Requests for Proposals for Lean Training and Implementation

REQUEST FOR PROPOSAL #1139
PROPOSAL DUE October 23, 2017
BUYER Jason Hancock
South Dakota Legislative Research Council
500 East Capitol Avenue
Pierre, South Dakota 57501

QPIC (Quality and Productivity Improvement Center), LLC©
Lean Government Center™
Every Leader is a Coach. Every Employee is a Problem Solver.
“We believe in Achieving a Faster, Better, and Less Expensive Government”

Submitted by:
QPIC (Quality and Productivity Improvement Center), LLC
21 Apache Lane • Marlborough, CT 06447 • 1-860-295-9134
Note: putting tabs in to locate areas was hard to determine – the Table of Contents covers all the key required material and can be taken out to use to follow our response to this RFP.

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5.2.1 RFP Form

STATE OF SOUTH DAKOTA
OFFICE OF PROCUREMENT MANAGEMENT
523 EAST CAPITOL AVENUE
PIERRE, SOUTH DAKOTA 57501-3182

Request for Proposals for Lean Training and Implementation

PROPOSALS ARE DUE NO LATER THAN October 23, 2017

RFP #: 1139

BUYER: Jason Hancock

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READ CAREFULLY

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5.2.2 Executive Summary - QPIC’s Lean Government (Lean) Implementation Model (A “Proven Path”) would be our approach. We can meet all requirements, although for a Lean Management System (LMS) to have an internal Lean Sensei to be in place in six months is unrealistic, unless hired from the outside.

1. Demonstration & Tools Phase – to better understand Lean and to start achieving some immediate results.
   a. Lean Government Boot Camp – to get all of top management on the same page. QPIC provides a 2 day Lean Boot Camp workshop to the top management team, Lean coordinator(s), and selected Lean leaders (these are the people you want to pick up the necessary knowledge to eventually allow client self-sufficiency - part of their “regular job”). Maximum class size of 24. The number of Boot Camps are based on organization size.
      i. Each attendee would be required ahead of time to have their 2-3 top opportunities for improvement (what bugs them, financial impact, etc.) and bring these to the Boot Camp, since we will spend time in the Boot Camp working on these actual opportunities. Training manuals would be provided for the client to duplicate for participants.
   b. Demonstration Kaizen Projects – Out of the Boot Camp project candidates a selection grid would be developed to rate and select the 2 projects with the greatest leverage/impact. The first Kaizen event would be 3-4 weeks after the Boot Camp and the second, third, and fourth ones 3-4 weeks after each previous event. Lean leaders would participate in progressively greater roles in the events. Each event would be presented to the top management team (boot Camp participants) and others, as selected, on the afternoon of the 5th day of each event.
   c. Governance:
      i. Establish a Lean Office, including a Lean coordinator for the client, and the part time Lean leaders.
      ii. Establish a Lean Steering Committee (the key governing body) – including a top executive, the Lean coordinator and several managers – monthly meetings, managers would rotate off after 6-9 months for others to come on, etc.
         1. QPIC provides LSC training, Standard Work guidelines, and coaching the first 2 meetings.
   d. With the selected Lean leaders, we would then meet with all key managers individually that the client designates, to develop further what Lean strategy pertains to each area. The ownership of Lean resides with the managers, not the Lean leaders. The Lean leaders are the internal resources to draw on. This would provide the baseline for forward action.
   e. Develop a 1 hour Lean introductory session, presented by your key managers, supported by the Lean leaders, to establish a baseline of Lean knowledge for all employees.
      i. Employee Lean government session development
      ii. Train-the-Trainer for all Lean leaders and designated others (max. class size of 10)

2. Culture Phase – following True North and Shingo Guidelines (more detail later in this response)
a. Revisit and/or create the Vision, Mission, and Values and critical outcomes with the client management team resulting in a client Accountability Map. This would be done at the end of this six month RFP.
   i. Establish overarching agency goals and coach specific teams to flush these out with specific metrics and ownership which becomes the overarching client dashboard tied into the Accountability Map.
   ii. This dashboard would be built and cascaded down with broad employee involvement in its development. KaiNexus software would be utilized.

b. Leadership Training (optional offering) – to move from telling folks what to do, to coaching, primarily focused on every employee knowing how to:
   i. Identify the 8 wastes
   ii. Solve problems – through Plan-Do-Check-Act and Toyota Kata
   iii. Feel very comfortable in a trusting work environment that focuses on generating employee ideas to continuously improve all processes.
   iv. Daily standup employee huddles at work center display areas with their managers to review what has been done, key pressing issues, etc.

c. Develop a highly visual workplace tied in with Standard Work and training. This would be developed with the Lean leaders.

d. Additional anticipated coaching days as required to achieve self-sufficiency.

In summary, as we have in the past, we will work with each client to customize our approach to implementing Lean to meet the client’s needs. Our goal is to have each client be better than the State of Washington’s Enterprise Services. As we have seen from our efforts at other clients, we know there will be numerous opportunities to identify and remove wastes and benefit from these opportunities via employee attrition, which will be high over the next several years due to the aging of the employee workforce. The ROI on this implementation should easily exceed 15:1.
5.2.3 Detailed Response - Scope of Work

QPIC Introduction:

QPIC has extensive ‘hands on’ experience in establishing, training and implementing Lean Six Sigma (Lean) initiatives in a myriad of Government entities at the K-12, Local, State and Federal levels, primarily since 2004. QPIC was founded in 1984. Our consultants are Lean masters and experts and Six Sigma black and master black belts. Our Lean and Six Sigma experience is rooted in 30+ years of experience in the U.S., Europe and Asia. We have the management knowledge and expertise to deliver a quality work effort to our clients on time and within budget.

Our approach is grounded on the principle of:

*Every Leader is a Coach. Every Employee is a Problem Solver.*

The sustainable success of any initiatives is grounded in what happens to the culture (“The way we do things around here”) of the organization we are working with. Many consulting firms talk about “Change Management”, yet have very few specifics to deliver. We work with our clients to develop the new Continuous Improvement (CI) Culture based on specifics (developed in the Toyota Production System [TPS], Harvard Business School (Dr. John Kotter), Prosci, GE, Connors and Smith, and others) that address the actions, behaviors, systems and structures that need to be introduced and implemented to truly create a new Culture that will be able to internally successfully sustain the initiative.

Why should you select us to be your Lean government service provider?

1. **Government is our business:** QPIC’s focus for the last 12 years has been on Lean government (98%+ of our consulting) and Lean Leadership Development (LLD)©. We have found that clients embrace the tools and techniques, however the main determinant of sustainable success, is based on the culture which is driven by Leadership.

2. **QPIC’s Lean government efforts are National in scope:**

   **Contract List for the Last 5 years:**

   **Statewide Master Contract Agreements:**
   - Arizona – R2-7-C317 (part of a JV with PricewaterhouseCoopers) - Arizona Management System - one of 4 firms qualified – soon to overtake Washington as the US state leader
   - California – CMAS 4-15-03-0609A – GovOps Office – one of 4 firms qualified statewide for Lean Six Sigma training, including comprehensive agency implementations
   - Colorado – CMS43796 – Lean Consulting Services
   - Delaware – NAT17002-LMS – comprehensive Lean management strategy, one of 10 firms
   - Michigan – 007115B00050004 - Business Process Review (BPR)/Lean Process Improvement (LPI)
   - Ohio – statewide qualified – Lean consulting, training, facilitation and coaching
   - Pennsylvania – ITQ Qualified
   - Utah – MC126 – Operational Excellence Initiative (Lean based)

State agencies worked with: Administrative (includes Procurement, IT, HR); Motor Vehicles; Environmental; Revenue; Labor; Education; Social Services; Developmental Services; Mental Health & Addiction; etc.

Countries:
Cuyahoga (greater Cleveland)
DeKalb (greater Atlanta)*
King (greater Seattle) – master agreement 5733653
San Francisco – master agreement –CON 2013-23
St. Louis*
St. Charles (Missouri)*

Cities: Large K-12 Schools:
Phoenix, AZ* Des Moines, IA*
Denton, TX* Springfield, MA
Fort Worth, TX Sacramento, CA*
Hartford, CT Enfield, CT
Leesburg, VA* Federal:
Springfield, MA National Institutes of Health*
Westlake, OH* US Navy
Dover, DE*
Boca Raton, FL*
O’Fallon, MO* *Selected as sole winner of contract via competitive bid

3. QPIC is the national service provider for:
   • GFOA – Government Finance Officers Association – public workshops, Lean Leadership Development, publishing articles and client consulting engagements.
   • ICMA – International School/County Management Association – public Lean government webinars.
   • NGA – National Governor’s Association – both Harry Kenworthy and Mary Jo Caldwell have spoken at NGA meetings and served as Lean government subject matter experts.

4. Toyota Production System (TPS): QPIC is steeped in the human/cultural approach of TPS. Our consultants have extensive experience in Japan, starting with the forming of a Joint Venture with INOAC, MTP, in Nagoya, Japan in 1983, a key supplier to Toyota; sitting on the Board of Directors for 9 and 5 years, respectively; touring Deming prize winning companies in Japan (through our connections with Dr. Deming and JUSE [Japanese Union of Scientists and Engineers]), and receiving TPS training from Toyota. QPIC is the only government member and Coach at the Lean Leadership Institute supporting the Toyota Way (Jeff Liker’s seminal book). In our Lean government work we refer to TPS as the Thinking People System as we have translated the concepts of Toyota’s culture into the government world.
5. **Dr. Deming and Dr. Juran**: We worked directly with both of these two key principals involved in the resurrection of Japanese Industry after WWII and they were both instrumental in shaping Toyota’s TPS. Harry Kenworthy was a Deming advocate and worked directly with Dr. Deming on a series of 2 day seminars with Dr. Deming sponsored by MIT from 1983-85. The Juran Institute is based in Connecticut and Harry also had a close working relationship with Dr. Juran. This relationship continues to this day with Joe DeFeo, the current CEO of the Juran Institute.

6. **A Unique Toolbox is deployed**: QPIC is the only firm **WORLDWIDE** that utilizes Lean, Six Sigma, and Bhote/Shainin techniques (these are very powerful clue generation and problem solving approaches for Lean government). For example, these powerful approaches minimize the need for brainstorming, affinity diagrams and fishbone diagrams.

7. **“Measure What Matters” (MWM) and Accountability Maps**: QPIC works with clients to implement an Accountability Map incorporating Vision, Mission, Principles & Values which cascades an operating system that focuses on key outcomes, processes, metrics, and up and down line of sight accountability. Our Accountability Map approach is integrated with Hoshin Kanri and the Shingo Principles and is more effective and comprehensive than just using the Red-Yellow-Green “rear view mirror” indicator system that others utilize. It’s imperative to establish a results based environment with singular process owners to maximize accountability. It’s also imperative that ownership is transferred to the appropriate individuals and teams in the organization. Between Accountability Mapping and Leadership Development, we change the client’s culture (based on client commitment).

8. **Lean Leadership Development (LLD)**: QPIC has unique approaches to generate much greater employee engagement and ownership throughout our client organizations. These include the role of Lean leaders (we view that a leader is anyone who has responsibility for other employees). Some of our approach was covered at the 2013 Washington State Lean Transformation Conference on October 15-16, 2013 workshop (done twice): “Employee Driven Performance Excellence; Managing the Hearts and Minds” ([http://Leangovcenter.com/video.htm](http://Leangovcenter.com/video.htm)). The June, 2015 Florida statewide GFOA meeting workshop was entitled “Organizational Excellence: Creating an Employee Driven Culture”. QPIC has also developed a set of leadership and cultural assessment tools that have incorporated the best of Kotter (Harvard), Toyota Kata, and Lominger Competencies ([http://www.lominger.com/](http://www.lominger.com/)), which have all been aligned with the Shingo Principles and QPIC’s “10 commandments” for Lean leadership ([https://www.youtube.com/watch?v=kDtpU8l4nJ8]). LLD was developed in 2009 and includes an Internet based 360° survey feedback tool, coupled with individual on site coaching.

9. **Implementing Lean Management Systems (LMS) - Client Lean Cultural Transformation**: Utilizing TPS, our ACE (Achieving Change Effectiveness), and a Kata approach to developing leaders (Lean leaders) we establish the actions, behaviors, systems and structures required to truly make the cultural transformation succeed and sustain.

10. **“Learning to See” where the “action is” is fundamental to our approach**: Go to where the real work is done (not in conference rooms or offices) and review all of the details of each process step (more than just using post-it notes).
11. **We continually research and incorporate best practices from worldwide knowledge leaders who we personally know.** Training materials are modified and enhanced to meet specific client needs. Our web site: [http://Leangovcenter.com/index.htm](http://Leangovcenter.com/index.htm) is viewed as the best resource center for information on Lean government initiatives and routinely has hits from over 30 countries/month. We are well linked to the leading Lean transformation knowledge leaders in the US, Canada and the UK.

As can be seen from the above, QPIC is one of the foremost firms providing Lean Government and Lean Leadership Development (LLD) consulting, training, facilitating, and coaching services in the US.

**South Dakota should be commended for the initial steps you have already taken with initial Lean training, Daktronics support, and reading to already begin your Lean journey.**

Harry Kenworthy’s book, *Lean Government NOW!* was released in 2017 to rave reviews and holds the #1 status in Amazon’s Lean Government book category (out of 96 titles in the category).

Many of our vendor responses in this RFP are drawn from the book which totally reflects our training and implementation practices with numerous, federal, state, county, city and K-12 schools over the last 12 years.
**Lean Government NOW!** is a how-to book for training and implementing broad based Lean Government initiatives to increase service, capacity, and employee engagement, while reducing costs and wastes. It's non-traditional as it’s written in a bullet format showing exactly what must be done and how to do it to have a successful, sustainable, Lean initiative.

“To many, Lean Government seems like an oxymoron. Government seems inherently full of red tape what the Lean community calls waste. What we have learned from decades of practice of Lean management is that it is as much a mindset as a tool kit. Leaders must think very clearly about the purpose of their organization, their key customers, and how to deliver high value services, on time, and at lowest cost. Our Government organizations have huge customer bases, and limited resources, and need to learn how to think Lean and deliver the highest possible value per tax dollar to the citizens they serve.”

--Jeffrey K. Liker, Ph.D., Author, The Toyota Way (quote personally provide by Jeff to us)

Book contents include how to: develop Lean leaders; create new legislation based on data; use successful change management techniques; determine customer needs tools; benchmark to learn from others; eliminate wastes at all levels; solve problems (PDCA, A3, 5 Whys, etc,) with unique tools to identify problem root causes; utilize process mapping (value streams, swim lanes, spaghetti maps, takt time, and one-stop shopping); create the best standard work (including TWI – Training Within Industry); develop project charters and project selection criteria; orchestrate Kaizen events (detailed standard work for event pre-work and for the actual event) and daily Kaizen (huddles and Dynamic Idea Generation-DIG); establish a great governance structure for sustainability; understand strategic Lean (True North, Shingo Criteria and Hoshin Kanri); determine return on investment (ROI) for Lean initiatives; develop Lean software; concluding with the key general principles and Lean project areas. Numerous examples and actual stories abound to reinforce the book’s contents.

Before covering the detailed required responses below, here is an overview of the chapters in our book **Lean Government NOW!** which is in bullet format with many Government examples covering specific Lean Government training and implementation details with government entities at the federal, state, and local levels.

**Lean Government NOW!** Table of Contents:
Forward And Acknowledgements
Chapter 1: Brief History Of Lean
Chapter 2: Leadership
Lean Government Leader
Political Will
Data-Based Legislation
Chapter 3: Change Management
The Elevator Speech
The Stakeholder Analysis
Chapter 4: Customers
Chapter 5: Benchmarking
Chapter 6: Eliminating Waste
5S
Chapter 7: Problem Solving
Operational Definitions
Measurement Systems
Dynamic Data Collection Techniques
Pareto Charts
Five Whys
PDCA
A3
Chapter 8: Process Mapping – Learning To See & Value Streams
Value Stream Mapping
Swim Lane Mapping
One Stop Shopping
Takt Time
Spaghetti Mapping

Chapter 9: Standard Work
How To Create Standard Work
Training Within Industry (TWI)
Developing Employee Ownership
Visual Workplace
Chapter 10: Project Charter & Project Selection Criteria
Project Selection:
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Chapter 11: Kaizen
Kaizen Event Pre-Event Standard Work
Kaizen Event Standard Work
Daily Kaizen - Huddles
Dynamic Idea Generation (DIG)
Chapter 12: Governance Structure
Government Lean Steering Committee
Chapter 13: Strategic Lean Government
True North
The Shingo Model For Operational Excellence
Hoshin Kanri
Chapter 14: Lean Government ROI
Chapter 15: Software Development
Chapter 16: Lean Government General Principles And Examples
City/County Lean Government Project Examples
Chapter 17: Lean Government – Now! Recap
Index
Other certifications for individuals will be covered later in this RFP. The main certifications are for Lean Six Sigma Master Black Belts, Back Belts and for certified coaching.

**Member - International School/County Management Assoc. - Main Lean government webinar provider**

**Member – GFOA – Main Lean government service provider and published articles**

**Member - Institute of Management Consultants**

**Member - American Society for Quality – Member and Contributor to the Government**

**Member – Lean Leadership Institute – Only Lean Government coaching member**

**Member – Small Business Association 8(a) Certification**

**Member – Veterans Administration Service Disabled Veteran Owned**

**Member – International Coaching Federation Professional Coaching Certification (PCC)**

**Member - General Services Administration Schedules**

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**Dr. W. Edwards Deming**

“**You either change Management... or you change Management.**”

“**At least 90% of what we do is pure waste.**”
3.1 Training

**Our Overview:**

TRUE NORTH: Leaders must convey a compelling vision to the organization. True North is the strategic forward direction for the organization as illustrated in this graphic:

![True North Graphic]

**Challenge** means to set a stretch target – It can be based on a critical customer need, level of urgency to address, financial leverage that's created, etc. A challenge causes people to have passion to meet and succeed in the challenge which, in turn, leads to greater learning, accomplishments and successful improvements. If we don't know what the goal is, how will we know when we get there?

- You first have to know how you’re doing in data terms. The question in government “How are you doing” is often met with “We don’t know”. For example, let's say it takes 58 days to process a license application.

- Once the current state baseline in known, then the future state target must be established. If the target was 56 days, then the organization would tend to just try and work harder with the same methods and approaches.

