

What Good Looks Like: Creating and Launching Improvement Initiatives in Government



Kevin Fox

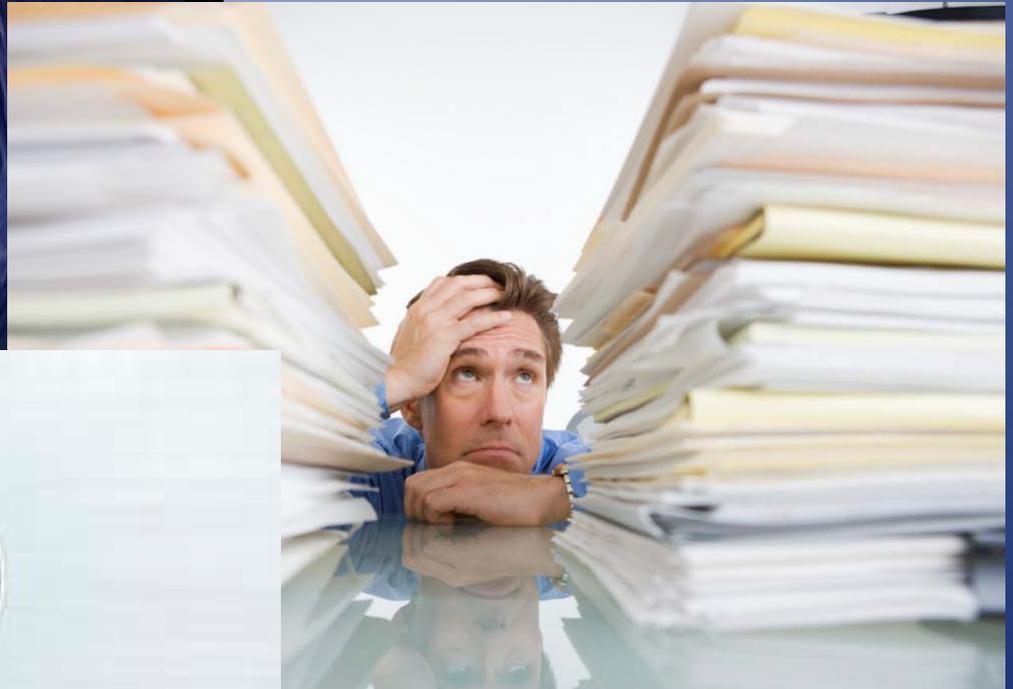
Partner

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Improving Government is HARD!

