

UEDA POY

- Workforce Development - “Efficient Government Through Lean Six Sigma”

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Description of our Center:

- Founded in 1987, UB's Center for Industrial Effectiveness (Center) was created to provide a gateway for industry to connect with the university
- Mission is to deliver significant and sustainable performance improvements that transform a business, improving cost, quality, delivery, and safety
- Partners with the community in a variety of ways that range from professional education, to joint research ventures, to co-op work arrangements for students
- Center has evolved to become a leader in business transformation services, professional development, and research

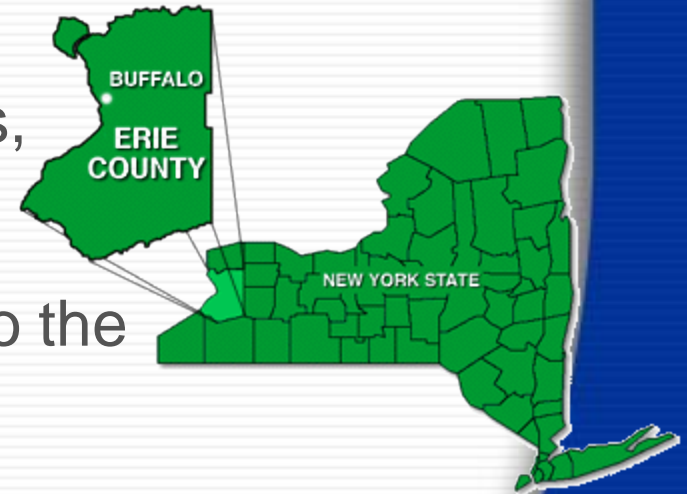
Vision and Mission

- County Executive (Chris Collins) elected Nov 2007
- Collins, who has 35 years of private sector experience, calls for running Erie County like a business
- Goal to reform county government, departments, and agencies making them more effective and efficient
- Lean Six Sigma is the cornerstone of reform
- Collins' directive requires transparency of operational processes, quantitative outcome measures, and the detailed accounting of costs and revenue sources

County of Erie, New York State

Greater Buffalo:

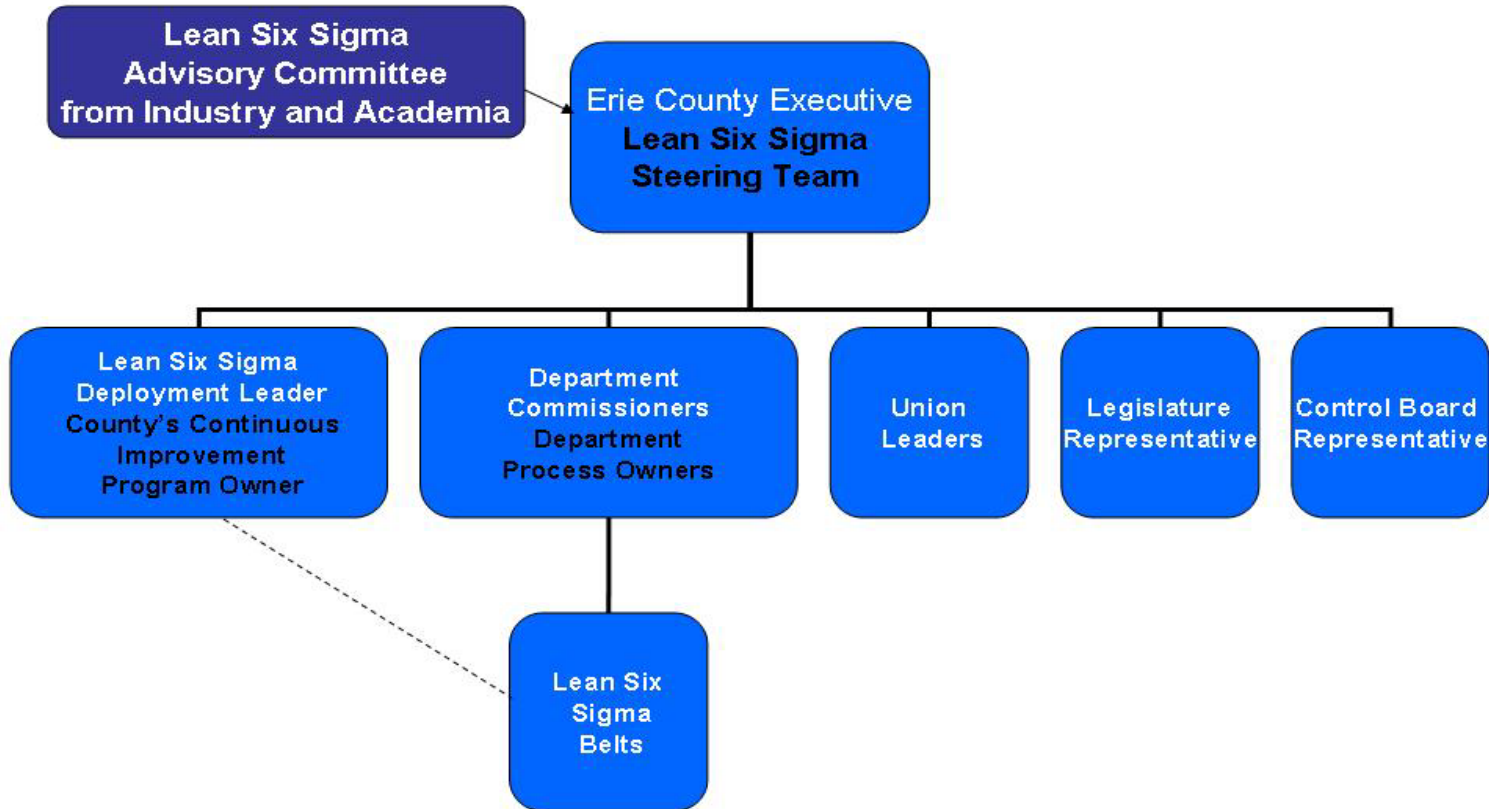
- A metropolitan center on the western border of New York state covering 1,058 square miles
- Contains three cities and 25 towns, including the City of Buffalo
- Population of 950,265 according to the 2000 Bureau of Census
- The County Executive is the chief executive officer; the County Legislature is the county's governing body