- Establishing a *minimum 50% improvement goal* of 29 days becomes a challenge (and it might even be 20 or 10 days). Once this is done, the old ways and paradigms of doing things are not equipped to meet the challenge goal. This drives the need to apply new thinking and approaches to creatively bridge the gap and meet the challenge. People generally respond well to a challenge as it energizes them to seek out new ways to get there. The old paradigm of “the way we do things around here” is broken.

- Utilizing Lean techniques facilitates the ability to meet challenge goals.

**Kaizen** is continuous improvement throughout the organization, not just a series of 3-5 day “events” (which is the model most organizations follow). Daily Kaizen creates huge organizational leverage for continuous improvement. More later in our RFP response.
“Learn to See” means always going to where the work is done (the “Gemba”) and understanding all the aspects of the work. Managers never have the time to truly see how the current state processes perform. They are consumed by the “here and now” day-to-day activities of their own jobs. Normally, when the need arises, they need to go “troubleshoot” a problem and what has gone astray in the process, and, once “solved”, they immediately remove themselves from the process details and return to their “regular work”.

An action item for all leaders (a “leader” is anyone who has associates working for them – a broader definition than just top management) is to take a full eight-hour day, pick a process that is in significant need of improvement and spend the full day only “seeing” what happens in the process from the beginning to the end (or get as far as they can in one day). Make sure there are no interruptions and that everyone understands what the leader is doing. It isn’t to find fault with the people; it’s to find out what’s wrong with the process. Amazing things are discovered, including:

- Associates’ ideas and frustrations come to the surface:
  - How to correct errors and rework
  - How to consolidate process steps or forms, or even consolidate or eliminate them
- Unnecessary steps are being done
- Directions about eliminated steps were never passed on to others and the steps are still being done
- Training materials are partial, poor or non-existent
- Duplication, fragmentation and overlap in the process
- Misinterpretation of current statutes and ordinances
- And many other discoveries

**Respect and Teamwork** - Focus on the most important resources – people. Leadership, change management and governance are also linked with a key resource – employees. Employees must be trained to identify wastes and develop problem-solving skills. As seen above, the Lean tools and techniques are estimated at 15-20%, while the organizational culture (actions, behaviors, systems and structures) is 80-85% of the process in order for a true Lean management system to develop and flourish.

Leadership must be Lean-proficient and hands-on, not isolated in an office with an occasional trip to a conference room. Leaders must participate in Gemba walks with a purpose in mind, not just randomly walking around to talk to employees. The Gemba walk must focus on reinforcing the True North principles and openly listening and soliciting input from everyone. Leaders should also be good Lean leaders and not tell everyone what to do or solve problems on the spot without knowing the real problem.

Developing a true culture of respect and teamwork for everyone is hard work. The following is a leadership sequence which grows Lean leaders, and subsequently a Lean culture:
THE SHINGO MODEL FOR OPERATIONAL EXCELLENCE

Combining the True North compass above with the Shingo criteria creates a comprehensive approach to developing a true Lean Management System and organizational culture.

![Shingo Model Diagram](image)

**Shingo Core**
- Commit to Self Development
- Create Vision and Align Goals
- Support Daily Kaizen

**Guiding Principles**
- Lead with Humility
- Respect Every Individual
- Nurture Long-term Relationships
- Empower and Involve Everyone
- Develop People
- Assure a Safe Environment

**Supporting Principles**
- Enterprise Alignment
- Continuous Improvement
- Cultural Enablers

**QPIC Alignment**
- LLD for all Leaders: surveys, 360° feedback and development plans
- Lean Coaching & Supervisory Training (Toyota Kata)
- Lean Steering Committee (LSC)
- Change Management Principles
- PDCA and 7 Wastes
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<td>Create Constancy of Purpose</td>
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<td>Embrace Scientific Thinking</td>
<td>Focus on Long Term</td>
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<td>Flow &amp; Pull Value</td>
<td>Align Systems</td>
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<td>Assure Quality at the Source</td>
<td>Align Strategy</td>
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<td>Seek Perfection</td>
<td>See Reality</td>
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<td>Stabilize Processes</td>
<td>Focus on Value Stream</td>
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<td>Rely on Data</td>
<td>Keep it Simple &amp; Visual</td>
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<td>Standardize Processes</td>
<td>Identify &amp; Eliminate Waste</td>
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<td>Insist on Direct Observation</td>
<td>Integrate Improvement with Work</td>
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<td>Assure Quality at the Source</td>
<td>“Learn to See”</td>
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<td>Seek Perfection</td>
<td>“Right the 1st Time” and Reduce Variation</td>
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<td>Stabilize Processes</td>
<td>Vision, Mission, Principles and cascading Goals into a cohesive MWM Balanced Scorecard and Accountability Map.</td>
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<td>Cascading improvement tracking.</td>
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<td>Standardize Processes</td>
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<td>Flow &amp; Pull Value</td>
<td>Performance appraisals linked.</td>
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<td>Assure Quality at the Source</td>
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<td>Seek Perfection</td>
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Results

Create Value for the Customer
Align Behaviors with Performance
Identify Cause & Effect Relationships

Measure What Matters
Voice of the Customer methods
DIG (Dynamic Idea Generation) – Daily Kaizen
Software tracking system for Lean.
Dynamic Data Generation
LSC tracks progress.
Monthly reporting of improvements and savings via Finance.

### Lean Management System Deployment Grid (Example)

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<th>Shingo Core</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
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<tbody>
<tr>
<td>Continuous Process Improvement</td>
<td>Training Rollout Plan, Kaizen event/month, internal coaches selected. Client specific training package developed.</td>
<td>All top management and other key managers trained. Minimum one Kaizen event/month. Improvement opportunities generated in all areas.</td>
<td>Shifting more to BPIs, JDI, Benchmarking, and A3s. PDCA and 7 wastes thinking utilized by all employees.</td>
<td>Training embedded and understood throughout the organization.</td>
</tr>
<tr>
<td>Enterprise Alignment</td>
<td>Overall elevator speech and stakeholder analysis done and deployed. Lean office established reporting to top executive.</td>
<td>Vision, Mission, Principles, Key Outcomes = Accountability Map and Balanced Scorecard developed.</td>
<td>Accountabilities Map and Balanced Scorecard reviewed monthly – used for key project selection.</td>
<td>Overall systems alignment review. Performance appraisal linked to Lean. Hoshin Kanri is deployed.</td>
</tr>
<tr>
<td>Results</td>
<td>LSC monitors Kaizen results monthly. Finance department to be the consistent monitor for results. Use voice of the customer tools.</td>
<td>Comprehensive Lean project display grid deployed and reported on monthly. Finance updates results monthly.</td>
<td>Dynamic Idea Generation impact and savings accumulated.</td>
<td></td>
</tr>
</tbody>
</table>

Standard Work is deployed and embedded as the basic glue throughout all processes.
### Lean Approaches in Government

#### Kaizen Events vs. Lean Strategic/Cultural Deployment

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Tools (Kaizen) Focus = the norm</th>
<th>Our Culture Focus (Strategic/Cultural)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Aware, not actively engaged/committed</td>
<td>Very knowledgeable, committed, engaged, and do some of the training. Clearly meet QPIC’s Lean leader definition. Lean Leadership Development is implemented.</td>
</tr>
<tr>
<td>Ownership</td>
<td>Kaizen teams and sponsors</td>
<td>Top Management Leader &amp; each department/unit manager own their Lean efforts and then it cascades throughout the organization.</td>
</tr>
<tr>
<td>Improvement Approach</td>
<td>Mainly Kaizens, business as usual</td>
<td>Systems, structures, actions and behaviors are realigned to shift culture and embed Lean into “the way we run the business”. Accountability Mapping and Hoshin Kanri utilized in a comprehensive strategic approach.</td>
</tr>
<tr>
<td>Cost</td>
<td>Lower initially, could continue for a long time</td>
<td>Higher initially, 15-24 month duration until the client gains self-sufficiency.</td>
</tr>
<tr>
<td>Training</td>
<td>Consultants handle, mainly for Kaizen teams</td>
<td>Leadership is trained first; all employees have overview (1 hour) introductory training, and then project coaching training/reinforcement transitions to the client taking over the training. QPIC provides a full electronic training materials package with Train-The-Trainer sessions.</td>
</tr>
<tr>
<td>Internal capability</td>
<td>Participate in Kaizens, consultant dependent</td>
<td>Internal resources trained and coached to take over from the QPIC team. Hub and spoke resource model in place.</td>
</tr>
</tbody>
</table>
| Types of Projects  | Mainly large Kaizen events      | Comprehensive improvement activities on-going consisting of:  
• Kaizen events  
• Business Process Improvements  
• Benchmarking best practices  
• Daily employee Kaizen |
| Data Collection    | Kaizen need based               | Simple dynamic data collection techniques employed at all levels for employees to better identify & solve problems and remove wastes. |
| Employee Engagement| Kaizen event participation      | Broad based due to utilizing a Toyota Kata approach which creates passion which drives employee ownership, engagement and commitment. |
| Metrics            | Hopefully tracking Kaizen forward progress | Key metrics identified, cascaded and visually displayed throughout the organization, including all completed projects to ensure gains are held with singular process owners. |
| Communications     | Mainly Kaizen focused           | Broadly & frequently deployed to all associates through multiple channels. |
| Sustainability     | Once consultants leave, Lean fades away | Implement comprehensive Lean strategy to allow the client to self-sustain. |
| Financial Impact   | Based on Kaizens selected       | Minimum 10X of the Kaizen only approach. |

The success of a Lean implementation in any department/agency in the South Dakota government/DLR is largely dependent on the degree of commitment and engagement of the respective leader of the unit. Unfortunately, we have found that there are not that many great leaders that “get it” and subsequently decide to “live it”. The symptoms are:
• The leader can’t or won’t attend the initial two day boot camp training session with her/his top management team. If this group does not commit and get involved, it falls on lower levels to proceed. Without good Lean knowledge and understanding by top management, we use the phrase “never underestimate the ability for top management to muck things up”.

• Top management teams do not attend Kaizen event report outs.
• Penny wise – dollar foolish. Cut corners, minimize training, avoid a good governance structure and believe that “Lean is easy” and “we’ve got this”.
• The 8 failure modes cited below are all too common.

We have worked with great leaders who “get it” such as: Superintendent Dr. Thomas Ahart (Des Moines, IA, Public Schools), Finance Director Chuck Springer (Denton, TX), Deputy City Manager Mario Paniagua (Phoenix, AZ), Commissioner Melody Currey (CT Department of Administrative Services and previously Motor Vehicles), and Commissioner Roderick Bremby (CT Department of Social Services). These individuals are in the small minority.

SUCCESSFUL, SUSTAINABLE LEAN GOVERNMENT IS AN OVERALL STRATEGIC DEPLOYMENT THAT IS HEAVILY BASED ON HOLISTIC SYSTEMS THINKING WHICH IS THE EXCEPTION, NOT THE RULE.

The following eight areas are the foundation of the cultural underpinnings that need to be in place for a successful, sustainable, Lean initiative and are tied to Harvard’s Dr. John Kotter’s approach to organizational change which QPIC subscribes to. These are also directly tied to the associated failure rate of Lean implementations and are as follows – WHY LEAN FAILS:

<table>
<thead>
<tr>
<th>1. Establishing a Sense of Urgency</th>
<th>3. Developing a Vision and Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No sense of urgency created – no accountability.</td>
<td>• No vision has developed – program is a training program rather than an improvement initiative.</td>
</tr>
<tr>
<td>• Absence of senior leadership.</td>
<td>• Vision is not linked to strategy.</td>
</tr>
<tr>
<td>• No commitment of leadership to understand change.</td>
<td>• No sense of urgency to support the vision.</td>
</tr>
<tr>
<td>• Complacency rules the day.</td>
<td>• Lean not linked to strong results.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Creating a Guiding Coalition</th>
<th>4. Communicating the Change Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Champions have poor positional power.</td>
<td>• No communication plan – Lean becomes a stealth program.</td>
</tr>
<tr>
<td>• No formal coalition established.</td>
<td>• Communication at upper levels but not at lower levels.</td>
</tr>
<tr>
<td>• Poor commitment to up-front workshops and training.</td>
<td>• Leadership is not visible in the commitment and communication.</td>
</tr>
<tr>
<td>• No clear accountability for results.</td>
<td>• Under-communicating (“…but I’ve already said it a hundred times”).</td>
</tr>
<tr>
<td>• Guiding deployment with weak steering teams.</td>
<td></td>
</tr>
</tbody>
</table>
Our view to have successful, sustainable Lean government initiatives:

LEAN MANAGEMENT SYSTEM IMPLEMENTATION

There are a variety of models that can be utilized to move from a tools and techniques implementation to a comprehensive Lean Management System (LMS) implementation. We have developed what we call “the Proven Path” to implementing Lean in government based on our experience with the public sector. We are heavily aligned with the Shingo criteria as seen above.

The majority of our client engagements start with a “demonstration phase” where top management is provided the initial Lean training and experience in an interactive two day Boot Camp workshop which works on some of the current state process problems. This provides the opportunity for top management to learn and understand what Lean is all about and then decide “what comes next”.

<table>
<thead>
<tr>
<th>5. Empowering Employees for Broad-based Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No leadership commitment to intense workshops and training (self or employees).</td>
</tr>
<tr>
<td>• Little involvement in project selection.</td>
</tr>
<tr>
<td>• No project tracking that’s easily visible.</td>
</tr>
<tr>
<td>• Lean viewed as a nice training program.</td>
</tr>
<tr>
<td>• Little on-site project support given.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Generating Short-term Wins</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No accountability established.</td>
</tr>
<tr>
<td>• More than 12 months to achieve reasonable results.</td>
</tr>
<tr>
<td>• No formal recognition ceremonies with clear presence of senior leadership.</td>
</tr>
<tr>
<td>• No clear financial support to establish business impact.</td>
</tr>
<tr>
<td>• Launching too many projects at once.</td>
</tr>
<tr>
<td>• Providing the first win too slowly.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Consolidating Gains and Producing More Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lean initiative stagnates.</td>
</tr>
<tr>
<td>• Internal experts not developed.</td>
</tr>
<tr>
<td>• Initiative results not carefully tracked via metrics.</td>
</tr>
<tr>
<td>• Lean projects seen as extra work that detracts from day-to-day operations.</td>
</tr>
<tr>
<td>• Convincing the organization that they are done when they are not.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Anchoring the New Approaches in the Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Business as usual – if Lean disappeared, no one would notice.</td>
</tr>
<tr>
<td>• Promotions not linked to Lean activities.</td>
</tr>
<tr>
<td>• No development of internal resources to support program.</td>
</tr>
<tr>
<td>• Few changes in systems and leadership style.</td>
</tr>
<tr>
<td>• Students consistently show up at training with poorly defined, small projects.</td>
</tr>
</tbody>
</table>
We believe that this is an excellent model for the following reasons:

- Lean Government education starts with top management – understanding the tools and techniques along with how to begin a Lean Government initiative. If top management doesn’t show the early inclination to “learn by doing” and avoids initial training, then success will be shaky, at best.
- Several Kaizen events to demonstrate success – still in the demonstration phase – “nothing sells like success”. The top management team attends all report outs at the end of the event.
- Kick off Lean activities in multiple departments to gain some experience. Each department “owns” the Lean initiative driven by the clear expectations of the executive leader. Departments are responsible for understanding their key processes and prioritizing the issues with the greatest leverage for reducing costs/wastes, while increasing service, capacity and employee engagement.
- Build successful momentum on a broader basis and move through the following phases: demonstration to tools to culture.
- This is a holistic view of creating Lean as the core strategy of “how we do business around here”.

Training needs to address Lean leaders, (we assume Lean leaders to mean the DLR personnel who will be the key internal resources to develop Lean skills to eventually create client self-sufficiency – we call these key individuals Lean Lean leaders), management/senior leadership, and support staff. Each training element should provide a different angle of Lean training specific to the audience.

Our Response:
First, we want to cover our Lean Government Boot Camp Workshop which has been conducted over 60 times, some in public sessions, but the vast majority with specific clients. This would be the initial
foundational Lean training that would be done for top Senior Leadership (including the Agency lead executive), Managers, and Lean Leaders.

A. Lean Leader Training  
   1. Consultant should provide a curriculum for Lean advanced level training including:
      a. Common and consistent understanding of Lean among Lean leaders
      b. Introduce them to advanced Lean tools
      c. Provide them with skills needed to facilitate Lean events (including Value Stream Mapping and Kaizens)
      d. Provide them with the skills needed to train basic Lean Concepts to support staff and managers/senior Leadership (Lean leaders should be actively involved in the Consultants curriculum for training managers and support staff)
      e. Provide them with the knowledge and experience to become a Lean Sensei

Our Response:  
Lean leaders (the key internal resources to develop Lean proficiency) would receive the following training:

- Two day Lean Government Boot Camp workshop as outlined below. Given the size of DLR we would expect 4-6 Lean leaders to be developed. However, if there are more than that many separate DLR sites in South Dakota, then consideration should be given to one Lean leader/site.

- Advanced Lean tools would be introduced through working on A3 projects with remote teleconference coaching, Dynamic Data Collection, Toyota Kata, and other areas as time allows in this six month RFP.

- Go through our normal sequence of Kaizen event learning:
   1. Participate as an active team member in the first event.
   2. Do some training and develop the team report out in the second Kaizen event with QPIC coaching.
   3. Facilitate the third and fourth Kaizen events with QPIC coaching during the events.
   4. Be on all Kaizen prep teleconference calls and be actively engaged in event pre-work (see later in this RFP response)

- Work with QPIC to develop the all employee Lean overview/introduction package and support the senior managers as they deliver this workshop/training.

