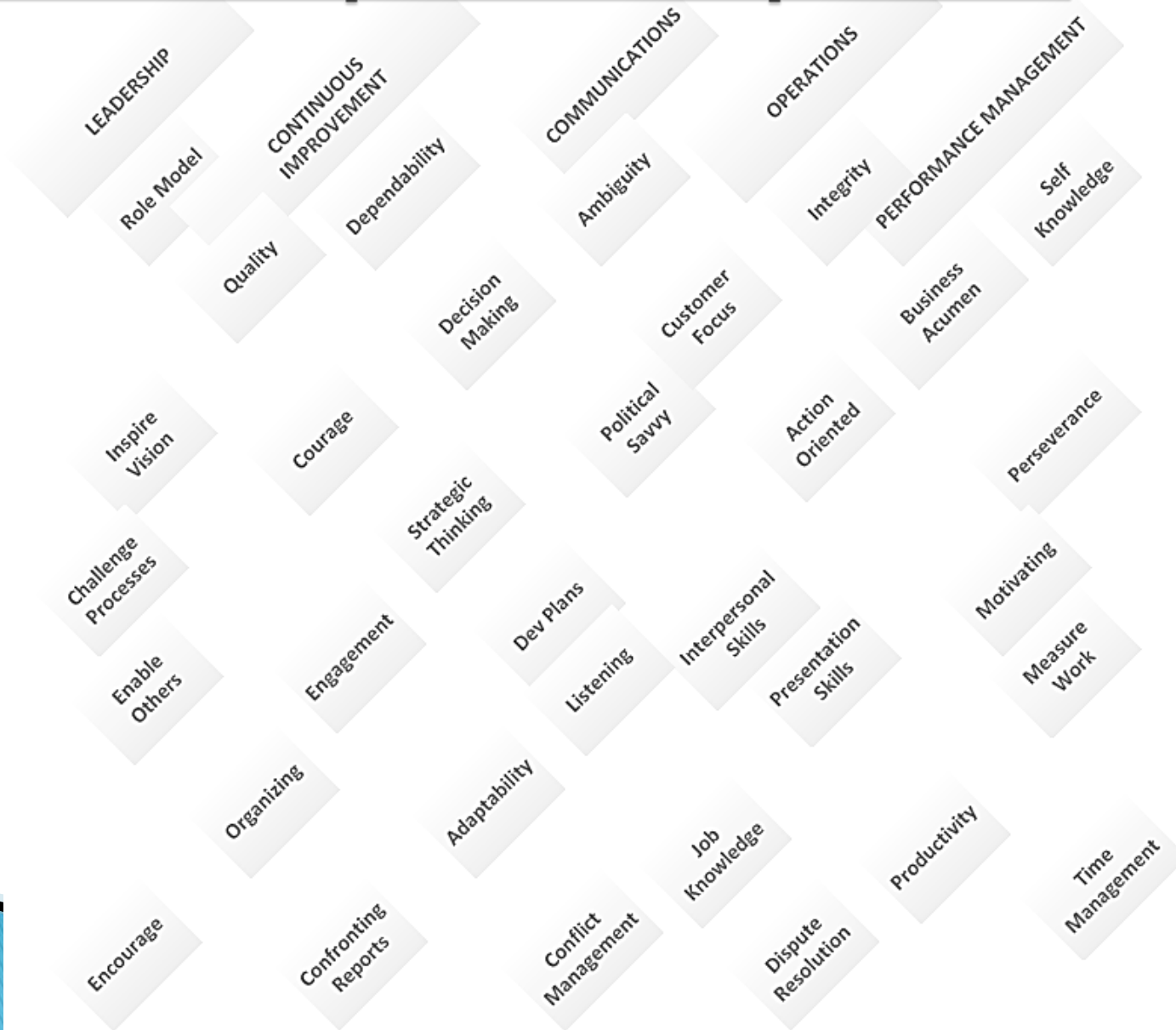
Supervisor Development one of four key Division Objectives

“RALS Supervisors are competent, confident and compassionate leaders who guide their team members in achieving measurable results with advocacy and accountability”

Leadership Development

- Supervision – really hard job
 - Leadership and daily operational responsibilities
- 5 Behaviors – TLC
- 4 RALS Objectives
- 9 Performance Appraisal categories
- 3 Performance Objectives
- 22 Lominger factors
 - 43 items – really??