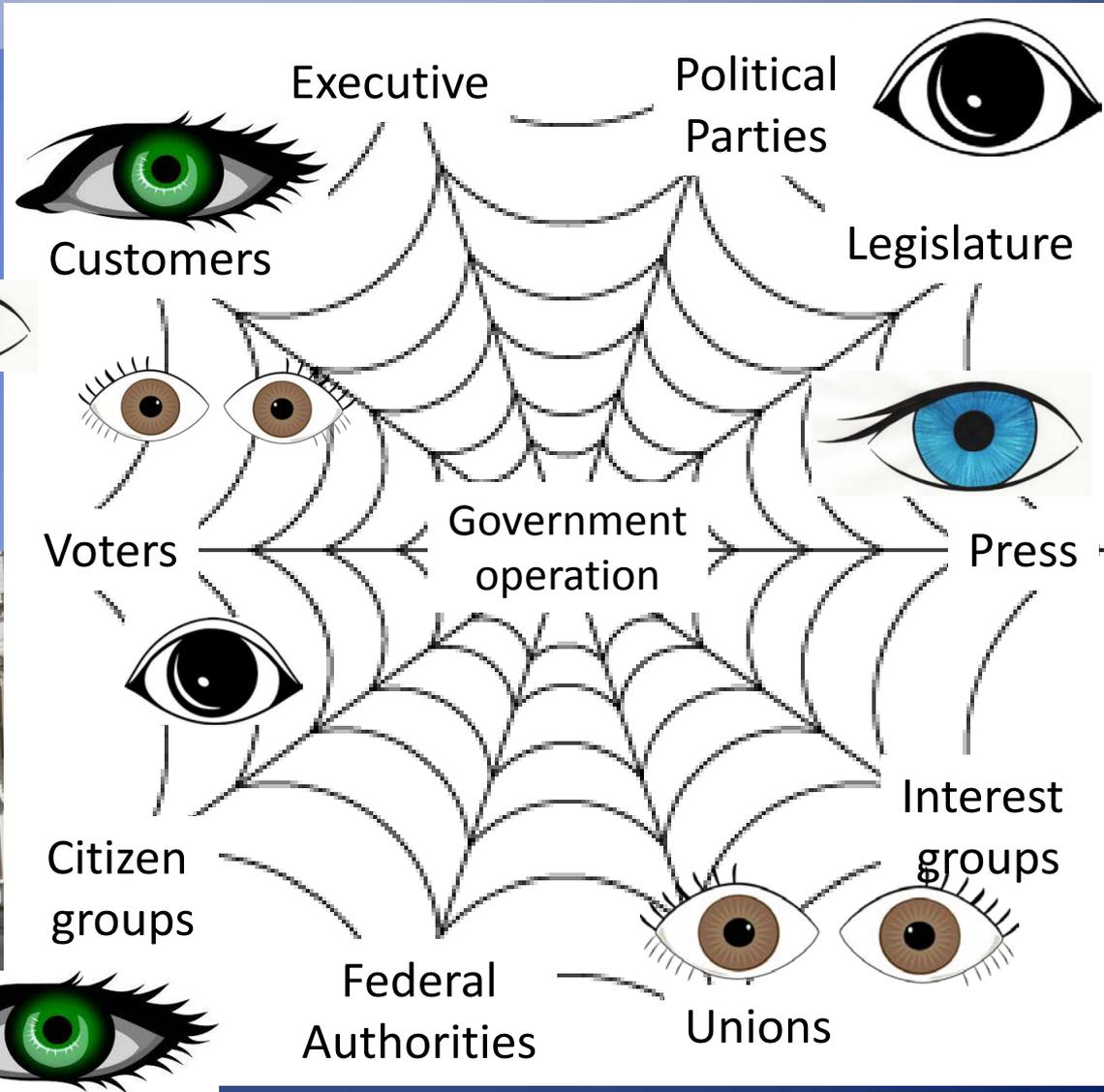
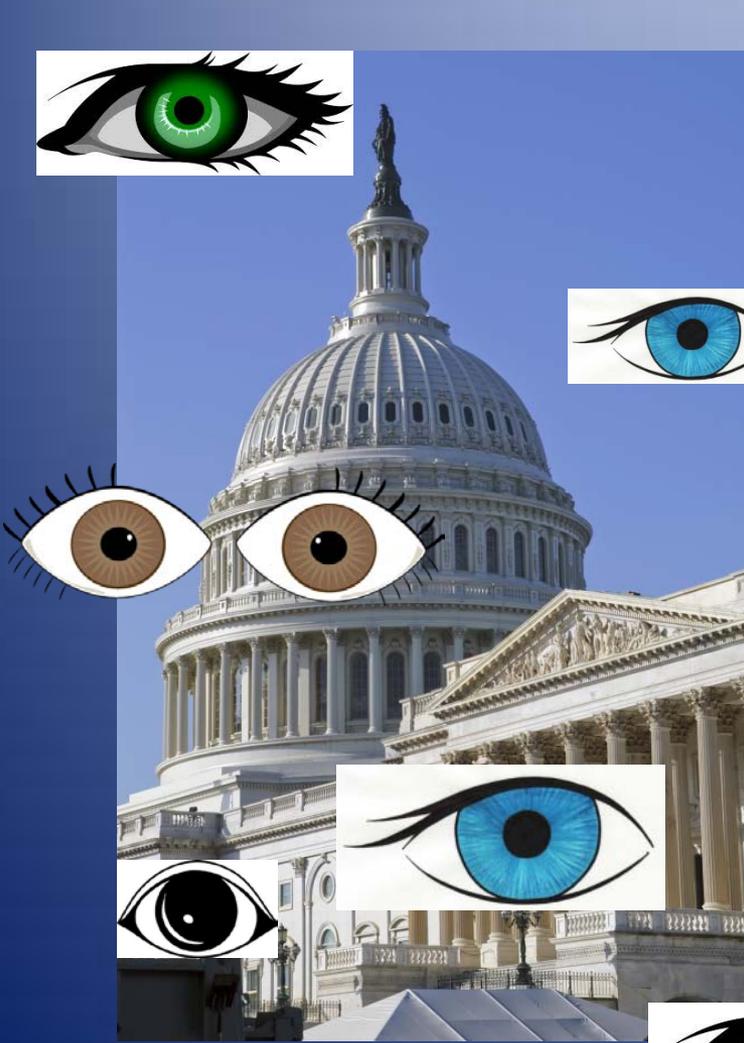
Goal?