- No one will be a Lean Sensei in the six months specified in this contract. We view this takes a minimum of five years of progressive experience to progress to a Sensei level, and usually much more. People that are on QPIC’s team have well in excess of 10 years high level Lean experience.
<table>
<thead>
<tr>
<th>Time</th>
<th>Day 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:00</td>
<td>Introduction – Speaker introductions Major learning themes Expectations</td>
</tr>
<tr>
<td>9:00 – 9:30</td>
<td>Lean Overview – Mod 1 Definition of Lean Brief history of Lean Key Principles of Lean</td>
</tr>
<tr>
<td>9:30 – 10:20</td>
<td>Waste – Mod 1 The 8 forms of waste Waste identification exercise</td>
</tr>
<tr>
<td>10:20 – 10:35</td>
<td>Break</td>
</tr>
<tr>
<td>10:35 – 11:20</td>
<td>Project charters for Lean – Mod 2</td>
</tr>
<tr>
<td>11:20 – 12:00</td>
<td>Elevator speech and stakeholder analysis – Mod 2 Culture change and Lean Resistance to Change</td>
</tr>
<tr>
<td>12:00 - 1:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00 - 1:20</td>
<td>Project Selection – Mod 3</td>
</tr>
<tr>
<td>1:20 – 2:30</td>
<td>Process Mapping – Mod 4 Swim lanes, value stream maps, and spaghetti diagrams Emergency Room Exercise for swim lane diagrams</td>
</tr>
<tr>
<td>2:30 – 2:45</td>
<td>Break</td>
</tr>
<tr>
<td>2:45 – 3:20</td>
<td>Simple data collection techniques &amp; Case Study – Mod 5</td>
</tr>
<tr>
<td>3:20 – 4:00</td>
<td>5S – Mod 6</td>
</tr>
<tr>
<td>4:00 – 4:45</td>
<td>Kaizen example – Mod 7</td>
</tr>
<tr>
<td>4:45 – 5:00</td>
<td>Q&amp;A, wrap up and feedback</td>
</tr>
<tr>
<td>8:30 – 8:45</td>
<td>Day 2</td>
</tr>
<tr>
<td>8:45 – 10:00</td>
<td>Review of Day 1</td>
</tr>
<tr>
<td>10:00 – 10:15</td>
<td>Standard Work – Mod 8</td>
</tr>
<tr>
<td>10:15 – 11:00</td>
<td>Break</td>
</tr>
<tr>
<td>11:00 – 11:45</td>
<td>Visual Controls &amp; Error Proofing – Mod 9</td>
</tr>
<tr>
<td>11:45 – 12:00</td>
<td>Employee Engagement – Mod 10</td>
</tr>
<tr>
<td>12:00 – 1:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00 – 3:15</td>
<td>Licensing Exercise Simulation – Mod 12</td>
</tr>
<tr>
<td>3:15 – 3:30</td>
<td>Break</td>
</tr>
<tr>
<td>3:30 – 4:20</td>
<td>Implementation Strategies &amp; Case Studies – Mod 13</td>
</tr>
<tr>
<td>4:20 – 4:30</td>
<td>Q&amp;A, Feedback and Closure</td>
</tr>
</tbody>
</table>
B. Managers/Senior Leadership Training

   1. Consultant should provide a curriculum for providing strategic consulting support to senior leadership.

      a. Provide leaders with the fundamentals of Lean
         i. Focus on the Process
         ii. Eliminate Waste
         iii. Continuous Improvement

      b. Provide common and consistent understanding of Lean leadership Principal Concepts
         i. Leaders Standard of Work
         ii. Visual Controls
         iii. Daily accountability process
         iv. Leadership Discipline

Our Response:

Our two day Boot Camp workshop (covered above) would cover the fundamentals of Lean for leadership.

We would also work to establish the key roles and responsibilities in the respective agency and also a Lean steering committee (LSC) as the governance structure. Roles and responsibilities:

The Chief Executive (Governor, Agency Commissioner, County Manager, Mayor, City Manager, School Superintendent) responsibilities:

   • Attend the entire initial Lean Government training for knowledge and demonstrated level of commitment.
   • Attend Kaizen event report out sessions.
   • Expect all of her/his direct reports to attend the initial training and attend Kaizen event report out sessions.
   • Expect all of his/her direct reports (Executive Leadership Team) to “own” the Lean Government efforts in their respective areas of responsibility.
   • Establish the following structural functions with the Lean Government Steering Committee including the:

Hub and Spoke Resource Support Model

   • Resources should be proficient in Lean and imbedded in each department reporting to the department head and reinforcing ownership for the department’s Lean initiative – these are the “Spokes”. The “Spokes” draw on the “Hub” resources as needed.
Executive Team Member responsibilities:

- Sets Lean Government expectations and ownership with their management team.
- Initiates efforts to identify all key processes, how they are doing, and identify improvement opportunities.
- Oversees the delivery of Lean Government introductory training (60-90 minutes) to their organization.
- Ensures all employees have a clear understanding of how to identify and remove wastes, how to identify and solve problems, and how to improve processes.
- Sponsors key Lean Government projects or oversees sponsors in her/his agency, department, or unit.
- Follows leader standard work and participates in Gemba walks to “see”.

Executive Champion (an Executive team Member appointed by the Chief Executive to lead the Lean Government initiative and Lean Government Steering Committee meetings and actions) responsibilities:

- Reports directly to the Chief Executive and monitors Lean Government progress in the organization and intervenes, where necessary, on any issues requiring resolution that are
brought to her/his attention. Is highly trusted and speaks for Lean Government on behalf of the Chief Executive.

- Lean Government Coordinator reports to and receives guidance from Executive Champion and seeks his/her support when obstacles arise.
- Coordinates efforts between departments, as necessary.

**Lean Government Coordinator (or Lean Government Office Leader) responsibilities:**

- Reports to the Executive Champion.
- Lean leaders could be direct reports or matrix reports to the Lean Coordinator.
- Well respected in the organization with high credibility and has sufficient “clout” with top management support and commitment.
- Lean Government resource expertise for all areas to draw on and is the “Hub” for the Lean Government effort.
- Coordinates outside consulting resources and private sector partners.
- Develops, modifies and coordinates all Lean Government training.
- Monitors and tracks all Lean Government projects.
- Communicates Lean Government progress to the organization via newsletters, intranet site, and other appropriate means.

**Lean Government Steering Committee (LSC) responsibilities – the key working oversight body for Lean Government governance:**

**Steering Committee Charter (suggested guidelines):**

**Purpose**

The purpose of the Lean Government Steering Committee is to help guide the implementation of Lean Government to help achieve initiative goals. Specific goals of the LSC are:

- Introduce and/or expand the widespread use of organizational improvement methodologies found in the Lean Government approach; while embracing Lean, Six Sigma, Shainin/Bhote, change and quality management tools.
- Create a network of improvement ‘experts’ and practitioners across all departments to sustain the effort over time.
- Provide a forum for internal and external cooperation and support to help managers and department leaders fully utilize the tools and techniques available through these methodologies.

**Scope**

The LSC will oversee and provide input into the evolution and growth of the Lean Government within government. Specifically, the LSC will:

- Create and implement a communication strategy
- Provide input into prioritization of major Lean Government projects (Kaizen events)
- Review and monitor project results
• Address obstacles to implementation
• Help establish longer term benchmarks and milestones for tracking implementation progress
• Ensure financial tracking mechanisms are consistent
• Recognition of improvement successes

Membership - Size and Composition of the LSC

Membership is cross-functional with the Lean Government Executive Champion and the Lean Government Coordinator (or Lean Government office leader) being permanent members.
• Number of members can vary from 6-10
• 3-4 members from the Executive Leadership Team
• Membership term of 9-12 months, staggered, with new members coming on board
• The Committee will be composed of representatives from the Departments
• The Committee will be chaired by the Executive Champion

Responsibilities of Membership

Members will make every effort to attend meetings as scheduled, and to follow-up on assignments or tasks that may result from Committee decisions. The Lean Government Coordinator will make every effort to schedule meetings to fit each member’s calendar as is possible.

Meeting Frequency

It is expected that the Committee will meet approximately every month. The Lean Government Coordinator will be responsible for developing the meeting agenda with input from members and others, and circulating the agenda for review and comment prior to the meeting.

Decision-Making

Decisions of the Committee will be made by consensus (all members agree and support the decision). If consensus is not possible on a particular issue, decisions will be made by informed consent (all members can live with decision).

Relationships

The Committee and its members will seek out and actively work with others involved in continuous improvement efforts within the private sector, and other units of government and education when it is anticipated that it will help support the achievement of Lean Government goals. The CI program operates under the umbrella of the …. Written progress reports and regular updates will be provided to the Sponsor, LSC, and Department Directors.
Lean Government Steering Committee Standard Work:

1. Agenda is issued one week in advance and copied via e-mail to all top managers, soliciting any inputs they have for the agenda.
2. LSC should be scheduled for 90 minutes (to allow enough time – can always adjourn early if the meeting is done) and be held once/month, without fail. Start on time.
3. Standing members of the LSC are the Lean Government Executive Champion and the Lean Government Coordinator.
4. LSC other members should rotate on and off every 9-12 months. The Chief Executive should approve the new members.
5. LSC minutes should be rotated each month among LSC members. Minutes should be published via e-mail to all top managers (to make sure they read them) and also posted on the Intranet shared site no later than one week after the meeting.
6. The next LSC meeting should be scheduled at the end of the current meeting (agenda item). Better yet, a 3-6 months future schedule is scheduled.
7. Standing agenda items:
   a. Review of previous minutes
   b. Any additional items to be discussed
   c. Update on Measure What matters status, including overall dashboard
   d. Two managers to briefly (10 minutes max.) update their Lean Government activities, progress, and new identified opportunities for improvement
   e. One Kaizen event process owner to update progress (10 minutes max.)
   f. Review of LSC checklists for Sustaining Change and Leadership (do once/6 months)
   g. Other agenda items
   h. Setting the next SC meeting date and closure
8. This Standard work should be reviewed by the Chief Executive with the LSC Chair a minimum of once/6 months to ensure compliance
9. Audit ALL Standard Work compliance every six (6) months

Process and Project Related Roles: most of the following roles are explained below. A few roles will be covered after to provide more clarity.
Project Sponsor/Champion Role:

- Drafts project charter and refines it with Team Leader
- Drafts preliminary Elevator Speech
- Approves the selection of team members and coordinates communications with team member supervisors and the team members in advance – no surprises
- Maintains knowledge and is informed as to project's progress
- Helps Team Leaders overcome roadblocks
- Facilitates the identification of resources for teams as needed
- Keeps Team Leaders focused on desired results
- If insurmountable events occur, redirects team focus and activities
- Keeps Executive Leader and Lean Government Executive Champion informed of project progress
- Approves rewards and recognition
- Disbands team upon completion of project or improvement

Team Members - considerations when selecting teams:

- Should number between 8 and 10 members for best results
- Should include opinion leaders
- Should represent organizational power equally
- Represents and considers diversity – high and low knowledge of the project
- Considers geography and co-locates (if possible)
- Must be supportive and exhibit a positive attitude
- Should be respected by co-workers
- Are able to efficiently arrange work

2. The consultant should involve South Dakota Department of Labor and Regulation (DLR) Lean leaders in the training process.

Our Response:
This would be done after the initial Boot Camp workshop(s). These are some areas for training involvement:

- Help develop the all employee introduction training overview with QPIC and the Lean leaders. Once this is done, the Lean leaders would support/help the top managers deploy this training. The top manager is the lead.
- After participating in their first Kaizen event, the Lean leaders would be doing progressively more training in the second, and subsequent, Kaizen events.
- Help do training modules in subsequent Boot Camp workshops.
- Participate in a Train-the-Trainer workshop to deliver training modules and learn facilitation skills.
C. Support Staff Training
   
   1. Consultant should provide a curriculum for introductory level training for employees of DLR including:
      a. Common and consistent understanding of Lean amongst employees;  
      b. Introduce them to the foundations of Lean;  
      c. Develop their awareness as to the cultural change aspects;  
      d. Introduce them to the basic concepts of Lean including:
         i. Lean background  
         ii. Defining waste  
         iii. Lean principles  
         iv. Lean tools and techniques  
         v. Lean thinking  
   
   2. The consultant should involve DLR Lean leaders in the training process.  
   3. Suppliers shall take into account the training will take place in two to three geographical locations throughout SD.  

Our Response:
This was covered above. The all employee introduction training overview will be developed with QPIC and the Lean leaders. Once this is done, the Lean leaders would support/help the top managers deploy this training. The top manager is the lead. We understand this will take place in two to three geographic locations. With proper preparation and coaching (above – Lean leader training and teleconferencing), the Lean leaders should be able to do this without our direct on-site involvement.  

3.2 Lean Implementation  
A. The Consultant should provide hands-on training to Lean leaders on implementing Lean methods, techniques and tools to facilitate Lean events including  
   1. Using Lean tools, including value stream mapping, to analyze DLR processes and identify opportunities for Lean Events (Kaizen Events). The consultant should guide DLR Lean leaders through the evaluation of the current state and the subsequent development of a future state, and use these findings to develop an improvement plan.  
   2. Work collaboratively with DLR Lean leaders to facilitate Lean Kaizen events  
   3. Provide Implementation Progress Reports (for management and senior leaders)  
   4. Provide Return-On-Investment (ROI) Analysis for management and senior leaders. The ROI analysis is to quantify the performance difference of a process before and after it was changed. The consultant should ensure:
      a. The appropriate post-completion activities and process walks are conducted  
      b. The proper process performance data is collected  
      c. Any meaningful changes in the process performance are identified  
   5. Provide Final Implementation Report (for management and senior leaders)  

B. The consultant should provide Lean methods, techniques and tools to:
   1. Identify and prioritize organizational needs and opportunities  
   2. Define applicable Lean event parameters  
   3. Document the DLR’s current state  
   4. Analyze and identify waste
5. Optimize work flow and reduce flow friction
6. Implement and validate corrective measures
7. Measure and sustain the improved system

Our Response: Hold the first two day Boot Camp workshop – This would be for the top management
team and selected internal Lean coaching resources – maximum class size of 24.

The top executive attends and is provided communication materials and coaching beforehand by us so
everyone comes to the workshop with a project that they can work on which would improve a key
process, solve a key problem, etc. Depending on organization size, the 24 person remaining class size
would be filled by designated internal Lean leader candidates (we call Lean leaders).

At the end of the workshop, the top executive addresses her/his expectations of the top manager
attendees that they are the “owners” of this Lean initiative and have 2-3 weeks to develop a list of
areas that would require process improvements.

Then, our consultant(s) would be joined by the internal Lean leaders (split into groups, based on
organization size) and spend 60-90 minutes with each director/department head reviewing their list of
Lean opportunities, categorize and prioritize them. A session would be held the next day, after the
department meetings concluded, with the Lean leaders to recap what was heard and capture the key
areas to be worked along with a strategy to work on them. Kaizen candidates would be submitted
with preliminary project charters by the department head in these meetings. Internal Lean leaders
would be provided more training on preparing for a Kaizen event.

We will provide the training and guidance to the internal Lean leaders to become proficient in
facilitating Kaizen events.

PROJECT SELECTION - A project selection matrix should be developed by the respective Lean Steering
Committee(LSC) to prioritize which projects should be chosen with the greatest leverage. There is an
extensive set of criteria listed based on Ease, Benefits, and Urgency to establish a project rating grid:

![Project Selection Matrix]

<table>
<thead>
<tr>
<th>Prioritization Considerations – Urgency</th>
<th>Prioritization Considerations – Urgency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Degree</td>
<td>• Initiator/Driver—People</td>
</tr>
<tr>
<td>High—Have to do</td>
<td>Customers</td>
</tr>
<tr>
<td>Medium—Need to do</td>
<td>Supplier</td>
</tr>
<tr>
<td>Low—Should do</td>
<td>Workforce</td>
</tr>
<tr>
<td>• Type</td>
<td>External stakeholders</td>
</tr>
<tr>
<td>Internal vs. external</td>
<td>• Initiator/Driver—Conditions</td>
</tr>
<tr>
<td>Proactive (ongoing improvement)</td>
<td>Market</td>
</tr>
<tr>
<td>vs. reactive (responding to new</td>
<td>Financial</td>
</tr>
<tr>
<td>discoveries or conditions)</td>
<td>Operational</td>
</tr>
<tr>
<td>Threat vs. opportunity</td>
<td>Regulatory/legal</td>
</tr>
<tr>
<td></td>
<td>Environmental/political</td>
</tr>
</tbody>
</table>
### Prioritization Considerations - Ease

- **Investment required**
  - Time
  - Money

- **Resource availability**
  - People
  - Equipment & material

- **Logistics**
  - Physical location
  - Space & storage
  - Travel/transportation

- **External stakeholders**
  - Customers/constituents
  - Suppliers
  - Unions
  - Regulatory agencies
  - Boards

- **Potential disruption**
  - Internal, external
  - Operational, financial

- **Market considerations**
  - Customers
  - Competitors
  - Supply base

### Prioritization Considerations – Benefits

- **Customers/market**
  - Higher quality/safety
  - Faster delivery
  - Lower prices
  - Greater market share
  - Better innovation

- **Financial**
  - Lower expenses
  - Higher revenue
  - Faster cash flow
  - Lower debt burden

- **Employees**
  - More fulfilling work
  - Better environment
  - Safer conditions
  - Higher retention
  - Easier recruiting

- **Operational**
  - Greater flow
  - Increased productivity
  - Better equipment reliability
  - Rationalized supply chain
  - Greater scalability
  - Regulatory/Legal
  - Lower compliance risk
  - Lower litigation risk

- **Organizational**
  - More profitable
  - Greater agility
  - Better reputation
  - Enhanced predictability

### Process Improvement Project Selection Matrix Example

<table>
<thead>
<tr>
<th>Required Prior</th>
<th>Impact Importance</th>
<th>Impact Importance</th>
<th>Source of Customer/Supplier</th>
<th>Viability of Positive Impact</th>
<th>Time to Implement</th>
<th>Resources Needed</th>
<th>Probability of Sustaining Improvement</th>
<th>Cost Aspects of the Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Major</td>
<td>4 Significant</td>
<td>5 High</td>
<td>5 Very High</td>
<td>5 Very High</td>
<td>2 Almost ready</td>
<td>4 Major</td>
<td>2 Very Low</td>
<td>2 Almost Certain</td>
</tr>
<tr>
<td>2 Major</td>
<td>4 Significant</td>
<td>5 High</td>
<td>5 Very High</td>
<td>5 Very High</td>
<td>2 Almost ready</td>
<td>4 Major</td>
<td>2 Very Low</td>
<td>2 Almost Certain</td>
</tr>
<tr>
<td>1 Low</td>
<td>1 Very Little</td>
<td>1 Low</td>
<td>1 Very Little</td>
<td>1 Very Little</td>
<td>1 Very Low</td>
<td>1 Very Low</td>
<td>1 Very Low</td>
<td>1 Very Low</td>
</tr>
<tr>
<td>1 Very Little</td>
<td>1 Very Little</td>
<td>1 Very Little</td>
<td>1 Very Little</td>
<td>1 Very Little</td>
<td>1 Very Low</td>
<td>1 Very Low</td>
<td>1 Very Low</td>
<td>1 Very Low</td>
</tr>
</tbody>
</table>

...
This is a training example (in real life the criteria would be more quantitative/specific) of a category such as Financial Impact:

5 Major -- Direct savings of at least $500K and/or indirect savings of at least $1,000,000
4 Significant -- Direct savings $250K to $499K and/or indirect savings of $500K to $999K
3 High -- Direct savings $100K to $249K and/or indirect savings of $250K to $499K
2 Moderate -- Direct savings of $50K to $99K and/or indirect savings of $100K to $249K
1 Low -- Direct savings of $25K to $49K and/or indirect savings of $50K to $99K

The proposed projects, with Project Charters provided, would be listed in the left hand column. Then each project would be rated in each of the columns. The total scores could be added up or multiplied (if this is the case, having a 0 level in any one column would multiple out to 0 for a total score, so use a 1-5 rating grid) across each row to determine a final score. The highest-rated projects would be the most logical candidates for new Kaizen project teams.