Leadership Development



Leadership Development



Leadership Development

- “5 Bucket” Framework
 - Leadership
 - Continuous Improvement
 - Communications
 - Performance Management
 - Operations

Leadership Development

LEADERSHIP

Role Model

Quality

Dependability

Ambiguity

Integrity

Self Knowledge

CONTINUOUS IMPROVEMENT

Decision Making

Customer Focus

Business Acumen

Inspire Vision

Courage

Strategic Thinking

Political Savvy

Action Oriented

Perseverance

COMMUNICATIONS

Challenge Processes

Enable Others

Engagement

Time Management

Dev Plans

Listening

Interpersonal Skills

Presentation Skills

Motivating

Measure Work

Organizing

Adaptability

PERFORMANCE MANAGEMENT

Productivity

Encourage

Confronting Reports

Conflict Management

Job Knowledge

Dispute Resolution

OPERATIONS

Leadership Development



Leadership Development

November 2014 – RALS Management Team – Leadership/Managerial Framework

5 bucket category

5 LPI Behaviors

4 RALS Division Strategic Objective

22 Lominger Factors (#)

9 PA Categories & 3 Objectives

LEADERSHIP Leadership (PA Objective)				
Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
<p>➤ Dependability</p> <p>Dealing with Ambiguity (#2)</p> <p>Integrity/Trust (#29)</p> <p>Self-Knowledge (#55)</p>	<p>Strategic Agility (#58)</p> <p>Political Savvy (#48)</p>	<p>Continuous Improvement</p> <p>Innovation/Creativity</p> <p>Action Oriented (#1)</p> <p>Perseverance (#43)</p> <p>Managerial Courage (#34)</p>	<p>Supervisor Development</p> <p>➤ Interpersonal Skills/Teamwork (#31)</p> <p>Developing Direct Reports (#19)</p> <p>Motivating Others (#36)</p>	<p>Employee Engagement</p>
COMMUNICATIONS		PERFORMANCE MANAGEMENT		
<p>➤ Communications</p> <p>Listening (#33)</p> <p>Written/Presentation Skills (Presentation Skills) (#49)</p>		<p>➤ Performance Management (PA Objective)</p> <p>Applies performance standards - Managing and measuring work (#35)</p> <p>Confronting Direct Reports (#13)</p> <p>Conflict Management (#12)</p> <p>➤ Conflict Management & Dispute Resolution (PA Objective)</p> <p>Time Management (#62)</p> <p>Organizing (#39)</p>		
OPERATIONS				
<p>➤ Adaptability/Flexibility/Initiative</p> <p>➤ Job Knowledge</p> <p>➤ Productivity</p> <p>➤ Quality</p>				
<p>Decision-making/Judgment/Problem Solving Analyses Decision Quality (#17) Problem Solving (#51)</p>				
<p>Customer Focus (#15) Service Excellence</p>				
<p>Business Acumen (#5)</p>				

Leadership Development

The Leadership Challenge

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart



Organizational Development Plans Hierarchy

(Apologies to Abraham Maslow)

* having a clear meaning; having real importance or value



Leadership Development

Strength to leverage		
Strength Area(s) to be leveraged (1 or 2 max)	SMART goal	Actions/plans
Encourage the Heart	<p><u>Improve Recognition Practices</u></p> <p>By 6/15/15, I will have developed a Recognition Maturity model, assessed each section's recognition practices against the model and communicated action plans to take recognition in each section to the next level.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss the importance of recognition at 3/5 EAC meeting and seek feedback on how DO can support these programs <input type="checkbox"/> Review recognition information prepared for January IDP workshops <input type="checkbox"/> By 3/23, develop draft Recognition Maturity Model based on best practices <input type="checkbox"/> Share draft Recognition Maturity Model at 3/25 staff meeting and seek email feedback from managers by 4/1 <input type="checkbox"/> Share draft Recognition Maturity Model with EAC members at 4/2 meeting and give deadline of 4/9 for email feedback <input type="checkbox"/> DO share Recognition Maturity Model division-wide by April 30th via newsletter email or other mass communication <input type="checkbox"/> Convene 2:1 meetings with section manager and EAC member in May to assess section's recognition maturity using Recognition Maturity Model and to develop action plans, which include current recognition practices, concrete steps to improve recognition and identifies the roles and responsibilities of the DO, section managers, supervisors and individual staff members <input type="checkbox"/> Assist managers with sharing results of assessment and action plans at staff meetings by June 15, 2015. <input type="checkbox"/> Celebrate manager's support and accountability for improving recognition programs at 6/24 senior management team meeting <input type="checkbox"/> Celebrate success of EAC as cheerleader and coordinator of recognition program at 7/2 meeting. <input type="checkbox"/> Track and adjust/update- quarterly - i.e., September 2015, December 2015, etc.