Overloaded



Scrutinized

What is 'Improvement'?



How we communicate MATTERS!

If we say:

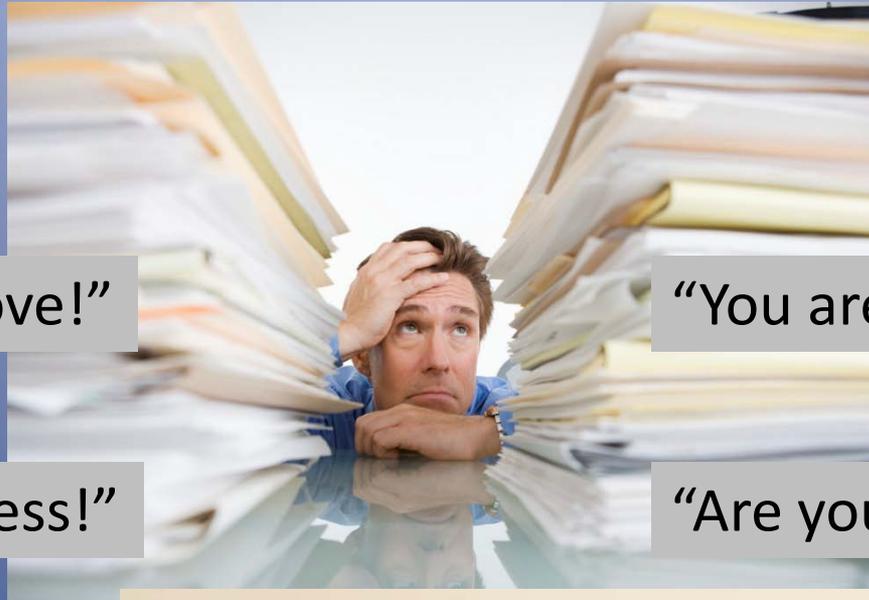
“We must improve!”

“Do more with less!”

People hear:

“You aren’t good enough!”

“Are you &!%* kidding?”



“We must reduce waste!”

“Is this what you think of me?”



Not a New Challenge



<http://www.youtube.com/watch?v=SByymar3bds&list=PLE18EC17E97F4353B>

SUCCESS- Create your Strategy

1. Define the goal of the 'system' (Throughput)
2. Understand the system—how do we achieve our Throughput
 - Simple Throughput (permits, benefits distribution, bridges built)
 - Complex Throughput (education, rehabilitation, health)
3. Define the measurements of performance (better, faster, cheaper)
4. Define 'What Good Looks Like' for each part of the process
5. Focus Efforts

Define the Goal

“Government is noble work.”
-Ken Miller

- Every government system exists for a reason
- Government employees are purpose driven
- Simply articulating and communicating the purpose will trigger improvement

The statutes

The Governor

The Customers

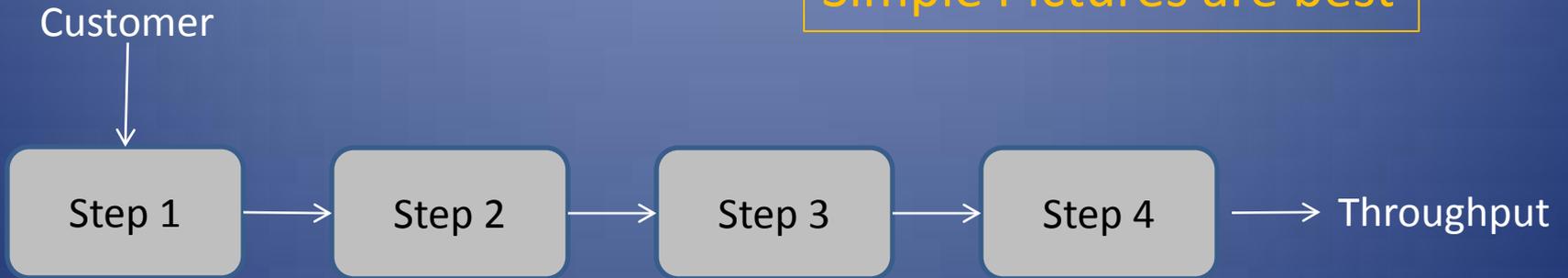
Throughput is what our system ‘produces’

