




**Milwaukee
County
Continuous
Improvement
Newsletter**

SUMMER 2014

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Welcome!

This is the inaugural Milwaukee County Continuous Improvement Newsletter! The Milwaukee County Continuous Improvement Steering Committee (see article on page 2) was created in June of 2014 to lead a countywide effort to streamline our processes to improve value for customers.

The effort began when the Department of Administrative Services received a grant from the Milwaukee County Innovation Fund to develop a Continuous Improvement Infrastructure by hiring a consultant. This infrastructure utilizes Lean Management principles to identify waste in the processes we use to serve our customers every day – including residents, individuals or firms who do business with Milwaukee County, or other County employees.

One of the primary activities of the Milwaukee County continuous improvement structure is a "value stream mapping" event. This event brings together individuals who operate the process being analyzed to determine which steps or requirements actually add value and which are wasteful. This group is led by a facilitator who asks questions and helps the group determine what the process *should* look like.

The Steering Committee helped recruit more than a dozen County employees to act as

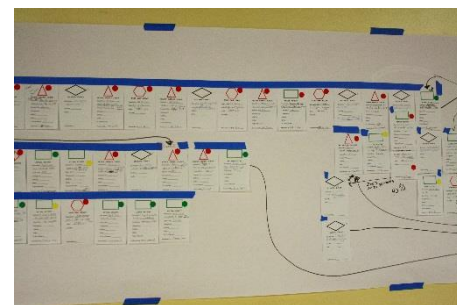
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facilitators for value stream mapping events. Many of these employees had continuous improvement experience at previous jobs, while most had no experience at all! Our consultant, Optima Associates, helped train our group of facilitators

At its inaugural meeting the Steering Committee selected two processes that are vital to Milwaukee County's operations: the hiring of new employees and the procurement of goods and services.

The first process to go through the value stream mapping process was the hiring of new employees. A team of ten individuals who work closely with this process met for three days in August to map the process and made recommendations for improvement, to be implemented by Human Resources and other departments, with the goal of cutting the time it takes to hire a new employee by 25 percent! For more detail on this event see the article on page 2.

In September, another team will put the current procurement process through the value stream mapping process. A preview of this event is on page 4.



Intro to the Milwaukee County Continuous Improvement Workgroup

Who we are, what we do and how to submit your ideas!

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Hiring Process Value Stream Mapping

Learn more about our inaugural event, which sought to make Milwaukee County's hiring process more efficient.

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Procurement Value Stream Mapping

A preview of our second planned Continuous Improvement event – the procurement process!

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Introducing the Milwaukee County Continuous Improvement Leadership Team

The Milwaukee County Continuous Improvement workgroup is made up of more than a dozen employees who take time out of their busy schedules to serve as the catalysts for improving how the County does business. The Workgroup's structure is based on a successful model utilized by Brown County, Wisconsin, which has been utilizing continuous improvement tools since 2009.

Overall leadership of the workgroup is provided by a **Steering Committee**. The Steering Committee's role is to solicit projects from interested County departments or employees, and determine which processes will be put through the value stream mapping model. Once a determination is made, they schedule the events related to the project, assign a facilitator, and hold project leaders and departments accountable for implementing the ideas for reform that result.

The Steering Committee is made up of the following individuals:

- Chair: **Josh Fudge**, County Budget Director
- **Kerry Mitchell**, Chief Human Resources Officer
- **Brian Dranzik**, Director of the Department of Transportation
- **Jim Sullivan**, Director of the Department of Child Support Services
- **Jeanne Dorff**, Deputy Director in the Department of Health & Human Services
- **Roberta Drews**, Director of Strategic Planning in the Office of the County Executive
- **Mike Hafemann**, Superintendent of the House of Correction
- **John Dargle**, Director of the Department of Parks, Recreation & Culture
- **Julie Esch**, Director of Operations in the Department of Administrative Services

Facilitators make up another key piece of the County's Continuous Improvement Workgroup. These dedicated employees help lead the value stream mapping events, during which they assist a project team to:

- Identify the existing steps of a process, determine whether those steps

represent waste, add value, or are costs that cannot be avoided,

- Measure how long each step adds to the process,
- Determine which steps should or must stay, and which could be eliminated or changed,
- Help identify which steps are in the control of the group and which would need higher-level changes, such as changes to ordinances or State laws.
- Facilitate brainstorming of any other changes that would help improve the process.
- Develop detailed action plans for implementation

The inaugural class of Continuous Improvement Workgroup facilitators was trained by the County's consultant and are ready to help the County on its continuous improvement journey. Facilitators include:

- **Emily Van Deera**, DAS-Economic Development
- **Coco Kalinowski**, DAS-IMSD
- **Mike Bonk**, DAS-OPD
- **Stephanie Gulizia**, DAS-Procurement
- **Andre Simms**, DAS-PSB
- **Randy Oleszak**, Mental Health Board
- **Michelle Naples**, Health & Human Services
- **Rosemarie Forster**, Health & Human Services
- **John Rodgers**, Department of Transportation
- **Ross Stein**, House of Correction
- **Jill Suurmeyer**, Office of the Comptroller
- **Marie Kerzner**, Parks
- **Angela Nixon**, Human Resources

Interested in Submitting a Process?