Program Background

- County Executive commissions a report and chooses Center to research and write
- The Center is chosen as principle provider of Lean Six Sigma services
- Deputy County Executive is designated as project champion
- Six Sigma Director is hired to manage Lean Six Sigma department
- Lean Six Sigma Steering Committee and Advisory Committees are recruited
- Office of Lean Six Sigma is formed

Office of Lean Six Sigma Org Chart



UB Implementation Team

The project team is made up of 2 Lean Six Sigma mastery levels, Master and Black.

- 2 Master Black Belts, 1 Black Belt, and 2 Senior Project Managers
- Team has experience in manufacturing, aerospace, automotive, government and healthcare

Workforce Interviews

Implementation team interview results:

- Many employees have good ideas for improvements, but new ideas have not typically been welcomed by management in the past
- Since the 2005 budget crisis, training has been neglected. Limited manpower and dollars make it hard to do more than sustain the status quo
- Union dynamics have created strain in some areas, particularly given resource constraints, but union leaders will generally be supportive of programs to grow worker skills and effectiveness

Implementation/Training– Yellow Belt

Yellow Belt Certification:

- Yellow Belt training began Spring 2008
- 160 Yellow Belts will become certified by 2010
- The Yellow Belt course consists of 32 hours of classroom instruction
- Each Yellow Belt candidate participates on a project team as a process owner or subject matter expert

Implementation/Training – Green Belt

Green Belt Certification:

- Green Belt training began Spring 2008
- 36 Green Belts will become certified by 2010
- The Green Belt course consists of 72 hours of classroom instruction spanning 5 months
- Each Green Belt candidate completes an improvement project and receives on-site mentoring and project implementation support
- Green Belts begin work on second project as soon as the first is completed and so on

Implementation/Training– Black Belt

Black Belt Certification:

- Black Belt training begins November 2008
- 15 Black Belts will become certified by June 2010
- The Black Belt course consists of 200 hours of classroom instruction spanning 8 months
- Each Black Belt candidate completes an improvement project and receives on-site mentoring and project implementation support
- Green Belts begin work on second project as soon as the first is completed and so on

Project Examples

Specified 2008:

- The Department of Mental Health reduced the need for juvenile residential treatment.
 - Netting a near \$1.5 million savings in 2008 and an 18 percent reduction in use from 2007.
 - The new process, which accounts for intervention factors that influence court-ordered admissions to residential treatment, has enabled more youth to stay with their families while receiving the care they need.

Project Examples

Specified 2008:

- Department of Social Services has reduced the backlog for case establishment and processing in the Office of Child Support Enforcement, yielding a \$195,000 savings.
 - During the project period, gross child support collections from new cases increased by more than \$1 million.
- Department of Public Works undertook two projects to save a combined \$204,000. One consolidated and centralized fleet services, while the other reduced overtime.

Project Savings

- Projects from the first wave of Green Belt candidates surpassed expectations resulting in a 2008 savings of \$2.2 million
- Anticipated savings from the first nine projects is expected to increase to \$2.9 million in 2009
- Each of the 15 Black Belt candidates will contribute even more through the course of 2010, with an average Black Belt project savings of \$250,000

Program Benefits

- The department of Public Works, Social Services, Parks, Health, and Mental Health all benefited by completing at least one continuous improvement project
- Implemented a standard problem-solving methodology across all layers of a 30-department operation

Program Benefits

- Extensive Lean Six Sigma training is achieving sustainable and cultural changes
- Resulting savings contributed to a 2008 county budget surplus of \$13 million
- Projects are improving services to Erie County residents and increasing the value of tax dollars

Innovations

- Having two learning formats, both traditional classroom instruction and web-based blended learning, the Center offers an attractive option to clients and working professionals
- Public-public partnership included county government, state university, and fiscal control board appointed by New York state's former governor

Innovations

- Empowered county employees suggesting changes to their work processes improving the quality of the services they provide and cutting costs at the same time
- Erie County is the first large county in the country to implement Lean Six Sigma and is receiving attention from governments throughout the nation and surrounding townships
- Neighboring town, Town of Clarence is now implementing Six Sigma

National Recognition - Quality Digest interview

QDD: Do you have practical examples of how the federal government could make good use of Lean Six Sigma?

Collins: “We’ve used Lean Six Sigma to reduce overtime in our public works department, we’ve reduced a backlog of child support enforcement cases, reduced the number of children placed in residential treatment centers, and increased reservations at our county parks shelters, just to name a few projects. Each Lean Six Sigma project team looks at a process in county government and outlines ways to increase efficiency and eliminate waste. The same process could work at any level of government...”

<http://www.qualitydigest.com/inside/quality-insider-article/why-isn-t-government-held-quality-measures.html>



**In God We Trust
All Others Bring Data**

Thank you!

Question & Answer time...