Understand the system

- People often view their jobs as what 'they do' each day, not as part of the larger purpose they serve

Challenge:
Government processes are a team sport, but people don't always see the 'whole', or understand their part

Simple Pictures are best



Focus on purpose,
Not activity

Collect all
needed
info

Vs.

Do a
phone
interview

Measurement

- Measurements tell us what works and what doesn't
- Measurements drive behavior
- One of management's most important tools

System-level
measures for
outcomes

QT/ OE

Operational
measures for
behavior

System Specific

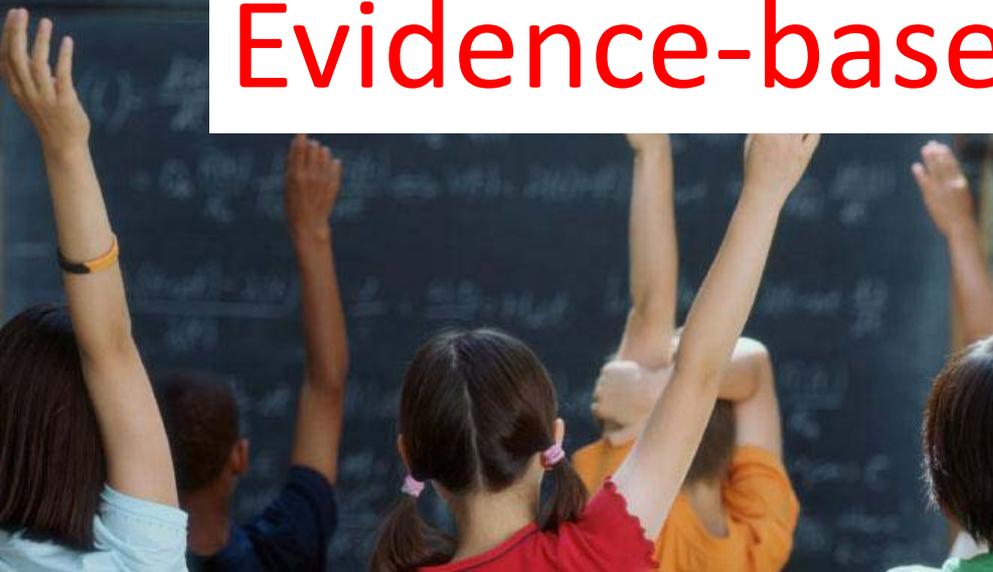
Complex Throughput

We need better measurement tools to determine which approaches work, and which do not.

- Bill Gates



Evidence-based Approaches



Measuring Complex Throughput



How should we measure ourselves?

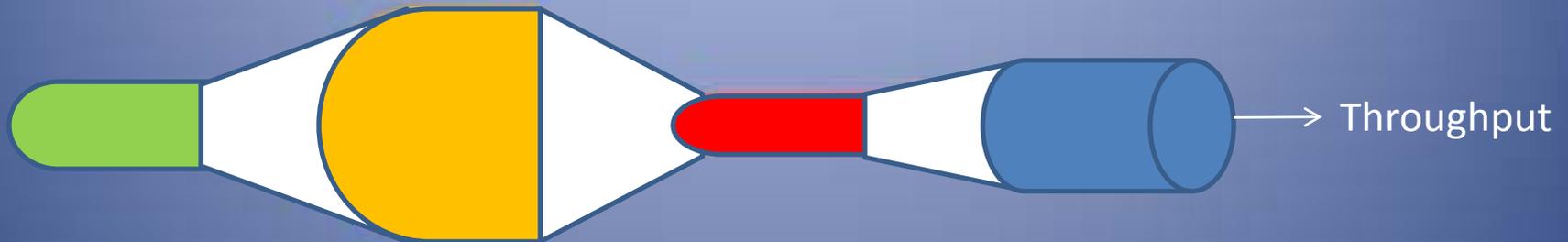
Fast Feedback is Critical

- We don't always know what will work
- Sometimes the effects of what we do are slow to realize
- We cannot afford to continue to invest in things that don't work
- Success breeds success



Systems Management

What LIMITS our Throughput?

