PUBLIC SERVICE
RECOGNITION WEEK

MAY 5-11, 2019

Can You Learn to Improve Government Processes in Under an Hour?

Presented by the Process & Performance Improvement Program

Center for Leadership Development
Developing Visionary Leaders to Transform Government
LEADERSHIP.OPM.GOV | CLDConnect@opm.gov

OPM HR SOLUTIONS
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President's Management Agenda
Key Driver of Transformation
People – Workforce for the 21st Century

OPM Strategic Plan Initiative
Optimize Agency Performance

Building the 21st Century Workforce

Who Is Joining us today?

Which of the statements below most closely reflects your background in this area?

A. I have led or participated in process improvement projects directly

B. I have some knowledge of process or performance improvement projects but no personal experience

C. I have no knowledge or personal experience with process improvement

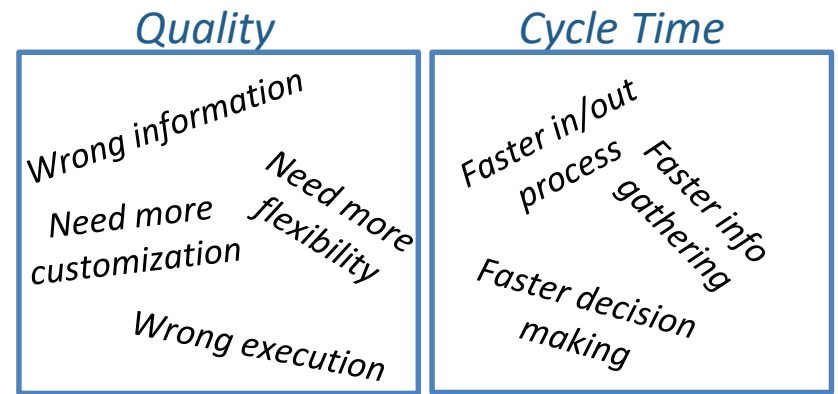# Why Process & Performance Improvement in Government?

✓ Remove customer and employee pain points

✓ Promote delivery of high quality products and services

✓ Document processes

✓ Improvement as a mindset

✓ Creating a common language for problem-solving

✓ Building employee engagement through common goals

✓ Shifting employee focus from low-value to high-value work

Opportunity Areas for Improvement

What opportunities for improvement do you recognize in our organization?

- Staffing and hiring
- Training and development
- Invoicing and billing
- Information technology
- Contracting and procurement
- Space and facilities
- Knowledge management

Quality

Wrong information

Need more customization

Need more flexibility

Wrong execution

Cycle Time

Faster in/out process

Faster info gathering

Faster decision making

Think About Some of Your Organization's Pain Points…

A. HR Processes

B. Contracting & Procurement

C. IT & Helpdesk

D. Communications Approvals

Identify the Customer!

The end user: individuals or groups who use the product/service

People who transfer the product/service to someone else who will use it

Your immediate team

Your agency

The American people

Project Charter

Business Impact

- Why should we do this? What is the benefit? What happens if we do nothing?
- How does this project align with the strategy or readiness?
- What is the quantified value of the project ($$$)?

Opportunity or Problem Statement

- What "pain" are we experiencing?
- What is wrong or not working?
- Why do we think we can generate the value proposition described in the business impact?

Goal Statement

- What are our improvement objectives and targets?
- Specifically, what is going to be better?
- How will success be measured? What specific parameters will be measured?

Project Scope

- What are the boundaries of the initiative (start and end points of the process or parts of a system)?
- What authority do we have?
- What is not within scope?

Project Plan

- How are we going to get this done?
- When are we going to complete the work?
- What are the major milestones (tollgates)?

Team Selection

- Who are the team members?
- What is their role?
- How much of their time will be dedicated to the project?

Qualities of a Good Project Charter

Have all of the questions been answered for each element of the project charter?

Will all stakeholders clearly understand:

How will progress be measured?

By when?

Is the project worth doing?