As you read through the stories below about our first experiences with Continuous Improvement, we hope you will consider proposing to the Steering Committee a process that needs improvement.

The steps for proposing a Continuous Improvement Project include:

- Identify the process and be able to explain why it should be changed.
- Identify a Project Sponsor – this person should be involved in and have some level of decision-making authority over the process; if this person is not a

manager, then the management of the key department(s) should be bought in to the project.

- Suggest a Team Leader – this person will be responsible for identify the project team.
- Suggest an idea of who might be on the project team – this should include individuals who implement the process, individuals who are customers of the process (such as hiring managers during the hiring project), and at least one individual who has no ties to the process whatsoever who can take a fresh, unbiased look at how it works.

When you have determined this information, please feel free to contact the Steering Committee by email at daspsb@gmail.com. The Steering Committee will follow up with additional questions about the project, will evaluate project ideas, and pick which processes should go forward.

If your project is chosen, your project sponsor and team leader will be charged with developing the scope of the project, which will include the starting and end points, an estimation of the level of improvement to be reached (such as cutting the time a process takes by 25 percent).

Once the project scope has been determined, your project will be ready for the value stream mapping process – this is where your project team and the facilitators will map the current state, identify waste, and make recommendations for improvement over a period of two or three full days.

Once the value stream mapping is complete, your project team will do a "report out" to the Steering Committee, at which you will make your formal recommendations for process improvement. The Steering Committee will then follow up with the Project Sponsor and Team Leader to hold them accountable for making the identified changes and realizing the improvements in service.

The Steering Committee meets monthly to prioritize project proposals and review completed and ongoing projects for their impact on County operations. If you would like to contact the Steering Committee to submit an idea for process improvement, or if you have questions please send an email to: daspsb@gmail.com

Hiring Process Value Stream Mapping Event

The first process to be analyzed by the Continuous Improvement Team touches every service Milwaukee County provides and has a significant impact on our operations: simply getting a new employee hired.

The Department of Human Resources (HR) graciously volunteered this process to the Steering Committee, and it served as the guinea pig for this new effort. Optima Associates provided training to our group to develop a scope for the project, identify a project team of individuals who are heavily involved, including the Employment and Staffing division of HR, HR employees who are embedded across County departments, and departmental managers who often engage in hiring new employees.

After that, we were ready to put the process through value stream mapping model. Staff from Optima acted as our facilitator, while the County's facilitators got to watch and participate while doing "on the job training" to prepare them to fill the role in future events.

The team met for three days during the weeks of August 18-25 and mapped out every step that it takes to hire a new employee. The steps included:

- Letting HR know that a vacancy needed to be filled.
- Identifying a hiring strategy, including how the position would be advertised.
- Checking hiring efforts in other departments to see if they also needed the same position.
- Getting departmental approvals throughout the process.
- Ensuring accurate job titles, descriptions and qualifications were available, and developing them if not.
- Screening and scoring applications.
- Setting up required testing for certain positions when required.
- Scheduling interviews.
- Notifying potential employees and making offers.

The team identified a total of 105 steps that are taken to bring on a new County employee, which take on average approximately 119 DAYS to complete. Of this total, only two

percent of the time was identified as being value added, under one percent was categorized as having a cost that generally could not be avoided (mainly due to State Statutes, etc.), with the remaining 98 percent representing waste (processing time, re-inspections, etc).