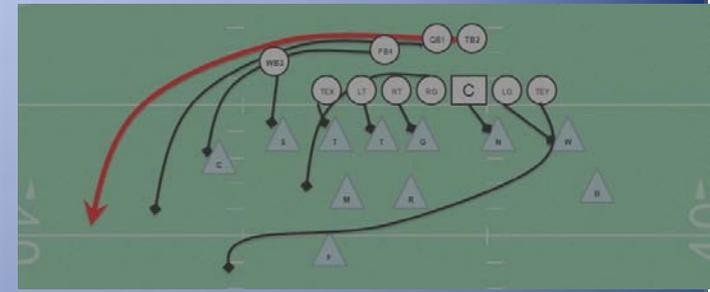


1. Identify the constraint
2. Decide how to exploit the constraint
3. Subordinate everything else to the constraint
4. Elevate the constraint
5. Go Back to step 1

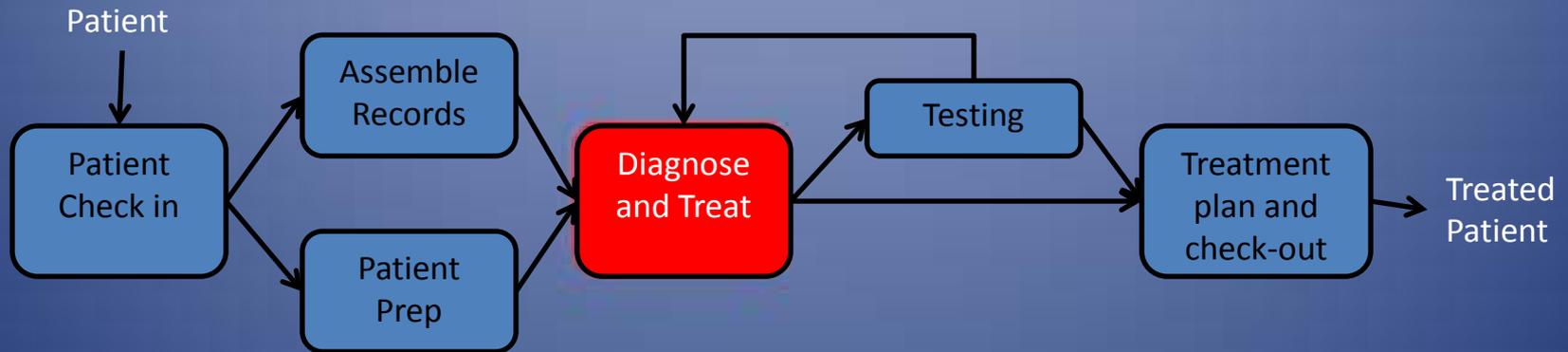
Where is the constraint?



What good looks like



- A simple description of how we “want” things to work
- Enables us to create measures to drive the right behavior



The Doctors always have ready patients and everything they need to treat them. Patients never have to wait an unacceptable amount of time

The Doctors are spending more of their time Diagnosing and treating patients. Doctor is able to treat more and more patients effectively

Patients move quickly from treatment to release, there is very little waiting, and the quality of the work supports the diagnosis and treatment

Get Started!

- Choose your constraint (Control Point)
- Define how things should operate, using the five steps



We keep the constraint fed with quality work, no back-ups. We are moving work faster and faster.

The constraint is producing as fast as possible, as much as we need. We are improving the constraint

We keep the constraint fed with quality work, no back-ups. We are moving work faster and faster.