How will the conclusion be measured?

What is to be improved?

Is it a high enough priority to dedicate resources?

With what resources?

Measured by what results?

SIPOC Charts: A Great Place to Start!

S I P O C

Significant internal/external **suppliers** to the process

Significant **inputs** to the process (i.e., materials, forms, information)

One block representing the entire **process**

Significant **outputs** to the internal/external customers

Significant internal/external **customers** to the process
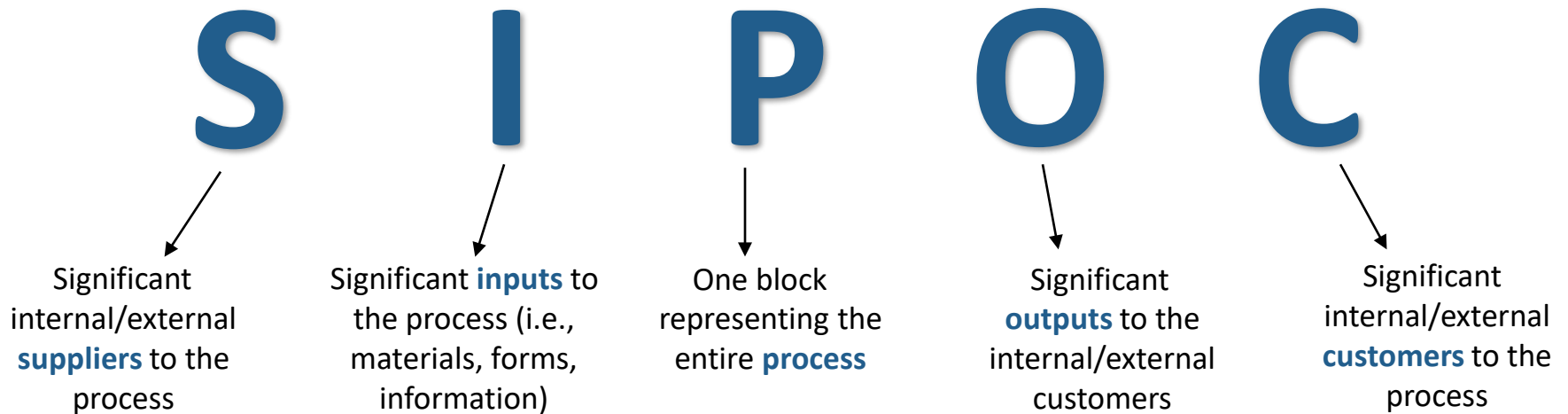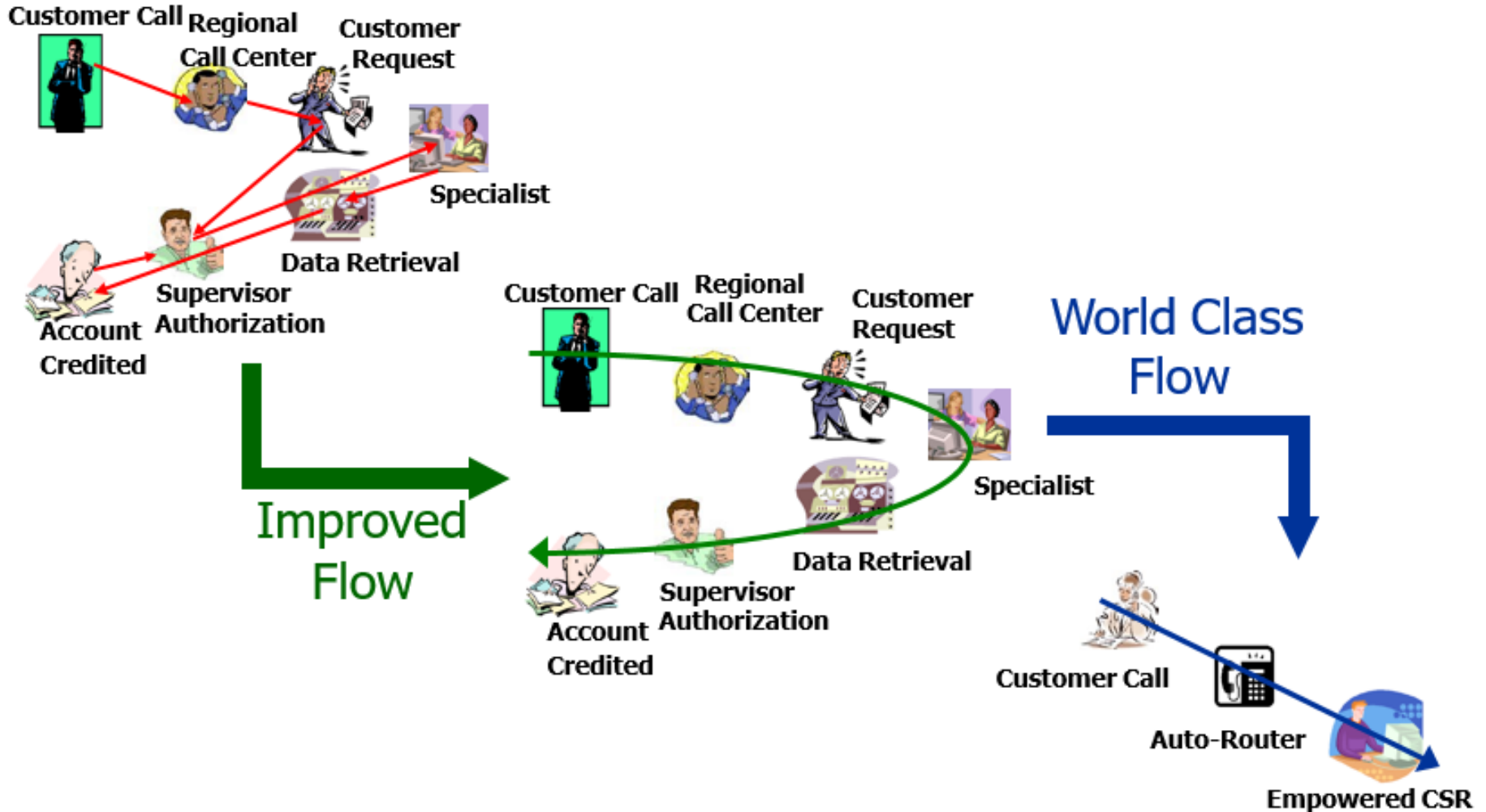
A high-level SIPOC chart helps to identify the process output(s) and the customers of that output so that the voice of the customer can be captured.