OUR KAIZEN PRE-EVENT AND EVENT STANDARD WORK

KAIZEN (RAPID IMPROVEMENT) EVENTS

A project sponsor decides there is a need to create a preliminary project charter to address a problem or improvement opportunity. The project charter would then go to the Lean Steering Committee to decide if the project should be resourced by using a project selection grid or some other form of determining the leverage-effort benefit of the project. Top opportunities get approved and the preliminary pre-work begins.

KAIZEN PRE-EVENT STANDARD WORK

Pre-event Data Collection Steps
1) Initial map of the current process developed by the team that is going through the Kaizen event.
2) Determine from the map steps what can and cannot be changed and identify those steps that are mandatory by rule or statute (must be factual).
3) Outline what items are currently tracked for time.
4) For those items currently tracked for time, determine longest item, quickest item and an average of the items. Do not try to gather data here that you do not already know.
5) Have the staff write down what they do for a week. This includes the projects, as well as meetings, site visits, telephone calls, regular meetings, etc.

The “Voice of the Customer” Data Considerations
A key area of data collection is gathering “Voice of the Customer” information. Some questions to ask as part of the “voice of the customer” are the following:

1. What do they want?
2. When do they want it?
3. Why do they want it?
4. How do they use the product/service and how much of it do they use?
These questions will ultimately help in determining the "value-added" steps in the process, as well as provide potential design criteria for the final product. The best approach would be to ask the customers (select a few) or at least think through these questions from their perspective. Customer surveys and focus groups can also be utilized. If the process has different customer segments, then questions could be asked for each one. This information would be useful for goal-setting purposes.

Benchmarking would also be helpful in establishing goals for the event. Additionally, it could equip the team with example strategies for achieving the goals for the event.

<table>
<thead>
<tr>
<th>POTENTIAL BASELINE METRICS COULD INCLUDE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Number of process steps</td>
</tr>
<tr>
<td>• Total lead time</td>
</tr>
<tr>
<td>• Data on staffing needs</td>
</tr>
<tr>
<td>• Data on staff time</td>
</tr>
<tr>
<td>• Cycle time</td>
</tr>
<tr>
<td>• Data on transaction volume in process</td>
</tr>
<tr>
<td>(e.g., number of applications)</td>
</tr>
<tr>
<td>• Number of handoffs</td>
</tr>
<tr>
<td>• Amount of backlog</td>
</tr>
<tr>
<td>• Rework/error percentage (e.g., percent</td>
</tr>
<tr>
<td>of permits needing rework)</td>
</tr>
</tbody>
</table>

GO/NO-GO KAIZEN EVENT CHECKLIST
This checklist covers all the steps that are necessary to get a Kaizen event set up for success.

Is the scope complete and appropriately sized?
• A preliminary Project Charter has been done by the Sponsor/Champion (It is ideal to also have a preliminary Elevator Speech and Stakeholder Analysis done beforehand.)

Project Charters for initial improvement project development:
QPIC has done numerous implementations throughout the US at Federal agencies (National Institute of Health, US Navy), State agencies (DMV, DAS, DES, DOL, DRS, DEP, and many others), Cities and Counties and large (20K+ students) K-12 school systems.
• One week Kaizen projects have achieved estimated savings of up to $20 million/year, with numerous in excess of $1 million. The key is the project selection process to create the greatest financial leverage.

Project Charters need to have challenges that create high leverage, including financials, and are utilized to develop the business case and also the “contract” for the any projects. The project charter also forces a process to clearly explore what the project is all about, rather than just jumping to solve an unclear problem which has poor organizational leverage:
• Is the scope too large to achieve success? (Don’t try to boil the ocean.)
• Is the scope so small success will not be transformational? (Don’t expend this kind of time and energy unless you can achieve significant results -- at least a 50% improvement.)
• Are you improving a complete value stream instead of putting bandages on parts of the process?
• Is there any information or decisions made about future plans, “sacred cows,” or past or potential problems the team needs to understand to be fully empowered to implement change?

**Are the right people on the team?**
• Do you have all the areas of the process being improved represented?
• Do you have the horsepower needed to make critical decisions?
• Do you have customers on the team (optional) or, in unusual cases; have you surveyed or discussed the event with process users so the “voice of the customer” is represented?
• Have you included thoughtful, good organizational thinkers with little or no knowledge of the process to provide a fresh perspective?
• Are the team members strong, well-respected, knowledgeable employees and not the people you can most afford to do without for a week?
• Team size (normally 8-10) – follow governance training modules for who should be the:
  o Team sponsor/champion
  o Team leader
  o Team members

**Is the necessary data and information available to ensure and measure success?**
• If there was a data gathering plan developed, has the information been collected?
• What is the baseline real data – how are we doing?

**Are we ready to immediately implement significant improvements and changes?**
• Are there decisions to be made by management before the team can implement change?
• Is there a strong mandate to do things differently the following Monday?

**Is the event a top priority for that week?**
• Is the entire team committed and scheduled to spend the full week focused on the event?
• Are the same adequate-sized large room and breakout rooms available the entire week?
• Is the team leader committed to change, available all week and able to put in the time before, during and after the event to ensure success?
• Are subject matter experts able to be on “stand-by” to support the team as needed?
• Is the sponsor committed to implementing the results and available to help remove barriers during the course of the week?

**Is there a common understanding and commitment about the Kaizen event process?**
• Is there an understanding that the team is not just making recommendations, but will make decisions in consultation with management during the week that will begin to be implemented immediately?
• Are all levels of the organization (management, unions, and affected workers) aware of the Kaizen event and understand that there will be significant changes coming?
• Is there a commitment to designing and implementing the best solution and improvements for the customer by using data, Lean tools and the process?

**Have the potential regulatory and contractual issues been researched beforehand?**
• Are there State or Federal statutes/regulations that impact the project?
• What existing contracts relate to the project?
• Are there any agreements of understanding (MOUs/MOAs) with unions or other entities?
• What forms, policies and procedures need to be reviewed?

**Have you benchmarked other city/agencies for their similar value streams/processes?**
• Benchmarking establishes learning from others and best practices.
• It establishes a higher baseline to start from and saves time.
• Ask others how they have quantified the benefits.

**Have communications been done?**
• Project team members have the preliminary charter and event Elevator Speech beforehand.
• All team members’ supervisors are informed at least two weeks in advance before their employees (team members) are informed of the event (at least one week in advance).
• Any Kaizen event-affected areas are given the initial Elevator Speech (verbally and through copies) a week before the Kaizen event to minimize concerns.

This preliminary preparation work is done by the project sponsor/champion with the team leader and any other necessary resources able to capture the Kaizen event preparation work. The checklist:

**Kaizen (Rapid Improvement) Event Checklist**
- All supervisors of team members informed.
- All team members informed beforehand with preliminary Elevator Speech.
- All affected areas informed beforehand with preliminary Elevator Speech.
All Kaizen team members are there full time and not to be taken out of the event.
All participants should bring a pad and pen and/or be provided these.
Sufficient sized room available/dedicated for the entire event duration with large wall space for posting maps.
Event report out set for top management on last event day at 3PM.
Initial data mining done.
Initial benchmarking done.
Copy of any relevant ordinances, statutes or laws.
Copy of initial project charter and elevator speech for everyone.
Dress is business casual.

We are now ready for the event to begin. The Kaizen event outline is for a consecutive five-day full-time event:

KAIZEN EVENT STANDARD WORK (FOR THE ACTUAL EVENT)

Logistics:
1. Conference room/site (large enough) dedicated for the week – don’t keep bouncing from site to site.
2. 8:30-4:30 is normal, one break in AM, breaks in PM determined by pace, etc.; lunch should not exceed 45 minutes. NO CELL PHONE USAGE DURING WORKSHOP TIME.
3. Have sponsor/champion kick off day one and show up at the end of each day for a “reality check”.

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4. Ensure all team members and their supervisors are communicated to about the event at least one week in advance, including an Elevator Speech.

5. Top management is invited well in advance to the 3PM fifth day (Friday) top management report out.

**DAY ONE:**

1. Start the day with everyone briefly introducing themselves and their expectations for the Kaizen event.

2. Cover guidelines if a cell phone goes off or someone is late (have fun with this).

3. Briefly cover the Lean facilitator’s background info. The facilitator is the person who is coordinating and leading the Kaizen event.

4. Go through all of the training in day one, including all the work areas, and cover what each of the five days will look like.

5. Output from day one:
   a. Project charter is discussed and almost finalized (there may be some changes during the week). A large amount of time is spent on truly defining the problem; have the word document for the project charter on the screen and modify electronically – first night – load up into the Kaizen report out template.
   b. Operational definitions are done (could be modified or added to later).
   c. Final Elevator Speech is done (one volunteer to wordsmith the team input that night for the team for the next day).
   d. Stakeholder Analysis is done with strategies needing to be flushed out further (later in the week the Stakeholder Analysis may be further refined) – understand if there are some folks that will be directly impacted and decide if there needs to be several brief communications to those individuals or groups as the week progresses.
   e. Project goal and benefits are discussed and captured. Have a good “challenge” for the team; 50%, or more, challenge improvement targets are normal.
   f. Lay out strategy for “learning to see” visits or interviews for day two.
   g. Discuss the current state process understanding, if time allows.
   h. Show a Kaizen event output example from a past event so the team sees what it looks like.
   i. Day one evening – populate the Kaizen template based on day one outputs.

**DAY TWO: Have a camera/cell phone (still shots and video) with you**

1. Ask the team what they learned from day one.

2. Teams go out and conduct “learn to see” interviews.
   a. Remind them what the interviews are all about and how to conduct them.
      i. In some cases, large projects and/or multiple sites may require interviews to be done beforehand.
      ii. Set an interview schedule for the day and make sure each team can contact the other about progress via cell phones.
      iii. Come back together at lunch time to do a reality check on how things are going and the same for 4PM.
   b. Interview teams should NEVER have all members who really know the process on one team – this is much less effective. On an interview team, balance a knowledgeable person with someone who doesn’t know – they ask great questions. The knowledgeable person already “knows” what is happening and will jump over stuff or assume what is happening
c. Be sure to ask/look for errors and rework – they’re always there and larger than they know.
d. Always ask or look for data – convert opinion to fact; estimates are the absolute last resort.
e. Ensure people are numbering each sequence of the work and capturing all of the items of the process that are being done (Value Stream [VS] Data Collection sheet).
f. Teams can use sticky notes with color coding as long as they capture the complete process and number the notes in sequence. Some use note pads and some use the VS Data Collection sheet. Ensure process sequence rigor is maintained.
g. Take a picture of everyone interviewed – they will be acknowledged in the report out; always ask first for permission (use a mini Elevator Speech, if necessary).
h. Take pictures of the process if there are interesting areas, 5S opportunities, etc.
i. Spaghetti map the process – distances traveled (steps = feet), locations, etc.
j. Current State (Swim Lane) mapping has been transferred from the sticky notes on the wall to Visio – you may be doing this the evening of the second day or third day.
k. If not Visio mapped, then everything would be on flipchart paper (or rolled paper) and Swim Lane mapped on the wall (admittedly, this uses quite a bit of space) and then take pictures. Later, someone on the team will need to capture the paper data and put it into electronic form (Visio is best).

3. Always think about how things are balanced; make sure the folks on the team are gainfully doing value added team activities. Split the team up to focus on multiple tasks.

4. Lay out the team plan for day three.

5. Output from day two:
   a. Interviews may need to continue for AM of day three
   b. Do current state process map in Visio (desired) evening of day two
   c. Plan for day three schedule
   d. Spaghetti Map
   e. Update Kaizen report out template and do a reality check on status

DAY THREE:
1. Ask team members what they learned from day two
2. Set a plan and strategy for day three. Current state mapping should be done NO LATER THAN NOON on day 3, including all VA and NVA data capturing – times, errors/rework, reports, WIP, etc.
3. Review Kaizen report out template open items with team just before or after lunch.
4. Review all VA and NVA steps and capture.
5. Start to construct a desired Future State Map (Swim Lane).
6. Have Impact-Effort matrix up for ideas to be posted there.
7. Further develop communications strategy for stakeholders.

Value Stream Mapping Guidelines

1. The Swim Lane Map is the approach that seems to work best for Government.
2. Project Charter: What is the goal of the project? Have the team discuss and reach agreement (the goal could change over the course of the Kaizen); this drives the future state.
3. Clear Operational Definitions:
   a. Start point of the process
   b. End of the process
   c. Other key definitions for team and viewer clarity
4. Depending on team size and process complexity, go “learn to see”:
   a. Break up the team: one group start at the process beginning and the other starts at the end and works backwards until they meet. This means that if you work at the end, you interview that process step in the sequence that they do their work
   b. Extensive interviewing. Use VSM data collection sheet and sticky notes; number each sticky note in the process sequence and gather all info at that process step. Put green dots on sticky note with VA and red dots for NVA.
   c. If it’s a simple process, make sure you know what else needs to be accomplished, so some of the team could be “learning to see” and others could be doing data mining, Elevator Speech clean up, etc. “Divide and conquer” to ensure everyone has something to do to contribute to the Kaizen report out template.
5. After “learning to see,” assemble the team and set up a Swim Lane map (as many flip chart sheets as you need on the wall or a roll of butcher block paper or 36-inch-wide paper). Put all current state process info (sticky notes, data collection sheets, forms, computer screen prints, errors, rework, reports, ideas and frustrations) and plot from start to end of the process.
6. Have everyone continue to provide input to ensure as much info on the current state is captured and continue to populate the Swim Lane with ideas (stars sticky symbols) that come up.
7. Take pictures of final current state Swim Lane map or put on Visio (ideal).
8. Note: The Current State learning and map is usually done by noon on the third day of the event.
9. Test out as many improvements (PDCA) as you can during the event. Action items should be assigned – who will do what by when. Put ideas on an impact-effort grid. Work on high-impact, low-effort action items first.

```
<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>EFFORT</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>1, 2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4, 6</td>
<td>5, 7, 8, 9, 10, 11, 12, 13</td>
<td></td>
</tr>
</tbody>
</table>
```

10. Implement “quick wins” that are obvious and easy to do.
11. Then, develop ideal future state map with ideas or action items. Take pictures of future state map or put on Visio (ideal).
DAY FOUR:
1. Review learning from day three.
2. Review template and action items for day four (desired state at the end of day four):
   a. Future State Map is done (preferably Visio) and reworked/improved.
   b. Countermeasures are collected and chosen (Impact-Effort matrix). Establish who will do what and by when.
   c. Continue appropriate data mining to generate facts.
   d. Print a copy of the template for all to see by noon of day four as a working document and continue to “fill in the blanks” on day four.

DAY FIVE:
1. Review learning from day four.
2. Continue to refine the Kaizen template.
3. Capture Kaizen lessons learned for the template (late morning).
4. Before noon, decide who will do what slides for the team report out – all team members should present some slide(s).
5. Generate copies of the final report out to team members.
6. Kaizen newspaper action items (see below) completed – for open items going forward, who will be doing what by when (their personal commitment date). Action items have one owner (not a team).
7. Practice the team presentation around lunch time (before, during or after, depending on the team’s process stage).
8. Present report out to any directly affected group after lunch (first presentation). They will ask questions and possibly point out something that was missed or is in error. This also helps build the understanding of the recommended changes with this key stakeholder group.
9. Top management report out to be done at 3PM
   a. The report out shows what the team has done - audience Q&A at the end.
   b. Another important purpose of the report out is to further educate the audience about Lean and further stimulate their thinking on other areas where it also could be applied
   c. Celebrate success. And get Kaizen event feedback forms back.

KAIZEN NEWSPAPER GUIDELINES
- Publish what was accomplished during the Kaizen event.
- Include remaining open action items – who will do what by when.
- Post visibly in actual Kaizen event and process owner’s area and update as action items are completed.
- Issue updates biweekly updates until all action items are completed.
- Post Kaizen metric(s) in a prominent location where the process owner is located.

At the end of each Kaizen event or other major project event:
- **Project team makes recommendations for process improvements** for the particular Project and for the Project process overall – PDCA methodology is used to continue to iterate and improve the overall process and then this is built into the process **Standard Work documentation**.
- **Sharing with other agencies/depts.** – QPIC would consult on whatever mechanisms that would be put in place for communications of the Lean effort both within and between agencies/depts. KaiNexus software is the excellent software recommended for doing this.
• **Kaizen Event Facilitation** – QPIC will work hand-in-hand with the designated internal resources that will be learning how to do Kaizen events. For the last 12 years we have conducted almost 100 Lean government Kaizen events, many lasting less than 5 full days. We are able to guide pre-Kaizen preparation and work in concert with the team leader and team to maintain the necessary rigor and pace, while following our proven Kaizen report out template. The key is that the Kaizen event is the team’s event and the involvement, commitment, and ownership resides with the team, including the necessary follow through after the event. QPIC provides the guidance to create successful events (100% success rate).

Kaizen is continuous improvement. The key is to make the improvements, lock in the gains via standard work (so there is no slippage backward) along with monthly project tracking metrics, and then continue to make additional improvements, based on leverage and priorities.

Follow up consultation: QPIC expects to receive a monthly Kaizen newspaper from each Process Owner until all action items are completed (this is Standard Work for Kaizen event closure).