Focus, FOCUS, FOCUS

*“The primary constraint of organizations is management attention.”
- Dr. Eli Goldratt*

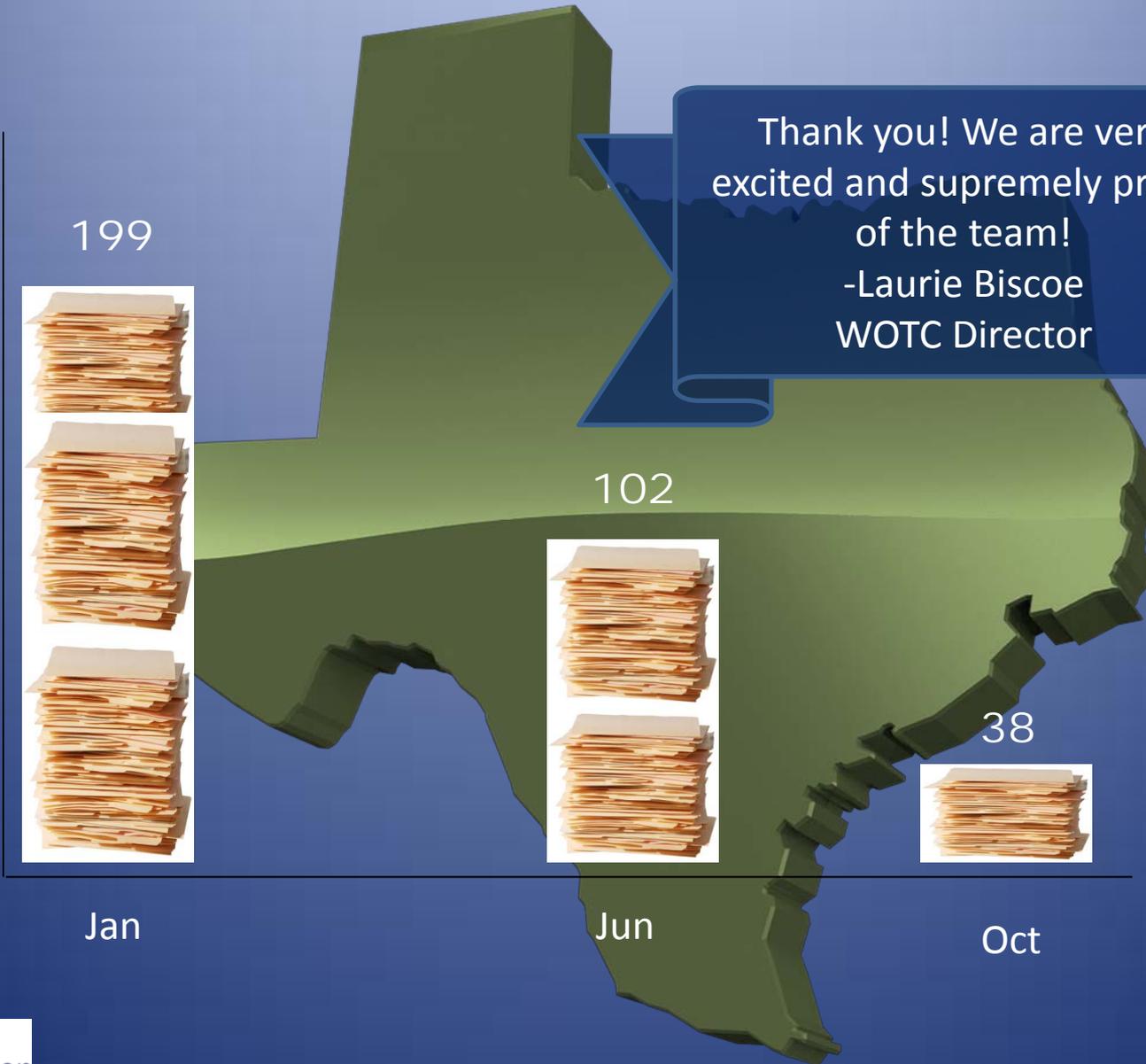
- Simple roadmap for everyone
- A template to identify gaps between reality and WGLL
- Focus efforts on the biggest gaps
- Engage staff and teams to attack the gaps
- Communicate metrics and WGLL across the organization
- ROI matters- Don't settle for costly solutions, IT