Three Categories of Customer Value

- Customer Value Added (CVA)
  - Processes that shape or form a product or service to meet the needs of the customer

- Non-Value Added – Required (NVA-R)
  - Processes that the customer will not pay for but are required to produce/process the product

- Non-Value Added (NVA)
  - Processes that take time, money, and resources for which the customer is unwilling to pay

- There can be a fine line between the three categories, but in the strictest sense, if the customer is not willing to pay for the process, it is not CVA

- Many commonly accepted NVA-R tasks (e.g., purchasing) are ripe with opportunity for reducing NVA

Improving Process Flow

Qualities of a Good Process Map

- A graphical representation identifying the steps of a process & displaying the inputs (X) and outputs (Y) of the process and each individual step

- Contain enough detail to enable effective analysis

- Illustrate both the work flow and the organizational unit involved in the interaction

- Use common language that is understood by all stakeholders
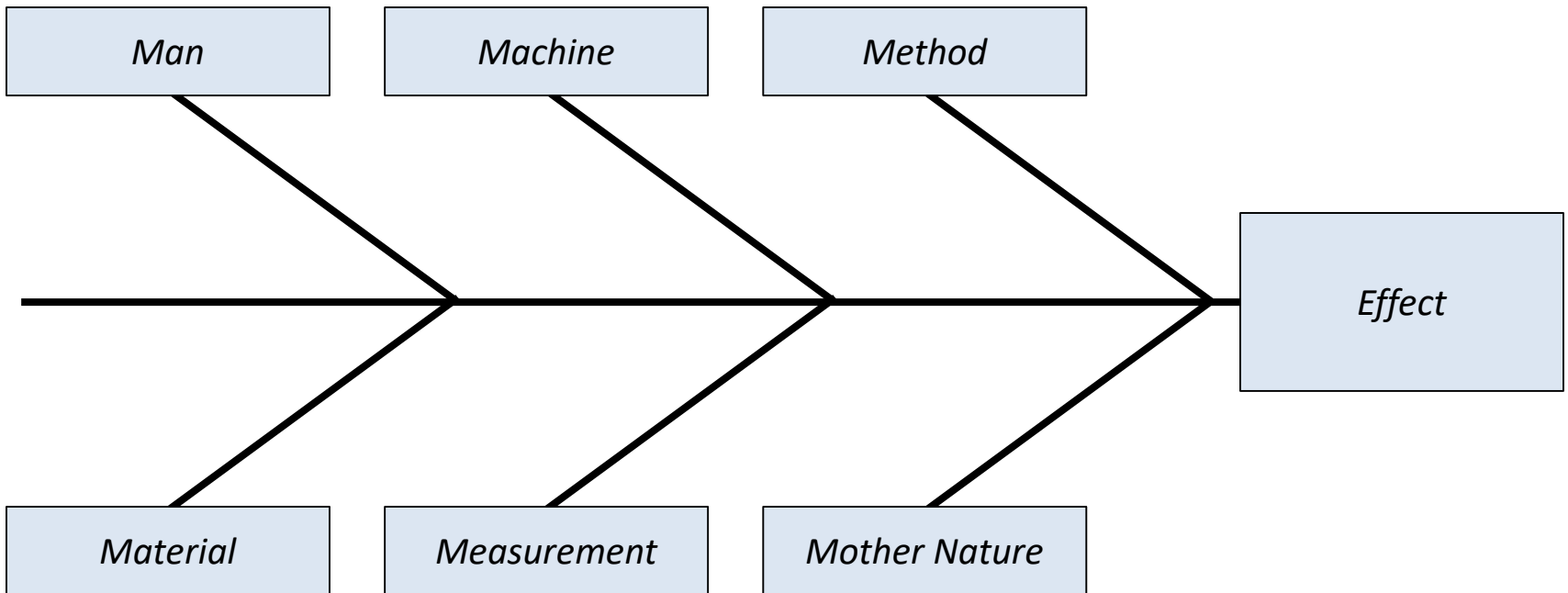
- Capture all paths, decisions, and rework loops