It should be the responsibility of each department in DLR to own and identify any key processes that need improvement. Inherent in all of this is using PDCA methodology to continually improve the process.

• Costs and times will be based on the prioritized projects in the queue.

• **KaiNexus Software** – We strongly recommend this software is utilized to coordinate and manage all Lean activities, including idea generation. It’s the best, by far, in the marketplace to handle organizational Lean initiatives (vs. Excel spreadsheets, SharePoint, etc.)

1. **Visibility** - KaiNexus provides the visibility needed to make informed decisions, hold people accountable for improvement, and develop the discipline needed to sustain and support continuous improvement

2. **Standard** - KaiNexus is creates a standard that creates consistency in communication and process, making it easier for everyone to participate in and report on improvement

3. **Collaboration** - KaiNexus facilitates collaboration easily across teams, departments, shifts, and locations, breaking down siloes and spreading improvement

4. **Impact** - KaiNexus allows you to easily validate and demonstrate the impact of improvement throughout your organization, so leaders and staff remain committed

5. **Knowledge** - KaiNexus enables you to create a body of shared improvement knowledge where employees can learn from one another and maximize the positive impact they have on your organization

**To clarify these items:**
1. Specific times, actions and individual action item owners should be clear.
2. Actions are in one-month timeframe objectives. If it’s deemed that an action item will take several months to complete, then monthly milestone elements should be determined to meet the overall action item.
3. The Kaizen newspaper updates should be issued within a maximum one week of the end of each month, or sooner.

4. The process owner is responsible for issuing the Kaizen newspaper and the Project Sponsor/Champion is responsible for ensuring this happens.

The core elements for a Kaizen standard report out template (3PM on the fifth day of the Kaizen event) normally include the following:

1. Project team title and picture with project sponsor
2. Special thanks to employees who were interviewed and provided inputs to the Kaizen team. Acknowledge them with their pictures, if possible
3. Customer needs
4. Finalized Project Charter
5. Project Financial Benefits and Goals
6. Project Elevator Speech for communications
7. Stakeholder Analysis for Change Management
8. Operational Definitions
9. Data Mining Inputs
10. Value Stream Process mapping of the current state with extensive details
11. Legal issues or constraints -- Does the process accurately follow the legal requirements?
12. Benchmarking results
13. Spaghetti Work Flow Map
14. Findings - Value Added and Non Value Added
15. Standard Work sheets and Standard Work development plans
16. Future State Process Map
17. Comparison grid between current and future state – process overall time, process steps, distances, etc.
18. Quick Win improvements implemented
19. Impact/Effort Matrix for changes to be implemented
20. Measure What Matters – the key process indicator(s) to monitor the process improvements and hold the gains – leads to the determination of ROI
21. Visual controls and mistake proofing to hold the gains
22. Examples of 5S, checklists, concentration diagrams, and forms/instructions design
23. Kaizen Newspaper – who is doing what by when and forward plans in monthly increments. The Kaizen team leader usually becomes the Kaizen process owner after the event and schedules monthly team follow-up meetings to track implementation progress.
24. Kaizen team lessons learned
25. Other inputs appropriate to the specific project

Team members love Kaizen events because many action items have immediate impact and they feel empowered. A frequent question that is asked is “why can’t we work like this all the time (making improvements)?”

The following is a two sided current state collection form. It’s purpose is to remind and stimulate the team for information that should be gathered during the “learn to see” phase.
Possible current state interview questions to ask:

<table>
<thead>
<tr>
<th>Work Sequence</th>
<th>Cycle Time</th>
<th>VA</th>
<th>NVA</th>
<th>Perf. Data?</th>
<th>Forms</th>
<th>Reports</th>
<th>Rework/Errors</th>
<th>Improvements/Ideas?</th>
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Other Comments/Notes:
3.3 Sustainability (Continuous Improvement)

- The consultant should provide hands-on training to Lean leaders, management and senior leaders, and support staff regarding sustaining Lean improvements and promoting continuous improvement.
- The consultant should demonstrate how Lean tools (e.g. visual controls and Lean managements' four principal elements) are used to sustain improvements and encourage continuous improvement.

Our Response:
There is a variety of thinking when it comes to the principle elements of Lean. We follow the Lean Enterprise (LEI) guidelines from Jim Womack's book about Toyota: *The Machine That Changed the World.*

All of the areas covered above have been addressed previously in this RFP response on pages 13-21. For the six month period of this proposal, developing a Lean Management System will be still in the infancy stages.

The main approaches to sustainability are fostered by:

1. An Excellent Communications Strategy

Enhancing Communications & Sharing of Information and Resources – Communications is a key fundamental in our approach to continue to drive the Lean initiative. We recommend the following approaches with our clients:
   a. The Elevator Speech format on all communications: What are we doing?; Why are we doing it?; What do you expect out of me?; and What’s in it for me (WIIFM)?
   b. Utilizing a Stakeholder Analysis to identify affected parties of any contemplated changes and develop the necessary strategies to mitigate the resistance to the change(s)
   c. Providing 45-60 minute overview “Introduction to Lean” to all employees after the top management training is completed to broadly communicate the new direction
   d. Visual postings – A3 project reports, Measure What Matters (key metrics), monthly Kaizen newsletter updates, department ideas and progress, etc.
   e. Intranet site to be timely updated and available for all employees to access – including access to projects that have been done, general training materials, etc.
f. Short (1-2 minutes) videos showing Lean success stories – at least one/month (hopefully, one/week). A link to one of our clients, Denton, Texas: http://www.cityofdenton.com/government/city-manager-s-office/strategic-and-management-services/lean

g. Expecting all managers to update Lean progress and discuss opportunities and ideas at each of their team meetings (minimum once/month) (this is part of the manager’s standard work) – this is in addition to huddles

h. E-mail updates on Lean activities

i. QPIC is well linked to the major Lean government implementations throughout the country and we benchmark best practices frequently.

j. QPIC also has a relationship with KaiNexus, the best provider of Lean improvement software to track all improvement projects and Ideas for cross-sharing.

k. Huddles are an excellent form to communicate and update information to team members and should be held a minimum of once/week. QPIC recommends a quick (15 minute) standup huddle every day in all areas. Team huddles foster communications and build teamwork, trust, respect, listening skills, etc.

2. Lean Steering Committee coupled with our Hub and Spoke Model (covered earlier)

3. Standard Work, including top management Standard Work
Establish work procedures for each employee’s contribution to a process. Standard work enables both employees and leaders to establish a baseline of the current best known methods of completing work.
a. Pictures and Visual Controls are deployed. An example of this was in the CT-DMV public work stations (above).

b. Developing Standard Work via training manuals that use good visual controls and integrate Training Within Industry (TWI) principles.

c. QPIC has a complete series of Standard Work developed for all functions relating to governance for Lean government.

d. Standardization reduces variability which can be a huge cost burden on the state. An example of this would be social workers and how they assess the daily living skills of Medicaid clients to determine state reimbursement/support costs.

e. Standard Work is usually dominated by photos, colors, and the use of numbers to highlight the work and make it visually easy to follow.

Top Managers Standard Work - QPIC firmly believes that successful and sustainable Lean initiatives are based on top leadership “getting it” and then engaging and driving the initiative with visible, active, hands-on involvement. These are our fundamental core beliefs regarding a truly Lean government initiative:

<table>
<thead>
<tr>
<th>Top Managers – Monthly Standard Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Monthly performance by Top Managers to Standard Work posted outside of the Commissioner’s office (met [green], or not met [red], with specific metric graphs, beyond the Red-Yellow-Green approach).</td>
</tr>
<tr>
<td>2. Monthly expectations:</td>
</tr>
<tr>
<td>a. Measure What Matters (MWM) is updated – the key visual metrics</td>
</tr>
<tr>
<td>b. Current project portfolio is updated – Kaizens, BPIs, Benchmarking, Daily Kaizen</td>
</tr>
<tr>
<td>c. Kaizen newspapers updated monthly, without fail</td>
</tr>
<tr>
<td>d. Monthly Lean communications to their respective groups with meeting minutes distributed</td>
</tr>
<tr>
<td>i. Continue to ask for improvement ideas, frustrations, areas that appear to be waste, etc.</td>
</tr>
<tr>
<td>e. Monthly meeting with their respective Lean coach.</td>
</tr>
<tr>
<td>3. Walk your work areas (Gemba) and engage your people a minimum of once/week, more frequently depending on number of team members. Maintain your standard work boards (see below)</td>
</tr>
<tr>
<td>4. A minimum of weekly, preferably daily huddles with your key team.</td>
</tr>
<tr>
<td>5. The above items reported on monthly to the Executive Leader.</td>
</tr>
<tr>
<td>6. Identification of project improvement opportunities (see Identifying and Prioritizing Projects Standard Work) - A Process Owner is established for each key metric with good Visual Controls on the metric.</td>
</tr>
</tbody>
</table>
4. Visual Controls and Process Owners with key displayed metrics (included in the above section)

**Dynamic Data Collection** – QPIC approaches problems based on data/facts. As a result, we don’t rely on brainstorming, affinity diagrams, or fishbone diagrams. We do rely on Pareto diagrams:

**Leader Standard Work**

Leader Standard Work must be visible to all. It ensures the organization knows that leadership is serious about sustaining standard work and also ensures that leaders won’t be able to drop the ball. Key operations/processes are identified and the standard work cards are on display with one side being red (non-compliance) and the other side being green (compliance). The visibility of Standard Work sends a clear message to the organization to maintain Standard Work. By the leader doing this, team member issues, communications and the opportunity for employees to come forward with improvement ideas to move the Standard Work to a higher level are clear outputs.

White boards should be positioned in all team work areas to convey how we are doing re: customer satisfaction, daily targets, improvement plans and Kaizens, general information, suggestions (daily Kaizen), etc. These are normally reviewed at the start of each day/shift (“the daily huddle”) so the team is in tune with what had previously happened and what needs to be done. (Example to the left: Chris Liu, Director, Washington State Department of Enterprise Services on a Gemba walk.)
Dynamic Daily Data Collection via Checksheets and Concentration Diagrams provide excellent data/clues on error and rework causes, leading to significant improvements.

An example from accounts payable in Boca Raton, Florida:

![Boca Raton AP Error Tracking](image)

Upon completion of the contract, trained DLR staff should be knowledgeable enough to assist other areas of DLR in similar Lean implementations. The consultant must be available to discuss the project in person with members of the Joint Committee on Appropriations at least once during the contract period.

**Our Response:** This would be done in concert with already scheduled on site days. The cost and time involved to be on site for a singular day in a week is cost prohibitive.

**5.2.3.3 A proposed project timeline.**

**Our Response:**

Week:
1. **Hold first two day Boot Camp workshop** – This would be for the top management team and selected internal Lean coaching (leader)resources – maximum class size of 24.

   The top executive attends and is provided communication materials and coaching beforehand by us so everyone comes to the workshop with a project that they can work on which would improve a key process, solve a key problem, etc. Depending on organization size, the 24 person remaining class size would be filled by designated internal Lean leaders/resource candidates.
At the end of the workshop, the top executive addresses her/his expectations of the attendees that they are the “owners” of this Lean initiative and have 2-3 weeks to develop a list of areas that would require process improvements.

Hold other Boot Camp workshops based on client size. This would accomplish the agency executive, director and management orientations.

1. Meet with key internal client team to develop agreed to implementation plan and Lean coordinator and resource plan. (including our Hub and spoke model). Coach Lean leaders.

1. Establish Lean Steering Committee (LSC), train them and develop the LSC project charter and standard work. Develop a project rating grid and rank initial project charters and select first Kaizen event. Develop communications plan for the organization.

4. Our consultants would be joined by the internal Lean leaders (split into groups, based on organization size) and spend 60-90 minutes with each director/department head reviewing their list of Lean opportunities, categorize and prioritize them. A session would be held the next day, after the department meetings concluded, with the Lean leaders to recap what was heard and capture the key areas to be worked along with a strategy to work on them. Kaizen candidates would be submitted with preliminary project charters by the department head in these meetings. Lean leaders would be provided more training on preparing for a Kaizen event.

4. Develop all employee overview training module (45-60 minutes). To be communicated by department head and a Lean leader to their employees. Elevator Speech is included:
   - What are we doing (Lean) Why are we doing it? What do you expect out of me (What is my role in the effort)? And What’s In It For Me (How do I benefit)?

Standard Work process for developing and training employees utilizing Training Within Industry (TWI) methods action plan deployed to Lean leaders. Lean tracking system needs to be put in place for Kaizen events, ideas, tracking savings, communications, etc.

8. First Kaizen Event – Preparation work is done beforehand via teleconference. 2-4 internal Lean leaders participate in the event with the selected Kaizen team. The team reports out to the top management team on day 5, 3PM.

8. Finance department develops project evaluation consistent financial guidelines via our Return on Investment (ROI) criteria roadmap. Done via teleconference.

12. Second Kaizen Event – Some Lean leaders from the first event would be in this event doing some of the training and also developing the Kaizen report out. We would provide debriefings and coach them.

16. Third Kaizen Event – Internal Lean leaders would facilitate the entire event and we would coach them and debrief each day. The forward plan is one Kaizen event/month in the agency/city. We would provide further coaching for facilitating Kaizen events, as is required.

20. Fourth Kaizen Event – Internal Lean leaders would facilitate the entire event and we would coach them and debrief each day. We have found that this sequence of Kaizen events develops reasonable internal self-sufficiency. The forward plan is one Kaizen event/month in
the agency/city. We would provide further coaching for facilitating Kaizen events, as is required.

23 Strategic Lean development begins with the top management team. This is workshop based and takes 2-3 sessions with 2-3 week gaps in between sessions for internal work team homework and benchmarking. This is also where Hoshin Kanri is deployed.

5.2.3.4 A clear description of any options or alternatives proposed.

Our Response: This is the key main option we would strongly recommend:
Lean Leadership Development (LLD) – This has proven to be a very effective approach utilizing a 360 survey assessment vehicle, on site individualized coaching over a six month period, and the integration of Lean principles which result in clear mechanisms to shift leadership behavior and form new ingrained habits. This also creates an atmosphere of high employee engagement and accomplishment. It’s not unusual to see 40%+ increases in Gallup survey employee engagement outcomes. LLD is copyrighted by QPIC.

This evolved from our client needs to move their Lean government initiatives from the tools and techniques phase into the cultural phase. With this in mind, the need to develop and grow leaders is paramount to a successful, sustainable, Lean Leadership culture.

We strongly subscribe to the “Kata” approach:

“New behaviors become ingrained habits only through deliberate practice and coaching.”
First and foremost, the Leader must have an understanding and focus on customer needs: Who are our customers (a variety of stakeholder groups – citizens, state and federal agencies, internal team members, etc.), what do they need and how can we provide outstanding value added service?

The areas we address:
- Is the leader truly customer focused?
- Does our leader expect team members to gather information to determine what our customers’ needs are?
- Does our team measure our response time to customer requests – how are we performing?
- How do we determine who are our key customers/stakeholders?
- How do we survey customers and/or receive customer feedback?

The survey asks (supported by Lominger’s Leadership Architect® Customer Focus):
- I feel this manager is very customer focused.
- This manager gathers information to determine what our customers’ needs are.
- This manager has our team measure our customer response times to customer requests.
- This manager works with our team to define who the key customers-stakeholders are.
- This manager conducts customer surveys and shares the results with our team.

They are Servant Leaders in that they see their role as helping everyone to identify and eliminate problems. There is virtually no evidence of ego or arrogance in their actions. Jim Collins’ book, Good to Great, identified a “level 5” leader who “built enduring greatness through a paradoxical blend of personal humility and professional will”. Collins’ work is well aligned with leaders being humble (high humility) coupled with a high respect for people.
They are open to understanding new approaches and are looking for new ways to leverage their budgets to deliver greater services and capacity to their citizens at lower costs. They are committed and deeply involved and directly participate in the Lean education and efforts. These leaders also are avid learners. Lean can’t be seen as a Leadership “drive by” or “flavor of the month”. This means that leaders should be Lean leaders and problem solving participants. They “lead by example” and “walk the talk”.

They must create an environment where identifying and solving problems is expected throughout the organization. This means that team members have to see and sincerely believe that leadership is serious about addressing problems that surface. Associates must be given the necessary Lean tools to identify and solve problems. Supervisors and managers must be given the necessary people skills tools to solicit and help problems to emerge and be solved. As Dr. W. Edwards Deming said “you either have to change management, or you have to change management”. This means that the necessary actions and behaviors of supervisors, managers and leaders must adapt/change to the new culture of continuously making problems visible (“problems are gold” mentality) and helping their direct reports solve them (permanently).

They believe that Change is a constant – These leaders know that the dynamic of change will continue to accelerate, especially in the “new world” economic and budgetary environment. If they don’t embrace change, change will embrace them. It’s not enough to say that we have to manage change well. This must be complemented with a specific set of tools and strategies that create a much better chance for the specific change(s) to be successful and sustainable.

We survey and coach based on these leadership behaviors/principles:

1. Has a high respect for people:
   - Not blaming people – virtually everyone wants to do a good job.
   - Takes responsibility for the systems issues.
   - Focuses on the process.
   - Treats everyone with dignity and respect - ensures clear responsibility is assigned for every process and problem.
   - Shows confidence in her/his people.
2. Sets the example for others to follow – “on stage at all times” - high humility and high will
3. Is a continuous learner.
4. Is an active coach and visits the work areas (GEMBA = actual work area) – reinforces the need to “learn to see”, and has high visibility with their team.
5. A leader realizes the job is to train and help all team members to identify wastes, continuously improve, and solve problems

We develop Leaders to be Lean leaders:

A Kata is a habit that starts as a new behavior which is learned and mastered through deliberate (daily) practice and coaching. The learner has to develop confidence in the new way of thinking and acting = scientific thinking (PDCA) through deliberate practice (Kata). The focus is on meeting the challenge goal and what experiments need to take place to get there. Teams are best motivated and energized to meet challenges. Lean truly is a process of behavior modification. Without this, “business as usual” stays in place.

The survey asks:

- I feel this manager promotes a strong value system.
- This manager is always open to learning from the knowledge/experience of team members.
- This manager is committed to developing the skills and knowledge of our team.
- This manager is able to facilitate our team to follow a disciplined problem solving process.
- This manager’s team has regular team huddles (minimum weekly) to review team metrics, graphs, performance and solve problems.