Blue Light- The power of simple images



Texas Workforce Commission

Average Days to Process



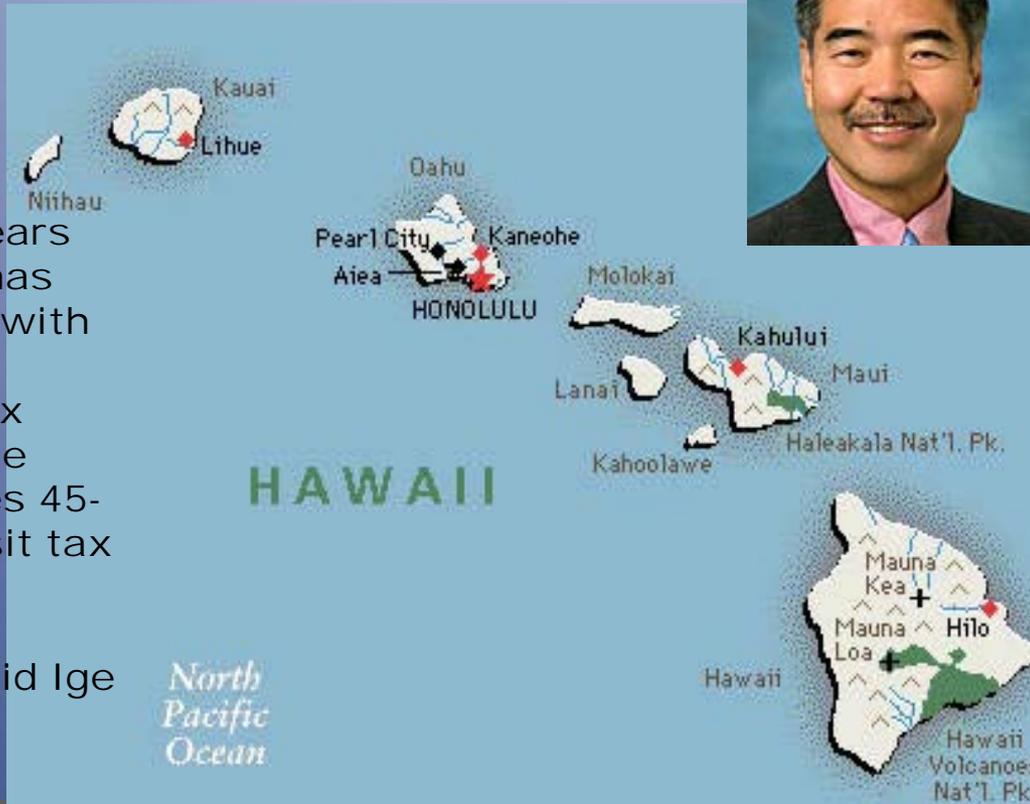
Thank you! We are very excited and supremely proud of the team!
-Laurie Biscoe
WOTC Director

Hawaii Department of Taxation

Before

"For at least 5 years the Legislature has been concerned with processes and processing of Tax income. The state government takes 45-60 days to deposit tax payments."

- Sen. David Ige



After

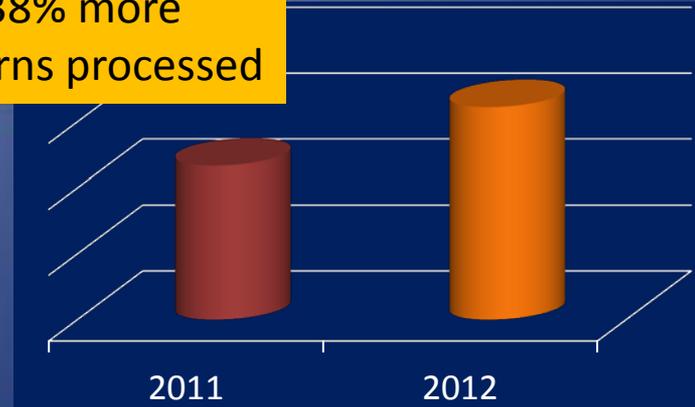
"The Committee is overwhelmed by the phenomenal change within the department. The statistics were phenomenal, more than 100,000 checks being deposited within 2 weeks is a remarkable difference in a short period of time."

- Sen. David Ige

Returns taking 21+ days to process:
Reduced 80%



38% more returns processed



Government IS Noble Work!

- Clarify your purpose
- Emphasize what ‘good’ looks like, not what’s wrong
- Measures are essential
- Use simple pictures to communicate strategy
- Focus efforts
- Create momentum



“Objects in motion will remain in motion, unless acted upon by an outside force”

- Sir Isaac Newton