Swim Lane Process Map
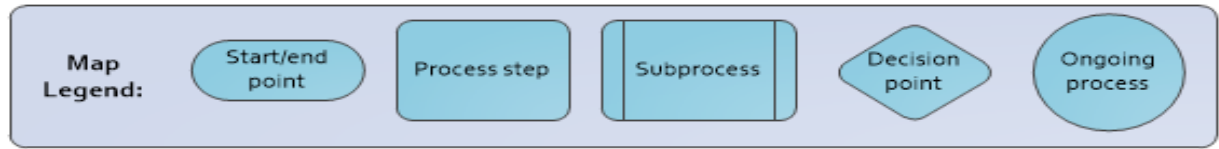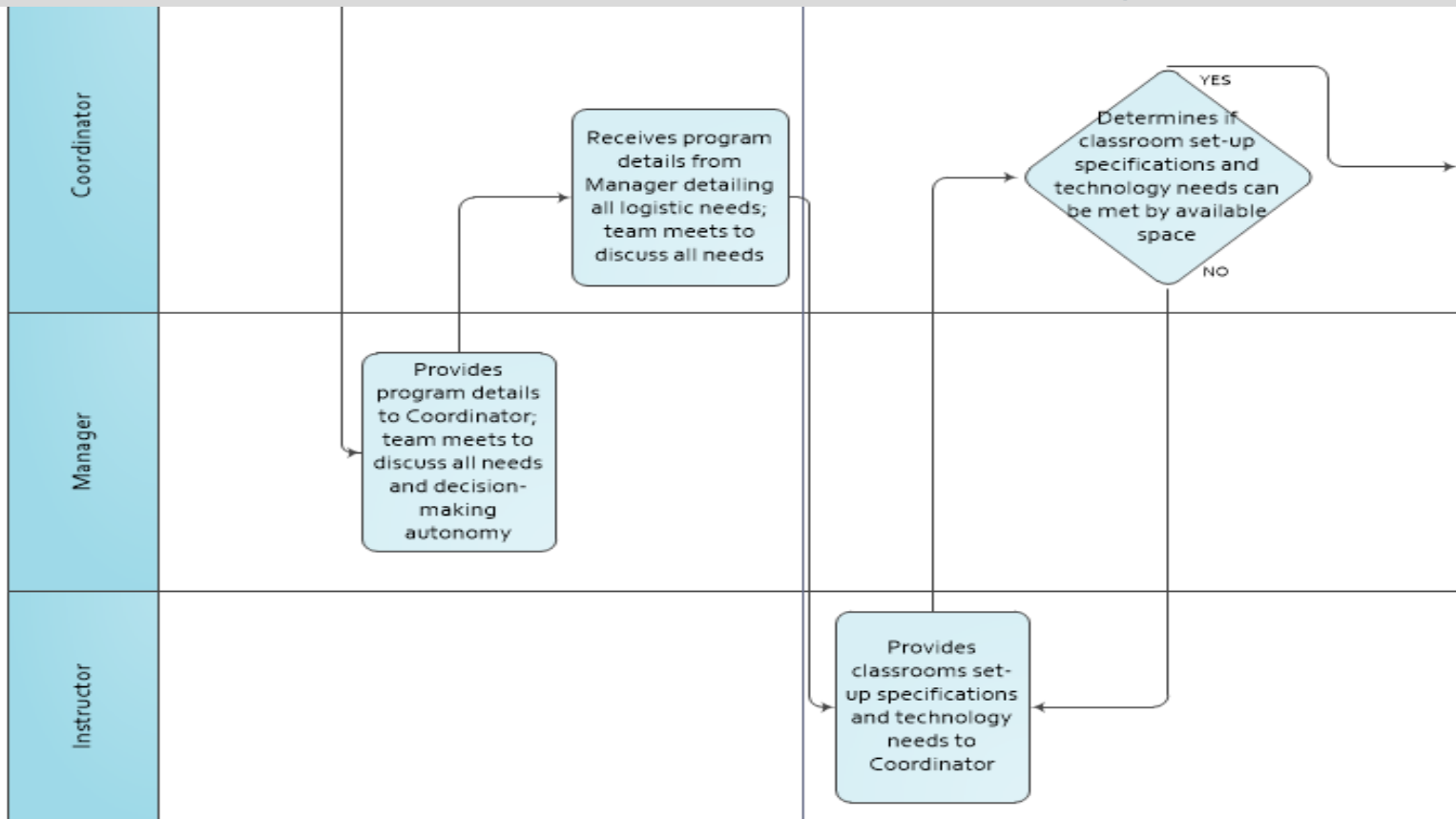
Cause and Effect Diagram
(aka Fishbone & Ishikawa)

6 Categories of Variation (6 M's):

Man, Machine, Method, Material, Measurement & Mother Nature

Summary

✓ How are we supporting development of the future workforce?

✓ Who is the customer of process improvement projects?

✓ What are SIPOC Charts?

✓ Why are swim lane process maps used?

✓ How can I uncover root causes by using an Ishikawa diagram?

Wrap-Up and Closing

Could your organization benefit from developing additional process and performance improvement skills?

Email leansixsigma@opm.gov!

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Thank you for your participation & service to our nation!

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