1. Motivating and engaging large numbers of people to work together toward a common goal.
2. Defining and explaining what the goal is.
3. Sharing a path to achieve it.
4. Motivating people to take the journey with you.
5. Assisting them by removing obstacles.
6. Understanding that “No Problem” is the problem.

The survey asks (supported by Lominger’s Leadership Architect® Motivating Others):

- This manager provides leadership tour team by conveying a strong sense of purpose or mission.
- This manager has instilled a sense of urgency in our team to improve performance.
- This manager personally follows up to assure action plans are implemented.
• This manager is good at motivating employees.
• This manager manages the process of scorekeeping or feedback so that employees have accurate and timely feedback.

An example of an actual feedback survey data for Motivating the Team (this is done for each of the 7 elements in our LLD survey):

Leaders usually don’t do enough in recognizing their team members and other employees for the good work that is accomplished. They must have a strong sense of “we” vs. “I” and a strong sense of giving credit to others, coupled with personal humility.

The survey asks:
• This manager will hold others accountable for behaving consistently with our values and principles.
• I feel this manager does a good job of recognizing people for their efforts.
• We celebrate successes when they happen.
• This manager openly gives credit when credit is due.
• This manager does his/her best to recognize the accomplishments of employees more than focusing on the negatives (ratio should be 4 positives: 1 negative).

Leaders earn Trust and Respect by their consistent actions and behaviors over a sustainable period of time.
The survey asks (supported by Lominger’s Leadership Architect® Integrity and Trust):

- The manager is trusted by employees.
- Employees are comfortable coming to this manager to point out problems or concerns in the workplace.
- When this manager encounters performance problems he/she will focus on improving the process, rather than blaming people.
- This manager has instilled a spirit of cooperation and teamwork among team members.
- I feel this manager treats team members with a high level of respect.

Utilizing the key aspects of Lean help further energize and engage employees. Leaders must become proficient on being able to focus teams on process/continuous improvement. All aspects of what gets done in government are driven by a process. The process could be simple or very complex. It’s critical that the organization must be laser focused on improving processes and reducing wastes. Wastes are non-value added activity and we’ve seen some processes where waste exceeds 98% of total process time! The Leader’s role is first become proficient and then to be able to train and coach their team to identify and remove process waste, thereby significantly enhancing efficiencies.

Fundamental in developing all people in the organization to be passionate and to reach their potential is to have leaders work with their teams on stretch challenges and teach and coach everyone how to identify and solve problems, remove the 7 wastes, and respond to targets/challenges.

“Learning to See” is vital for Leaders to be able to do. Go to where the work is done and engage team members in understanding how we can improve the process. This is a clear way to demonstrate leadership effectiveness.

The survey asks (supported by Lominger’s Leadership Architect® Process Management):

- This manager works with our team to look for ways to eliminate wastes in our processes.
- This manager is actively engaged in process improvement.
- Process improvement opportunities are prioritized and clear to the team.
• Visual metrics and controls are broadly displayed in all areas.
• This manager “goes and sees” to be on-the-spot where the actual work process of our team or organization is taking place.

All problems are GOLD. We must encourage everyone to surface problems which are opportunities for improvement. Besides having a strong process orientation and focus on removing wastes, everyone also must become competent in scientific problem solving – PDCA (Plan-Do-Check-Act), A3s, and 5 Whys, and feel very comfortable in a trusting work environment that focuses on generating employee ideas to continuously improve all processes.

A key role of leaders is to teach/coach everyone how to solve problems. Of course, there needs to be a uniform problem solving process that becomes well understood, practiced, and ultimately ingrained in the client organization. PDCA (Plan-Do-Check-Act/Adjust) learning needs to start with top management, openly practicing PDCA and the leaders must be role models for using the PDCA process in the entire organization. This is supplemented by our training and coaching.

Another simpler form of problem solving is to ask the question 5 times “Why?” to be able to drill down to a better understanding of the root cause of a problem. Too often, the problem is assumed to be well understood and clear to everyone and then we race off with solutions. When enough time is spent on defining and understanding the true problem, moving forward becomes much more effective.
The LLD survey asks (supported by Lominger’s Leadership Architect® Problem Solving):

- This manager seeks to understand first before deciding how to best solve a problem.
- This manager will engage team members in solving problems so that our knowledge is taken into account.
- This manager has created a sense of empowerment among our team so that we take initiative to solve problems.
- When this manager solves problems she/he will first focus on gathering the facts before proposing solutions.
- When solving problems this manager involves those with knowledge, who care, and those who must act to solve the problem.

The last part of the LLD survey has 4 open ended questions:

1. What are the 3 things that this leader could do to encourage greater participation?
2. What are the 2 behaviors or practices that this leader most needs to change that may be inhibiting the performance of our team?
3. What are 2 things this leader does that are most helpful and encouraging to me personally, or to other team members?
4. Additional comments?

We have web based on-line assessment tools for both the Leaders to self-assess and the raters to assess their leaders. We have **standard work** for the following:

- General organization communications about QPIC’s Lean Leadership Development Process, so everyone understands via an Elevator Speech:
  - What are we doing?
  - Why are we doing it?
  - What do you expect out of me – how will I participate?
  - What’s in it for me (how do I benefit)?
- Survey introduction communications to participating Leaders

A3s (named after the paper size) are also a useful approach to “telling the story” about the steps that took place to solve a problem. The A3 is also very useful when used in concert with Kata coaching and also is aligned with PDCA thinking.

A3s can be used as:

- A proposal
- A storyboard
- A problem solving tool with coaching to develop team members in scientific thinking.
• Survey introduction communications to participating Raters

The first page of our electronic on line survey tool (35 rating questions and 4 open ended questions at the end):

![Survey Image]

A. Preparation of compiled reports for all leaders:
   An example of report a section is included in the above narrative (Motivating the Team) on the survey elements. A comprehensive report is developed and sent to the participating leader covering:
   • Customer Focus
   • Leadership
   • Motivating the Team
   • Recognition
   • Trust and Respect
   • Process Orientation
   • Problem Solving
   • Open Ended Question Responses

B. Interpretation of report for participating leaders:
   • The report is analyzed by our Lean leaders and the report is analyzed independently by the leader after their 2 day workshop session and before their first coaching session. This adds far greater value for the leader to have “skin in the game” into his/her interpretation and insights as to what are the areas for personal development.
   • In the first coaching session, the QPIC coach and the leader to sit down to discuss their findings, with the leader going first. Discussion ensues and a reconciliation of the findings takes place with the outcome being the leader’s personal action/development plan.
   • Inclusive in this action/development plan would be:
     o Personal leader development behaviors.
     o How to develop as a coach – utilizing Kata methodology.
     o Becoming proficient in problem solving and identification and removal of wastes.
     o Generating a visual workplace for communications to complement a team huddle strategy.
C. We strongly recommend on-site coaching. One solid week would cover 20 people, along with client interface coordination and updates. The reasons for on-site coaching:

- Face-to-face interactions develop superior relationships and openness between coach and leader.
- Observing the workplace and having the opportunity to talk to some direct reports provides much greater insight as to the leader’s development progress.
- The visual workplace expectations can be coached and commented on.
- Doing one coaching week/month for a six month period has demonstrated superior results including actions, accomplishments, and follow ups enabling “new behaviors to be converted into ingrained habits”.
- First, as the client applies to their work/life between sessions, discussions with the coach will resonate. Clients will put into action new ideas and new actions, implementing new behaviors and developing new habits. Secondly, access to the coach is available between sessions via email follow-up and on-demand phone support.

D. How the coaching moves forward starting with the first email correspondence:

Subject: Lean Leadership Development (LLD) + Timeline

LLD requires a commitment to a 2 day training session followed by a monthly coaching session (1 ½ - 2 hours maximum duration for each session) over the next 6 months. In addition, you will be taking a self-assessment survey and your teams will be asked to provide their feedback through the same web based electronic survey.

A Lean Leadership Development survey link will be sent to you and your teams. You will receive your survey results via email from QPIC after completion of your training.

QPIC will contact you soon to establish your coaching session schedule slot 1-2 weeks after you’ve received your survey data and completed your self-assessment.

After the first coaching session, QPIC will cover the following forward plan:

- The leader then meets with her/his team to review the LLD leader feedback report, their action plan and have an open discussion.
- The leader posts the key action items for all to see and continues to seek ongoing feedback from their team.
- QPIC meets with the leader at least once/month for coaching – which includes the individual development plan progress, along with the leader’s proficiency the key Lean leadership skills and area metrics.
- After the monthly sessions are done there would be a follow on survey after the coaching with a final feedback report to you.

QPIC’s LLD approach has proven to be extremely effective and we’re looking forward to your participation.
5.2.3.5 The Cost of the Project. This is based on full week work increments to minimize travel time and costs.

<table>
<thead>
<tr>
<th>Week</th>
<th>Work Accomplished</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Two Day Boot Camp for top management and Lean leaders; schedule planning; Lean coaching day with Lean leaders; Lean Steering Committee (LSC) launch; project rating grid development.</td>
<td>$15,000</td>
</tr>
<tr>
<td>4</td>
<td>Meet with Lean leaders and review with each dept. head their Lean opportunities and priorities. Develop all employee training module. Have session with Lean leaders on Standard Work deployment and facilitation skills. Second LSC meeting.</td>
<td>$14,000</td>
</tr>
<tr>
<td>8</td>
<td>First Kaizen Event – prework via teleconferencing</td>
<td>$14,000</td>
</tr>
<tr>
<td>12</td>
<td>Second Kaizen Event – prework via teleconferencing</td>
<td>$14,000</td>
</tr>
<tr>
<td>16</td>
<td>Third Kaizen Event – prework via teleconferencing</td>
<td>$14,000</td>
</tr>
<tr>
<td>20</td>
<td>Fourth Kaizen Event – prework via teleconferencing</td>
<td>$14,000</td>
</tr>
<tr>
<td>23</td>
<td>Strategic Lean Development with top management. Advanced Lean sessions with Lean leaders, total review of progress, etc.</td>
<td>$14,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total Cost (includes all travel related expenses)</strong></td>
<td><strong>$99,000</strong></td>
</tr>
</tbody>
</table>

Notes:
- Any DLR schedule changes that cause additional costs will be reimbursed beyond these proposed costs.
- All training materials will be provided in hard copy for duplication by DLR or Lean Government NOW! books can be ordered at $20/trainee.
- All teleconference and email costs are included above, unless excessive (over 3 cumulative days = 24 hours is considered excessive)
- All work is done in full week increments due to travel time and costs.
- No proficient Lean government trained resources are known in the local area.
- Terms are net 30 from the date of invoice submittal.
- This RFP was for a six month timeframe. This is inadequate to create a Lean Management System.
- Travel to Sioux Falls or Rapid City from Pierre would incur additional costs above our proposal above due to the distances involved.

**Optional: Lean Leadership Development:**

This consists of starting with a 360° Internet based survey with associated feedback reports, one full week/month for 1:1 on site coaching for six months, and final survey feedback reports and reviews at the end of the six months. 20 attendee maximum. Total cost of $91,000.
4.4 References
Provide the following information related to at least three previous and current service/contracts, performed by the consultant’s organization, preferably for a governmental IT organization, which are similar to the requirements of this RFP. Provide this information for any service/contract that has been terminated, expired or not renewed in the past three years.

Our Response:
Reference 1 – Des Moines, Iowa, Public Schools:

<table>
<thead>
<tr>
<th>Project</th>
<th>Lean Project Manager Consulting, Strategic Business Consulting, Lean Government Methodologies Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client</td>
<td>Des Moines, Iowa Public Schools</td>
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<tr>
<td>Client Unit</td>
<td>5000 employees, 33,000 students</td>
</tr>
<tr>
<td>Contact Name and Title</td>
<td>Thomas Harper, Chief Financial Officer</td>
</tr>
<tr>
<td>Client Contact Phone</td>
<td><a href="mailto:thomas.harper@dmschools.org">thomas.harper@dmschools.org</a></td>
</tr>
<tr>
<td>Client Contact E-mail</td>
<td>515-242-7635</td>
</tr>
<tr>
<td>Timeline</td>
<td>October, 2015 – July, 2017</td>
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<tr>
<td>Consultant Firm Name</td>
<td>QPIC, LLC</td>
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<tr>
<td>Cost</td>
<td>$359,000</td>
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</table>

Project Background:
The Des Moines, Iowa Public Schools (DMPS) had a key goal to develop greater effectiveness and efficiencies throughout the organization. QPIC was referred to DMPS by the Government Finance Officers Association (GFOA).

Project Scope:
Helped DMPS implement a Lean Management System (LMS) encompassing: Lean training, Facilitation of Kaizen events, Lean Leadership skills development, balanced scorecards to Measure What Matters, data collection and governance, and Dynamic Idea Generation (DIG – more later).

Participants: Initial Lean Bootcamp (2) training involved 60 people (including top management). DMPS also rolled out a one hour Lean overview to employees, along with customizing QPIC’s electronic training materials for their own internal use.

Project Approach/Intervention:
Provided training to top management team first.

*Helped DMPS develop self-sufficiency to facilitate Kaizen events, develop internal training modules, etc.*

Identified and trained 16 internal Lean leaders (Lean Stewards) (part time, initially)

Some Kaizen events:
- Disbursements – moved to an electronic pay system reducing payment times from 30+ days to under 5 days
- Employee & Asset Transfer – streamlined the ability to transfer internal employees along with their associated assets in the system
- Student Registration-Enrollment - dropped the process cycle time in excess of 60%
- Purchasing to Procurement - 71% process cycle time reduction
- Provided coaching and guidance to the Lean coordinator
- Met with Superintendent and 5 chiefs on an on-going basis
- Set up and trained the Lean Steering Committee – QPIC’s Hub and Spoke model.
- Developed Lean initiatives throughout all departments
- Lean Leadership Development approach utilized
- DMPS was provided with a complete set of electronic training materials on a non-exclusive basis to customize for their internal use
- Over 100 improvement projects have been accomplished and many others are underway

DMPS followed QPIC’s Proven Path Lean Implementation Plan.

See their website at: http://ci.dmschools.org/ and please click on Superintendent Tom Ahart’s video “Why Be Lean?”, along with results and informative monthly newsletters.

“The Lean work we’ve engaged in with Harry and his team has gone a long way toward changing the culture in our district relative to efficiency, customer service and stewardship. It’s not about doing more with less, it’s about always doing the best with what we have; it’s about bringing to the table the best thinking of our entire team to continually improve processes AND results.” Dr. Thomas M. Ahart, Superintendent, Des Moines, Iowa Public Schools.

Reference 2 – Denton, Texas:

<table>
<thead>
<tr>
<th>Project</th>
<th>Lean Project Manager Consulting, Strategic Business Consulting, Lean Government Methodologies Services</th>
</tr>
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<tbody>
<tr>
<td>Client</td>
<td>901-B Texas Street, Denton, TX 76209</td>
</tr>
<tr>
<td>Client Unit</td>
<td>Entire City, 1400 employees</td>
</tr>
<tr>
<td>Client Contact Name and Title</td>
<td>Chuck Springer Director of Finance</td>
</tr>
<tr>
<td>Client Contact Phone</td>
<td>940-349-8260</td>
</tr>
<tr>
<td>Client Contact E-mail</td>
<td><a href="mailto:charles.springer@cityofdenton.com">charles.springer@cityofdenton.com</a></td>
</tr>
<tr>
<td>Consultant Firm Name</td>
<td>QPIC, LLC</td>
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<tr>
<td>Cost</td>
<td>$116,000</td>
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Project Background:
The City of Denton had no previous background/knowledge with Lean Six Sigma. We initially bid on 2 days of top management training and 2 Kaizen events. Our contract was amended to then include additional training, developed internal Lean leaders (10), developed Lean initiatives with all departments, and delivering a 4 day Train-The-Trainer session.

Project Scope:
Helping the city develop Lean self-sufficiency including: to facilitate Kaizen events, develop internal training modules, set up the necessary infrastructure (Steering Committee, Lean coordinator, internal Lean facilitators/Lean leaders, etc. - QPIC’s Hub and Spoke model), Lean owned by each director (17)
in the city, etc.

**Participants:** Lean Boot Camp (2) training involved 60 people (including top management), City was able to roll out a one hour introductory training module for employees.

**Project Approach/Intervention:**
Provided training to top management team first

_Helped city develop self-sufficiency to facilitate Kaizen events, develop internal training modules, etc._

Kaizen events to develop internal self-sufficiency
- Overall City hiring process – reduced the time from 66 days to under 40
- Procurement process for expenditures requiring City Council approval ($100K+) – streamlined the approval cycle time by over 50%
- Economic Development Process Improvement – Engineering, Building Inspection, etc. – streamlined the process for customers to get drawing approvals and move forward with investment plans in Denton
- Provided coaching and guidance to the Lean coordinator
- Met with City Manager and 4 Assistant City Managers (ACMs) – on going
- Set up the Lean Steering Committee
- Developed Lean initiatives throughout all departments (17) – way beyond just doing Kaizen events
- City was provided with a complete set of electronic training materials on a non-exclusive basis to customize for their internal use


“QPIC’s team did an excellent job training, facilitating, and coaching Denton’s Lean Journey. We are now positioned to have a successful, sustainable Lean initiative in Denton.” _Chuck Springer, Director of Finance and Lean Executive Champion._

**Reference 3 – Phoenix, AZ**

<table>
<thead>
<tr>
<th>Project</th>
<th>Lean Project Manager Consulting, Strategic Business Consulting, Lean Government Methodologies Services</th>
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<tbody>
<tr>
<td>Client</td>
<td>200 West Washington Street, Floor 12, Phoenix, AZ 85003-1611</td>
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<tr>
<td>Client Unit</td>
<td>Entire City, 14,000 employees</td>
</tr>
<tr>
<td>Client Contact Name and Title</td>
<td>Mario Paniagua Deputy City Manager</td>
</tr>
<tr>
<td>Client Contact Phone</td>
<td>602-262-7941</td>
</tr>
<tr>
<td>Client Contact E-mail</td>
<td><a href="mailto:mario.paniagua@phoenix.gov">mario.paniagua@phoenix.gov</a></td>
</tr>
<tr>
<td>Timeline</td>
<td>June, 2016 – May, 2017</td>
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<tr>
<td>Consultant Firm Name</td>
<td>QPIC, LLC</td>
</tr>
<tr>
<td>Cost</td>
<td>$60,000 (some trained Lean resources were already in place)</td>
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Project Background:
Overall, the City of Phoenix had no previous background/knowledge of Lean Six Sigma, however some individuals had prior Six Sigma experience. We initially bid on 4 days of top management training and 4 Kaizen events as the first phase and won against many other firms. We developed internal Lean leaders (24 Advance team members), and developed Lean initiatives with all departments.