Sr Mgmt – Accomplishments

- Established best practices for recognition
- Established “maturity model” for RALS 4 Objectives
- Clarification of Roundings –Two way communication tool

Sr Mgmt – Accomplishments

- Leadership Development Workshops
 - Provide context; set stage for 360–survey
 - Build anticipation for using the info constructively/beneficially
 - Walk through the Development Planning process
 - Refresh on TLC
 - Conduct 360 survey – @ supervisor level
 - Assign Supervisor lead “Teaching Pods”
 - Finalized Individual Development Plans
 - Establish quarterly check–ins

EAC– Journey Continues

- Expand the EAC and empower members
- Building a culture within the EAC
- Communication between
 - Management and EAC members
 - Cross sectional EAC members
 - EAC members and coworkers

EAC– Peer to Peer Survey

- Developed and fielded a CI survey to identify the current conditions
 - Used the results to identify strengths and opportunities, and develop action plans

EAC – Survey Results

Teamwork within your unit/section	My group works well as a team	2.8
Large scale process improvements	My group is very effective on large process improvements	3.0
Smaller scale - individual experiments/improvements	My group is very effective on small/individual experiments or improvements	2.5
CI training	The CI training I've received was highly effective	2.6
CI leadership support and role modeling	I understand how CI is practiced in RALS	2.6
CI Culture within your unit/section	My group values generating ideas for improvement	2.5
CI Culture within your unit/section	Failed CI experiments are valued as learning in my group	2.9
CI communications internal and external to your unit/section	Communications regarding CI are relevant and informative	2.8
CI communications internal and external to your unit/section	Employees in my group are encouraged to share their ideas and concerns related to CI	2.4
CI vision and goals for your unit/section	I understand RALS Division's goals for CI	2.9
Recognition	There is valued recognition in my group	2.8
Employee Advisory Committee	My group is benefitting from the EAC	2.7

EAC– Peer to Peer Survey

- Sections had varying priorities and opportunities for improvement
 - Most common opportunity for improvement was recognition

Employee Advisory Committee



PEER RECOGNITION AWARD

Is presented to

For

From _____ on _____

EAC 2nd Year Lessons Learned

- Positives
 - Employees given a CI voice
 - Staff began to trust and join EAC members
 - Experiment failures are treated as opportunities for learning, not punishment

EAC 2nd Year Lessons Learned

- Opportunities
 - Still need improvements in documentation
 - Building a culture is haaaaaaaard!
 - “CI is not part of my job!”
 - “It’s not broken, why fix it?”
 - Becoming CI experts
 - How and when to use proper tools

Sr Mgmt. 2nd Year Lessons Learned

- Positives
 - Leadership Development – 360 powerful feedback
 - 5 bucket organizing construct = simplify/clarify/focus
 - Development Workshops –providing additional support
 - Keep simple, format, do not over-commit; Teaching Pods

Sr Mgmt. 2nd Year Lessons Learned

- Opportunities
 - Initiated with taking too much on; 3 dev areas, plus strengths
 - Not all ready – Maslow Hierarchy
 - Maintaining Momentum
 - Not holding to reasonable schedule

2015+

RALS Continuous Improvement Roadmap

Draft September 2015



Summary – Key Lessons

1. Shingo–Operational Excellence Framework (Comprehensive/holistic)
2. Alignment (leadership focus, constancy/clarity of purpose focus)
3. All employee multiple CI Trainings (common tools, signal of investment)

Summary – Key Lessons

4. Employee Advisory Committee
(employees=SME's, empower and team)
5. Culture before tools–redesigns–
Continuous Improvement–false starts
6. Support tracking/documentation
7. Leadership Development–expand to
Supervisors–critical success factor

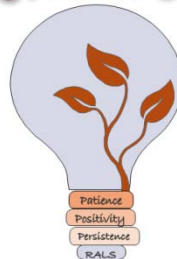
Summary – Key Lessons

8. Recognition–top down,
milestones /achievements; peer to peer

9. Invest in communication

10. Be patient – it’s the journey –not the
destination

Continuous



Improvement



APPLAUSE