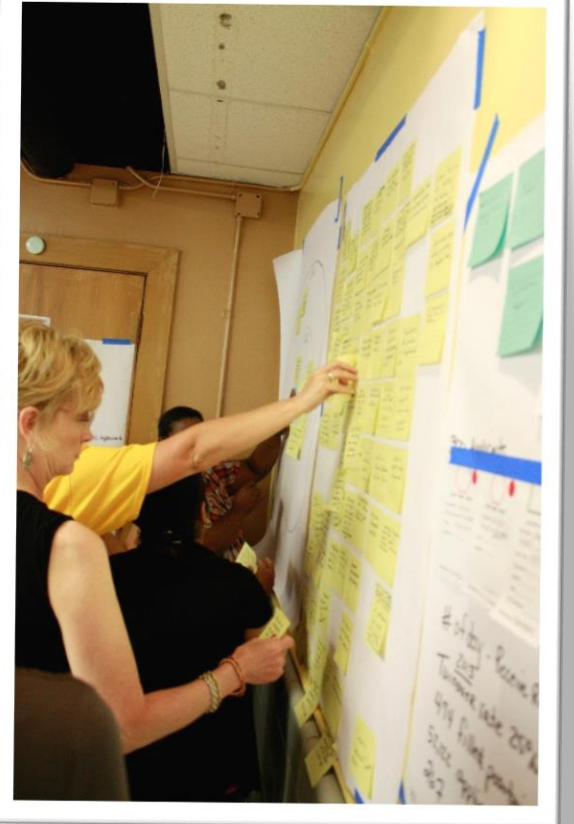
The Hiring Process team developed a number of recommendations on improvements to the process that will be forwarded to HR and departments for implementation. These recommendations will be collected into an official "Report Out" document that will be shared on the County's Continuous Improvement website at the link at the bottom of this page.

The Continuous Improvement Steering Committee would like to thank the project team participants, including:

- **Rick Ceschin**, Hiring Process Project Sponsor, Human Resources
- **Karen Kimple**, Hiring Process Project Manager, Human Resources
- **Lori Brown**, Human Resources
- **Angela Nixon**, Human Resources
- **Linz Estrada-Gonzalez**, Human Resources
- **Sheila Pospichal**, Human Resources
- **Valerie Woods**, Family Care
- **Michelle Naples**, Health & Human Services
- **Barb Tess**, Office of the Comptroller

The project team will provide its "Report Out" to the Steering Committee in late September, and the new process will be implemented in the months to come. Look for updates in a future newsletter.

Thank you to all who participated for taking time out of your busy schedules to help out!



HIRING PROCESS FACTS

The project team identified:

- **105** steps required to hire the average new employee
- **119** days required to hire an average new employee
- **54** hours categorized as "adding value" to the hiring departments.
- **98%** of process time categorized as time spent waiting for others to act.

Procurement Value Stream Mapping

The second process that has been approved by the Steering Committee is the procurement process, which is how the County purchases material goods (commodities) and non-professional, non-capital project services.

The Procurement Division of the Department of Administrative Services was one of the agencies (along with Human Resources) that teamed with the Office of Performance, Strategy and Budget to request funding for the Continuous Improvement project under the Innovation Fund.

The goal of the procurement project will be to streamline the process that County departments use to identify a need, identify a product or service, and get a best price for those items from a wide variety of vendors.

The process today is highly decentralized and allows agencies wide discretion in choosing which product to purchase from essentially any vendor they choose. This has led to the purchase of similar items at widely varying costs, and prevents the County from standardizing its purchases, associated maintenance or service contracts, and from leveraging bulk discounts.

One of the most important aspects of this project is that it will enable the County to develop a more efficient process for purchasing that will be part of the implementation of a new online, centralized "e-procurement" system. This system will replace current paper-based purchasing practices and allow the County to develop a standardized list of items or services with approved vendors at prices that have been negotiated on a countywide basis.

The Project Sponsor for this idea is Purchasing Director **Patrick Lee** of the Procurement Division of the Department of Administrative Services. The Team Leader is **Ayçe Chiappetta**, a Senior Budget and Management Analyst in the Office of Performance, Strategy & Budget.

The project scoping has been complete and the project team includes:

- **Carsten Peterson**, DAS-Procurement
- **Milena Durutovic**, DAS-Procurement
- **Stephanie Gulizia**, DAS-Procurement
- **Kelly Solomon**, DAS-Facilities Management
- **Kathy Angeli**, DAS-Facilities Management
- **Karen Freiburg**, Airport Division of the Department of Transportation
- **Laura Schloesser**, Parks
- **Paul Corrao**, Parks
- **Lynn Fyhrlund**, DAS-PSB
- **Gil Simpson**, DAS-IMSD,
- **Angelito Dominguez**, DAS-IMSD,
- **Eileen Rossow**, Office of the Comptroller

Thank you to all who are participating for taking time out of your busy schedules to help out!

The value stream mapping event has been scheduled for September 16 & 17 at Lincoln Park Pavilion. The report out to the Steering Committee will take place in early October.

This will be the second and final time that our consultant, Optima Associates, will assist our Continuous Improvement Workgroup in utilizing this process. After this, the County's Workgroup, including the Steering Committee and facilitators, plus all County employees who identify projects, take leadership roles as Project Sponsors and Team Leaders, and those who serve on project teams will be in charge of keeping the process going and of developing a culture that values Continuous Improvement.