**Project Scope:**
Helped the city develop Lean self-sufficiency including: to facilitate Kaizen events, develop internal training modules, set up the necessary infrastructure (Steering Committee, Lean coordinator, internal Lean facilitators/Lean leaders, etc.- QPIC’s Hub and Spoke model ), Lean was owned by each department head (30+)

**Participants:** Lean Boot Camps (2) training involved 60 people (including top management), the city was able to roll out introductory overview training to employees.

**Project Approach/Intervention:**
Provided training to top management team first

*Helped city develop self-sufficiency to facilitate Kaizen events, develop internal training modules, etc.*

Some Kaizen events to develop internal self-sufficiency:
- Public Safety Records – response time reduced from 211 days, with a severe backlog, to 35 days.
- Public Concerns/Requests/Inquiries Completion Process (Freedom of Information Act) – case completion times reduced from 24-67 days to 5-11 days.
- Strategic Sourcing – process cycle time reduced by over 55%
- Capital Improvement Projects ($3.5 Billion annually) – tasks were reduced from 90 to 59, handoffs from 63 to 7. Estimated savings in excess of $1 million!
- Provided coaching and guidance to the Lean coordinator
- Met with Deputy City Manager and City Lean Coordinator
- Set up the Lean Steering Committee

“The City of Phoenix, in support of its commitment to continuous improvement and adding value for customers, contracted with the Quality and Productivity Improvement Center (QPIC) in June 2016 to train executive management and a team of employees to review City business processes and recommend productivity and customer service improvements. The effort was the initial step in creation of the City of Phoenix AdvancePHX Team. With QPIC’s assistance through multiple Kaizen process improvement events, the City’s AdvancePHX team has successfully identified and implemented several department-specific and citywide improvements. The partnership with QPIC has also supported the long term professional development of employees, so creative problem solving and effective planning are part of the organization’s ongoing growth and responsibilities.”  *Mario Paniagua, Deputy City Manager, City of Phoenix.*

An example follows from the State of Arizona:
IT Systems Support – We recommend KaiNexus software:

1. **Visibility**
   - KaiNexus provides the visibility needed to make informed decisions, hold people accountable for improvement, and develop the discipline needed to sustain and support continuous improvement.

2. **Standard**
   - KaiNexus is creates a standard that creates consistency in communication and process, making it easier for everyone to participate in and report on improvement.

3. **Collaboration**
   - KaiNexus facilitates collaboration easily across teams, departments, shifts, and locations, breaking down siloes and spreading improvement.

4. **Impact**
   - KaiNexus allows you to easily validate and demonstrate the impact of improvement throughout your organization, so leaders and staff remain committed.

5. **Knowledge**
   - KaiNexus enables you to create a body of shared improvement knowledge where employees can learn from one another and maximize the positive impact they have on your organization.
6.1.1 Specialized expertise, capabilities, and technical competence as demonstrated by the proposed approach and methodology to meet the project requirements;

Our Response: This is covered throughout this proposal.

6.1.2 Resources available to perform the work.

Our Response:
QPIC Responsibilities:
- Harry Kenworthy – Overall lead and engagement manager
- Harry Kenworthy, Frank Gillern, Bill Casey and Jack Merritt – All aspects of the RFP with the exception of Lean Leadership Development (LLD)
- Dr. Joseph Hines, Cheryl Gray and Catherine Dixon-Kheir are all very experienced Lean leaders and handle Lean Leadership Development.
- Other experienced resources can be deployed if the need arises

Harry Kenworthy, Principal & Manager, QPIC, LLC | Lean Experience: 33 Years

Harry is Principal and Manager of the Quality and Productivity Improvement Center (QPIC, LLC), a consulting organization he founded in 1984 and has been with full time since 2004. He worked with Dr. W. Edwards Deming in 1983-85 on a series of 2 day seminars throughout the US, sponsored by MIT. He has spoken at over 90 conferences on Quality, Productivity, Lean, and Six Sigma, and has been published several magazines including Quality Progress, Purchasing, and Government Finance Review. He also had working relationships with Dr. Joseph Juran and Dorian Shainin.

He was one of the first practitioners to apply Lean in the Government sector in the mid-90’s. Harry’s consulting work has included numerous Government processes that have been improved by removing waste, reducing costs, or increasing revenues in a variety of operational steps while reducing overall process cycle times, improving customer service, and enhancing employee engagement.

Harry was a founder of the Connecticut Quality Council and chaired CBIA’s (Connecticut Business and Industry Association) Manufacturing Council. He was a Malcolm Baldrige National Quality Award Examiner from 1989-1991, and has held a CT Professional Engineer license and a Certified Quality Engineer designation.

He worked at Rogers Corporation, a Connecticut-based global manufacturer, for 26 years in a variety of capacities, including Operations Manager, Division Manager, Group VP and, for his last 3 years, as Corporate VP, Manufacturing. Harry was the Rogers Executive Six Sigma Champion: leading the Six Sigma effort throughout Rogers; developing the Rogers Six Sigma (R6S) training program in concert with GE, which incorporated the best of traditional Six Sigma (DMAIC), Lean, and a series of Specialized Problem Solving Techniques. He provided R6S training in the US, Europe, Japan and China. He is a certified Lean Six Sigma Master Black Belt.
For 9 years, Harry was on the Board of Directors of a Japanese Joint Venture based in Nagoya, Japan. This joint venture was a key supplier to Toyota and Harry was able to learn about Lean from Toyota. He also had a long term relationship with JUSE (Japanese Union of Scientists and Engineers), which administered the Deming Prize in Japan, along with visiting Deming Prize winning organizations.

His government consulting client base includes: National Institutes of Health, numerous cities and counties engaging virtually all functions (in 22 states), large K-12 school systems, and a variety of statewide Lean efforts across numerous state agencies, including multiple agency client collaboration efforts.

Harry is a subject matter expert for the National Governors Association for Lean Management Systems. QPIC is also the Lean resource provider for ICMA (International City/County Management Association) and GFOA (Government Finance Officers Association). He has written articles on leadership and employee engagement in the Government Finance Review Magazine and American Society for Quality’s Government Division. He co-authored a white paper with GFOA entitled “A Guide to Starting the Lean Journey” [http://www.gfoa.org/guide-starting-Lean-journey](http://www.gfoa.org/guide-starting-Lean-journey).

He developed QPIC’s Lean Leadership Development (LLD) approach and has coached numerous clients and executives over the last 7 years. LLD was developed to provide enhanced needs for leadership development in a Lean management system.

His new book *Lean Government NOW!* was released in August, 2017.

Harry is based in Marlborough, CT. **Harry will be the QPIC Account Manager for this RFP.**

**Education / Certifications**

M.B.A. Finance, Syracuse University
B.S. Materials Engineering, Rensselaer Polytechnic Institute
Certified Six Sigma Master Black Belt (GE)
Lominger Leadership Architect©
Lean Leadership Development© - Developer and Owner

**Mary Jo Caldwell, Principal Consultant, QPIC, LLC | Lean Experience: 13 Years**

Mary Jo (Jo) was the Director of the Minnesota Office of Continuous Improvement (MNtCI) from 2013-2015, before joining QPIC, LLC as a Principal Consultant in June, 2015. MNtCI is Minnesota state government’s enterprise-wide continuous improvement program that lends support to 24 cabinet-level state agencies improvement efforts. Using Lean and Six Sigma methodologies, Jo’s team worked with agencies to help them improve their processes by reducing waste while striving to achieve the highest levels of efficiency and performance possible through training, project facilitation, data collection, and Client engagement.
She joined Minnesota state government in 2000 and initially served in the Department of Corrections and the Department of Administration. In 2012 Jo took a hiatus from Minnesota state government and went to Arizona state government to help launch an enterprise-wide continuous improvement initiative there before returning to Minnesota in 2013.

She has facilitated over 80 Kaizen events and 20 GE Workout projects. Jo is proficient in QPIC’s cultural change approach, strategic planning, leadership development, policy development, and performance management. She was instrumental in making the MNCI website the pre-eminent Lean state government website in the US.

Jo is also on the Board of Directors of the Government Division for the American Society for Quality (ASQ) and the Executive Board for the Minnesota Performance Excellence Network. She is a Subject matter Expert (SME) for the National Governors Association and spoke at their April, 2015 meeting in Denver, CO.

She is the Lean consultant to the Lean management system implementations at the Des Moines, Iowa, Public Schools and the City of Phoenix. She has also worked with St. Louis County, MO.

Prior to her State service, Jo held positions in sales and marketing for State Farm Insurance and Sysco Corporation. She has extensive experience in the field of performance management in the public and non-profit sectors.

Jo is based in Eagan, MN and Phoenix, AZ.

**Education / Certifications**
M.A., Public Administration, Hamline University  
B.A., Psychology, Hamline University  
Certified Lean Six Sigma Black Belt

**Frank Gillern, Principal Consultant, QPIC, LLC | Lean Experience: 32 Years**

Frank is a Principal Consultant for QPIC, LLC. He worked for Rogers Corporation, a Connecticut-based global manufacturer for 30 years in a variety of capacities, including Engineering Management, Operations Manager, Division Manager, VP Operations of Durel Corporation (JV between Rogers and 3M), VP and Division Manager of the ACMD division of Rogers and finally VP of Corporate Manufacturing leading the 6 Sigma efforts and manufacturing improvements across the corporation. The Rogers Six Sigma Black Belts and Master Black Belts reported to him.

These groups developed and provided training across Rogers Corporation. He was the Executive Champion of the Rogers Operations Council which brought together the manufacturing and operational leaders of the company with a goal of establishing best practices across the company in the areas of safety, quality and costs.

The customer base he has served during his career included Xerox, HP, IBM, Lexmark Kodak, Chrysler, GM and Ford. The divisions he worked at were awarded the highest supplier awards these companies
The nature of the business relationship required close technical partnerships for the unique applications of these customers.

For 5 years, he was on the Board of Directors of two joint ventures. One based in the US with a major Japanese company who was a primary supplier to the Hard Disc Drive Industry. The second was a Taiwan based flex circuit materials supplier to the portable communications industry.

Additionally he served as a liaison between Rogers and Inoac, MTP, a key supplier to Toyota, leading the technical team for the startup phase in Japan in 1983 and participating in furthering the relationships between the two companies at various levels over the course of his time at Rogers. Frank has direct training and knowledge with the Toyota Production System (TPS). This JV is still in existence.

His Lean government consulting experience has spanned diversified Lean Government experiences (City of Springfield, MA; CT DMV; Denton, TX; St. Louis County and O’Fallon, MO; and the Sacramento City Unified School District [41,000 students], as examples).

Frank is based in Phoenix, AZ

**Education / Certifications**

M.B.A. Finance, Rensselaer Polytechnic Institute  
B.S. Mechanical Engineering, Roger Williams University  
Six Sigma Certified (Rogers)  
Vietnam war veteran

**John A (Jack) Merritt, PTCG Principal Consultant, | Lean Experience: 22 Years**

Jack is a Partner and Co-Founder of Process Transformation Consulting Group, Inc. (PCTG), founded in 2014 and is a consulting group based on the philosophy that every business situation or goal should ultimately be viewed as a process or system of related processes designed to satisfy customer needs and requirements.

He was one of the first Lean Six Sigma Black Belts deployed at GE Capital in 1996, and has held positions of increasing responsibility within the process improvement community since then. In 2001, Jack joined Quest Diagnostics, and was one of the architects of the Six Sigma Deployment there, co-developing the training, and hiring 20 Master Black Belts, and over 150 Black Belts. Quest Diagnostics is the largest clinical laboratory in the world. His projects there delivered over $200M of demonstrable annualized savings from operations. In addition, for six years, Jack represented Quest on the Process Improvement Section of The Conference Board.

Jack has developed curriculum and led training sessions at the Champion, Black Belt, Master Black Belt, Green Belt and Yellow Belt levels, coaching and mentoring over 500 executives and Lean Six Sigma practitioners. He also taught Six Sigma for Project Managers (a course he developed) at Villanova University from 2005-2010.
Jack designed and implemented the Business Process Improvement practice at Magic Hat Consulting, a niche consultancy in Philadelphia, which he led for over 3 years. While at Magic Hat, and since cofounding PTCG, Jack was responsible for the design and implementation of structured process improvement based on Lean Six Sigma with clients that included Independence Blue Cross, Amerihealth Administrators, PHH, Wawa, Fannie Mae (FNMA), Qliktech, and several national clinical laboratories.

His particular areas of expertise are in non-manufacturing processes such as Financial Planning & Analysis, Accounting, Customer Service, Sales, Information Technology Delivery, and Lean Supply Chain. He has university level teaching experience with Lean Six Sigma methodologies, DMAIC, DFSS, DMADV, Statistical Process Control, Innovation, Design of Experiments (DOE) and Practical Statistics. He is accomplished in executing Hoshin and Strategic Planning programs, Operational Metric Development, Balanced Scorecards, Lean Kaizens, Work-Outs, Value Stream Mapping and Process Flows, Project Management, Financial and Process Modeling.

Jack is based in West Grove, PA. (near Philadelphia).

Education / Certifications

BS. University of Nebraska, Omaha (Business Administration, Economics)
Certified Lean Six Sigma Master Black Belt (Quest Diagnostics)
Certified Six Sigma Black Belt (GE)
Member: American Society for Quality (ASQ)
Member: Project Management Institute (PMI)

William (Bill) Casey, PTCG Principal Consultant | Lean Experience: 16 Years

Bill is a Partner and Co-Founder of Process Transformation Consulting Group, Inc. (PTCG), founded in 2014 and is a consulting group based on the philosophy that every business situation or goal should ultimately be viewed as a process or system of related processes designed to satisfy customer needs and requirements. He served for 20 years as a nuclear trained officer in the US Navy, retiring as a Commander, and has worked closely with Mikel Harry as a senior consultant at The Six Sigma Academy. He has spoken at a number of conferences and was certified as a Lean Six Sigma Master Black Belt at General Electric, The Six Sigma Academy and Quest Diagnostics. In addition he is an American Society of Quality Certified Six Sigma Black Belt (CSSBB) and Certified Quality Engineer (CQE).

As a consultant with The Six Sigma Academy, he was responsible for the design and implementation of structured business process improvement based on Lean Six Sigma with clients which included DOW Chemical, Toshiba, Ford, American Express, Lear Corporation, Cintas and Merrill Lynch. As President of Glacier Clevite Heavywall Bearings, he applied the principles of Lean Six Sigma and was recognized as one of General Motors Suppliers of the Year. He led training sessions at the Champion, Black Belt, Master Black Belt, Green Belt and Yellow Belt levels, coaching and mentoring over 500 executives and Lean Six Sigma practitioners.
While at Quest Diagnostics, Bill took the role of a Regional Master Black Belt responsible for structured continuous improvement for 10 high volume clinical laboratories and managed project portfolios which resulted the reduction of waste, improved quality, cost savings, increased revenue and reduced overall cycle times driving better customer service. He later became the National Director of Lean Six Sigma Training developing and leading curriculums in Six Sigma continuous improvement (DMAIC), Lean and Design For Six Sigma (DFSS).

As a principle with PTCG, he has worked closely with a number of independent clinical laboratories, PHH Mortgage and Fannie Mae (FNMA). Each organization was able to implement and exceed cost savings expectations as well as to improve processing cycle times.

While serving in the Navy, Bill accepted progressively greater responsibility related to the safe operation and maintenance of Navy nuclear reactors and certified as nuclear engineer with Naval Reactors. He later moved into shipyard project management leading complex ship repairs and nuclear refueling operations as well as qualifying as a Navy Acquisition Professional.

Bill is based in Centreville, VA. (near Washington, DC).

**Education / Certifications**
M.B.A. College of William & Mary
MS Nuclear Engineering, MIT
MS Ocean Systems Engineering, MIT
B.S. Engineering Physics, US Naval Academy
Certified Lean Six Sigma Master Black Belt (GE, The Six Sigma Academy, Quest Diagnostics)
Certified Six Sigma Black Belt (ASQ)
Certified Quality Engineer (ASQ)
Mil-Standard 9858 Sub-Safe Auditor and Inspector

**Subcontractors are as follows:**

**Scotty Martin, QPIC Associate Consultant, Senior Management Consultant, reVision, Inc. | Lean Experience: 15 years**

Scotty is a Senior Government/Non-Profit Innovation Consultant with over 15 years of experience as a process improvement expert, over 6 of those years include public service as a City of Denver employee and was the chief architect of Denver’s Peak Academy that is a part of Mayor Hancock’s internationally recognized Peak Performance framework. Within 3 years, the Peak Academy trained over 4,000 colleagues who identified $24.5M of efficiencies and implemented $8.8 of those efficiencies. These efficiencies were obtained while the employee engagement index for 18 of 25 departments improved on average by about 6.5%.

In addition to creating & leading the Peak Academy, Scotty helped lead these projects or taken on these roles throughout his career:
- Business Intelligence, Analytics, & IT Service Management (Denver International Airport)
• Collaboratively developed City-wide, budget impacting performance management (Peak Performance City of Denver)
• Environmental Engineer (Private Sector)
• Architected & helped oversee an IT Governance framework (City of Denver)
• Data Center Manager (Private Sector)
• Call Center Implementation (City of Denver, 311)
• Helped establish the Development Services program to improve development (City of Denver)
• Software Trainer (Private Sector)
• Java Programmer (Private Sector)

Scotty is based in Denver, CO.

Education / Certifications
B.S., Civil Engineering, Georgia Institute of Technology
B.S, Finance, University of Florida
Six Sigma Certified

Joseph E. Hines, Ph.D., QPIC Associate Consultant, President & CEO, Success Business Inc.

Dr. Hines serves as the University of Phoenix, Lead Faculty for the Graduate School (Maryland Campus). He facilitates the leadership curriculum for the Masters of Business Administration (MBA) candidates.

Dr. Hines is a Graduate of the Georgetown Leadership Coaching Program and has a passion and gift for coaching leaders and managers.

He facilitated the leadership curriculum for National Fair Housing Training Academy (NFHTA). The curriculum included the five leadership practices from the book The Leadership Challenge by Kouzes and Posner. Additionally his doctoral concentration is in leadership and the dissertation included the Leadership Challenge Model.

Dr. Hines served as a faculty member with the Center for Leadership and Management with The Graduate School. His leadership model, The Ten Principles of Leadership was the Foundation for the Aspiring Leadership Program (ALP). He presents The Leadership Challenge as part of the Executive Leadership Program (ELP). He has facilitated leadership and communications courses for USAID in Afghanistan and the U.S. Navy in Naples, Italy. He has facilitated a myriad of leadership courses to include, Leading Change, Leadership for Non Supervisors, Communications Skills, Negotiation, Emotional Intelligence, Decision Making and Problem Solving, and Leading Teams and Groups to name a few.

Dr. Hines is a retired Navy Officer and leadership expert with over twenty years of experience in leading and guiding men and women in the military, public and private sector, nonprofit and faith based organizations. He is an Author, Inspirational Speaker, Executive Coach and faculty member with the University of Phoenix.

Joseph is based in Columbia, MD. **Joseph, Cheryl, and Katherine (below) will be utilized as subcontractors for Lean Leadership Development and coaching skills for this RFP.**

**Education/Certifications**

United States Naval Academy Graduate

Masters of Science in Business, Naval Post Graduate School

PhD in Business Administration, California Pacific University.

Meritorious Service Medal (2005)


Navy Marine Corp Accomplishment Medal (1989, 1995)

Certified LPI Master

Certified Kouzes and Posner Leadership Challenge Facilitator

International Coaching Federation (ICF) PCC certified

**Cheryl D. Gray, QPIC Associate Consultant, COO and Master Trainer, SBI**

Over the past twenty years, Cheryl has assisted individuals, teams and organizations to clarify impediments to reaching business objectives, develop focused goals & strategies to attain success in the midst of uncertainty, complexity and change.

Cheryl has direct experience in and understands frontline business operations, people and product variables that influence the bottom line. She merges her expertise in business, organization systems, communications and human dynamics to identify, assess and address the needs of the organization and individual to increase performance. She has a reputation for quickly discerning and cutting to heart of issues that impact people, programs and the business in order to refocus energy to deliver exemplarily results. She has coached corporate & small business executives for over 10 years and non-profit organization leadership through: transition, start up in new roles and development opportunities to realize their aspirations.

Cheryl has experience working with diverse companies and industries such as Anne Arundel County Public School System, Association of Universities for Research in Astronomy (AURA), DISA, Food and Drug Administration, Giant Food, HSC Pediatric Center, Howard Community College, Johnson Controls Inc., Maryland Transit Administration, NAVFAC, Procter & Gamble, U.S. Southern Command, Space Telescope Science Institute, Social Security Administration, University of Maryland and Verizon. Some of her work has included designing a 360° instrument to measure leadership integrity, executive coaching, organization assessments, designing and implementing: leadership, team building, diversity & inclusion, communications, conflict management, customer service, cultural competence and organization change initiatives and training.
She serves as a Professional Professor for Johns Hopkins University in the Carey Business School Leadership Development Program and teaches Business Communications, Ethical Leadership, Managing in a Diverse Global World as well as Effective Negotiation and Conflict Management.

Before entering the consulting world Cheryl had a 20-year career with Procter & Gamble. She held the positions of Field Sales and Operations Manager, Recruiting Training & Development Manager, before becoming a Human Resource Executive focusing on Organization Development.

Cheryl is based in Columbia, MD.

**Education/Certifications**

B.A. in Sociology and Communications from Boston College  
Masters in Applied Behavioral Science in Organization Development from Johns Hopkins University  
Certified Facilitator of Kouzes and Posner’s Leadership Challenge

**Catherine Dixon-Kheir, QPIC Associate Consultant, Senior Consultant, SBI**

Catherine is a Senior Consultant with over 22 years of experience in Leadership effectiveness, development and coaching. She leverages her business knowledge and skills to design and deliver learning programs and coaching services enabling employees to achieve their goals. She Lean leaders leaders using the model and tools of The Leadership Challenge by Barry Posner and Jim Kouzes and serves as a catalyst for individuals creating meaningful plans for change and growth.

Ms. Dixon-Kheir has implemented talent development initiatives for Fortune 500 companies and Government Agencies. Her specialty areas are: Diversity and Inclusion, Change Management, Organizational Effectiveness and Leadership Development. Her career included performing in diverse management roles in Staff and Service Operations within Citigroup Inc. She gained her consulting expertise as Director of Organizational Development with Alignment Strategies Inc. (a Washington DC based management consulting firm with world class expertise in diversity and retention of talent). During her twelve years with the firm, she co-designed curricula and executed a pilot and four-year implementation of the Development and Leadership Initiative (DLI) focused on the growth of multicultural leadership at a Fortune 100 Company. Over the years over 1000 executives and managers successfully completed a six-month program inclusive of classroom instruction, coaching and action learning projects.

In addition to Catherine’s role with SBI she is an innovative member of the Howard Community College Charles Ecker Business Training Center. As Adjunct Faculty she designs, pilots and delivers leadership development courses both domestically and globally. Her audiences represent all levels of organizations including professionals, managers, deputies, and branch chiefs. Over a seven-year period, hundreds of individuals have experienced the programs and based on the excellent feedback they have expanded from local classroom delivery to national/global virtual learning. She was the recipient of the 2013 “Most Inspiring Adjunct Faculty” award.
Catherine is based in Baltimore, MD.

**Education/Certifications**

B.A. English, Theatre, Anthropology, Regis University, Denver, CO  
M.S. Applied Behavioral Science, Organizational Development, Johns Hopkins University  
Fellows in Change Management Certificate, Johns Hopkins University  
Minority Leadership Development Program Certificate, Johns Hopkins University  
Kouzes and Posner – Leadership Challenge Program, Facilitator Level 4 – Master In Training  
ComPASS - Certified Life Coach – ComPASS Inc. Santa Barbara, California  
Lominger Career Architect©  
Resilience Factor and Emotional Competence Inventories 360 Feedback/Assessments (Hay Group and Adaptiv Learning)  

**Publication:** “Aim for Quality Relationships to Keep Young Diverse Workers” Society of Human Resource Management 2006

6.1.3 Record of past performance, including price and cost data from previous projects, quality of work, ability to meet schedules, cost control, and contract administration;

**QPIC Response:** There have been no client problems and additional work has been usually given to us after the initial RFP/RFQ work.

6.1.4 Availability to the project locale;

**QPIC Response:** There are no known consultants with extensive Lean Government experience that we are aware of in South Dakota.

6.1.5 Familiarity with the project locale;

**QPIC Response:** We are aware that there are logistics involved between Pierre, Sioux Falls, and Rapid City (distances and costs).

6.1.6 Proposed project management techniques;

**QPIC Response:** We establish an agreed to schedule with clients and then have communications with the client’s key Lean person and the top executive re: progress with each visit and also via teleconferencing, as warranted.

6.1.7 Ability and proven history in handling special project constraints;

**QPIC Response:** This has been something we normally do, based on client requests.
Appendix

Connecticut SBE Certification:

State of Connecticut
Department of Administrative Services
Supplier Diversity Program

This Certifies
QPIC, LLC
21 Apache Lane Marlborough CT 06447

As a Small Business Enterprise
March 29, 2016 through March 29, 2018

Owner(s): Harry W. Konzynetz
Contact: hwk455@comcast.net
Telephone: (860) 285-8124 Fax: 
Web Address: http://www.leangovcenter.com/

**Affiliate Companies:

A. **QPIC in the News:**

- October 27, 2017 - Madison, Wisconsin, 2017 Wisconsin Lean Government Conference. Speaking at two sessions:
  AM Session: "10 Commandments for Lean Government"
  PM Session: "Leadership and Increasing Employee Engagement in a Lean Organization"

- **September 6, 2017 - Lean Government NOW! Podcast:**

- September 13, 2016 webinar with slides: "10 Commandments for Lean in Government (and Beyond)" [https://www.youtube.com/watch?v=kDtpU8l4nJ8](https://www.youtube.com/watch?v=kDtpU8l4nJ8)

- June, 2016 GFOA's Government Finance Review magazine
  "Building a Culture of Engagement with Lean Continuous Improvement"

- May 5, 2016 - "Lean Leadership in Government" article in the spring edition of ASQ's Government Division newsletter Read...

- September 17-18, 2015, Fort Worth, Texas, Lean Government Boot Camp - in partnership with the city of Fort Worth

- June 16, 2015 - Harry Kenworthy speaking at Florida GFOA conference: "Organizational Excellence - Creating an Employee Driven Culture"


- June 1, 2015 - QPIC speaking at Government Finance Officers Association (GFOA) National Conference in Philadelphia "Personal Productivity Using Lean"

- April 23, 2015 - QPIC's Harry Kenworthy speaking at the National Governors Association (NGA) meeting in Denver, Colorado

- April 14, 2015 - QPIC's Harry Kenworthy speaking at the Texas Government Finance Officers Association (GFOAT) meeting in San Marcos, Texas


- December 4, 2014 - QPIC Principle, Harry Kenworthy, invited to Washington, DC, as part of a 4 person expert panel on Lean Government for the National Governors Association (NGA)

- August 28, 2014 Harry Kenworthy to Keynote at LIPS Conference in Berkeley Read More

• May 17-21, 2014 - QPIC sessions at GFOA Annual Convention in Minneapolis
  We are pleased to once again participate in GFOA's (Government Finance Officers Association) annual convention in Minneapolis this year Details

• May 15, 2014 The Lean Blog, "Lean in Government" Read More

• April 2014 Blending Agile and Lean Thinking for More Efficient IT Development Read

• March 28, 2014 "QPIC working with Denton, Texas on Lean Government" link: http://www.youtube.com/watch?v=q5SuA9em-Bo&feature=em-uploademail

• March 26, 2014  QPIC, LLC selected for the City and County of San Francisco Controller’s Office Details

• February 10, 2014 QPIC works with Boca Raton, FL to launch Lean government effort Detail

• ICMA Webinar on Lean Government: Practical Tools for Immediate Financial Results Date: March 5, 2014 Details....

• QPIC Presents "Lean Government Boot Camp" in Madison, Wisconsin, October 29-30, 2013 Read

• QPIC is delighted to have been selected to present at the Washington State Lean Government conference on Oct 15-16, 2013, for both days (only presenter slated for sessions on both days). The topic is: Employee Driven Performance Excellence; Managing the Hearts & Minds

• QPIC Lean Government article in the GFOA (Government Finance Officers Association) June, 2013, magazine Read

• Government Finance Officers Association (GFOA) June, 1, 2013 Annual Meeting in San Francisco Workshop: "Get Lean: Making Governments Better, Faster, Cheaper" Details

• ICMA Webinar on Lean Government - March 21, 2013 Empowering Employees to Identify and Eliminate Waste

• QPIC speaking at the prestigious ASQ Lean Six Sigma Conference in Phoenix on March 4, 2013 Successfully Sustaining Lean Six Sigma in Government

• Press Release January 10, 2013 QPIC, LLC selected for the State of Washington Lean Master Service Contract

• QPIC Speaking at the September 25-25, 2012 NE Shingo Conference: Continuous Improvement, Collaboration & Competitive Advantage The Shingo Prize for Operational
Excellence

- October 23, 2012 ASQ Northeast Quality Conference on "Successfully Implementing and Sustaining Lean In Government" Details

- ICMA Webinar - August 16, 2012, Improving Efficiency Without Clobbering Morale using Lean Details

- Marlborough, CT (April 13, 2012) – QPIC, LLC, has been awarded a Colorado statewide Lean Six Sigma master services agreement. Details

- Using Metrics to Improve Efficiencies and Transparency - January 19, 2012 ICMA Webinar Details

- Is it Time for Lean Government? - in Lean CEO - December 18, 2011 Details

- October 24, 2011 QPIC presents at ASQ meeting on "What does it take for Lean Six Sigma to work in Government?" Details

- September 28, 2011 - QPIC awarded Utah's State Operational Excellence Contract for Lean


Is it Time for Lean Government? - In Lean CEO - December 18, 2011:

By: Harry Kenworthy

The need for Government to reign in its escalating costs is prevalent in the daily reporting of every newspaper, television and radio broadcast. One only has to look at these media reports to understand the issues facing Local, State, and Federal Government in closing budget gaps. With

B. Testimonials

“I am so excited that QPIC is committed to bringing lean to government where there is such a big need. QPIC is going beyond lean tools or one-off projects to deep cultural change. It will help us all!” Jeffrey Liker, author The Toyota Way.
“Harry Kenworthy (QPIC) has been very helpful to me personally as I moved into the position of Commissioner over the past sixteen months. Prior to that I was the Mayor of East Hartford as well as Chair of Connecticut Conference of Municipalities and in both roles I had dealt with Harry and QPIC in an effort to create more efficient, consumer friendly, cost effective government at the local level.”  Melody Currey, Commissioner, Connecticut Department of Motor Vehicles.

“Your efforts (QPIC’s Bill Phillips) helped to guide our team in identifying important process improvements within our Call Center Complaint Processing System. Implementation of these improvements will ensure that utility customers receive more efficient and timely responses to their questions and complaints and serve to improve Call Center operations by incorporating greater consistency and efficiency into the processing of complaints. Your background in State government proved to be an asset to the team and contributed to a positive and effective experience for all.”  Audrey Ziebelman, Chair, Public Service Commission, New York State Department of Public Service.

“The City of Phoenix, in support of its commitment to continuous improvement and adding value for customers, contracted with the Quality and Productivity Improvement Center (QPIC) in June 2016 to train executive management and a team of employees to review City business processes and recommend productivity and customer service improvements. The effort was the initial step in creation of the City of Phoenix AdvancePHX Team. With QPIC’s assistance through multiple Kaizen process improvement events, the City’s AdvancePHX team has successfully identified and implemented several department-specific and citywide improvements. The partnership with QPIC has also supported the long term professional development of employees, so creative problem solving and effective planning are part of the organization’s ongoing growth and responsibilities.”  Mario Paniagua, Deputy City Manager, City of Phoenix.

“The Lean work we’ve engaged in with Harry and his team has gone a long way toward changing the culture in our district relative to efficiency, customer service and stewardship. It’s not about doing more with less, it’s about always doing the best with what we have; it’s about bringing to the table the best thinking of our entire team to continually improve processes AND results.”  Dr. Thomas M. Ahart, Superintendent, Des Moines, Iowa Public Schools.

“Harry Kenworthy (QPIC) has blazed a trail for Lean in Government by taking the concepts of Lean and presenting them in way that is relevant to that sector”  Bruce Hamilton, President GBMP and Shingo Prize Board of Governors

“Harry is a one of the leading experts on Lean for government in the United States. His expertise has been invaluable to GFOA (Government Finance Officers Association) as we educate our members on the potential for Lean to make government better, faster, and cheaper.”  Shayne Kavanagh, GFOA, Senior Manager, Research.

“Thank you to Harry Kenworthy (QPIC) for providing training to members of the City of Boca Raton’s staff along with facilitating the City’s Accounts Payable Kaizen event. Harry has a way of teaching that makes the Lean concepts stick and the lessons learned during the process remains invaluable. We are very thankful for Harry’s guidance as we continue our Lean Journey.”  Shannon
Crouch, Financial Services, City of Boca Raton, Process & Compliance Manager

“Harry (QPIC) has given us great advice on our Lean journey. We greatly appreciate Harry's willingness to participate in our Lean Expert Partnership Program. Harry has his finger on the pulse of what's happening with government Lean implementations across the country.” Darrell Damron, Enterprise Lean Consultant at the State of Washington.

“Harry Kenworthy (QPIC) is one of the only people I know who has the courage to take on government and believe they can change for the better. He has done tremendous work all over the world bringing change in the least likely places. Beyond his courage, Harry’s knowledge is unparalleled. His understanding of Lean and what it really takes to make it work is at the highest level. One of my favorite Harry quotes is, “If you want something to stick, you must set an expectation, inspect the expectation and reinforce the expectation by correcting or celebrating the desired behavior.” Paul Akers, CEO FastCap, and author of “2 Second Lean”.

“In the city of Hartford, Harry taught us the fundamentals of Lean and coached us through a series of Kaizen events in such diverse areas as tax collections and police private duty assignments showing us the way to improved processes and increased revenues. Harry’s knowledge of governmental processes and his ability to coach relatively novice but eager employees was a tremendous help for us as we struggled with ongoing budgetary problems.

In the city of Springfield, Harry and the QPIC team trained several hundred employees including the Mayor, department heads and union presidents in the concepts of Lean and Achieving Change Effectiveness (ACE), coached our Steering Committee and guided us through a number Lean initiatives in the areas of procurement, accounts receivable and fire department calls for service which again led to improved processes and increased revenues for another city struggling with ongoing budgetary challenges exacerbated by a tax limitation measure, proposition 2 ½.

Since these early efforts in Hartford and Springfield, Harry and his team have become one of the pre-eminent firms helping all levels of government to improve their processes, reduce expenses and increase revenues. QPIC, LLC has also built lasting and strong relationships with both ICMA and GFOA.” Lee C. Erdmann, former City Manager/Chief Operating Officer for the city of Hartford, CT, and the former Chief Administrative and Financial Officer for the city of Springfield, MA.
C. **QPIC’s Lean Government General Principles:**


1. One stop shopping whenever and wherever possible – the customer only has to see one person to complete their business.
2. Right the first time – identify and eliminate all sources of errors and rework – this is huge.
3. Reduce waste for the customer:
   a. Easy forms
   b. Easy websites to navigate
   c. What info do they need and how easy is it to get it?
   d. High use of Checklists
4. Really “Learn to See” the wastes in all processes by going to the actual work area.
5. Focus on areas with high leverage and set challenge goals.
6. Benchmark (“steal shamelessly and legally”) from others to get to a far better place to then improve from the new baseline.
7. Statutes/ordinances/laws – ensure they are really being adhered to and not morphed over time into unintended consequences. Get rid of the old stuff that isn’t necessary and leads to waste and unnecessary costs.
8. A leader is anyone who has people working for them – hire great people and teach them how to be great Lean leaders.
10. 5S is deployed throughout the organization to be able to find anything that’s required to do someone’s job in less than 60 seconds.