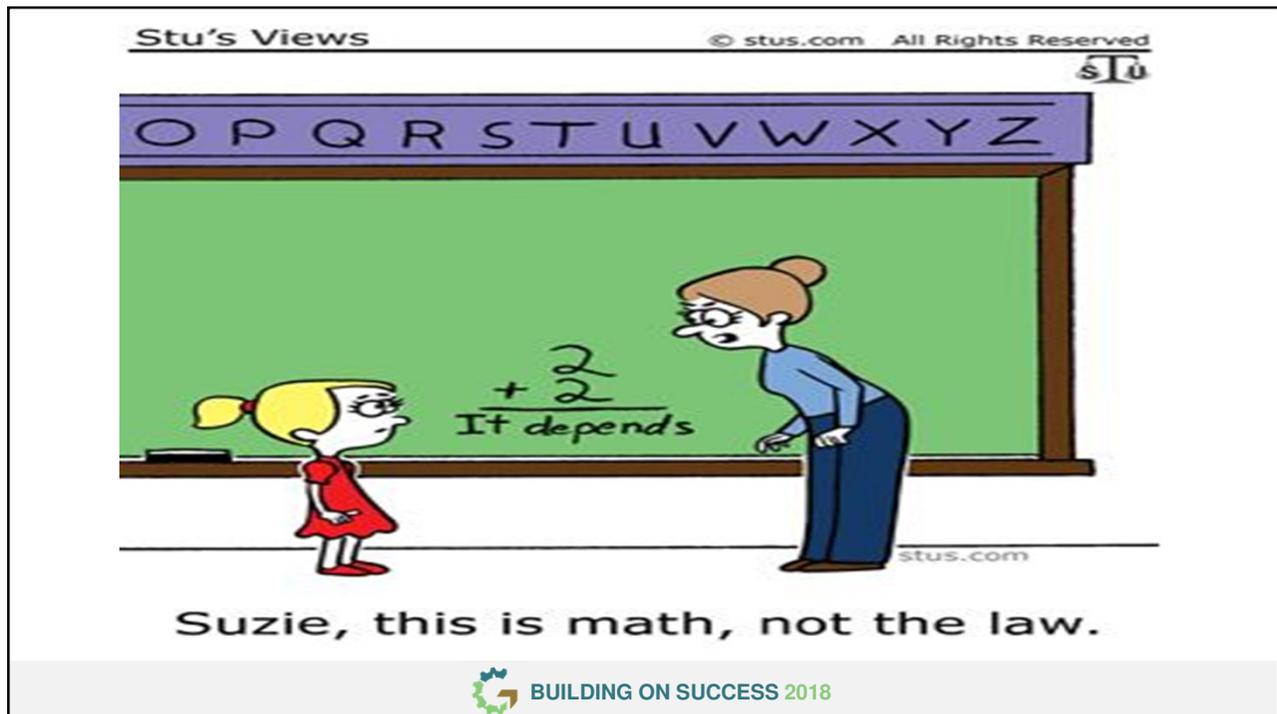




**“Yes, We’ve Always Done It this Way,”
but...
“Why Not Do It Better, Faster, Cheaper?”**

Lowell A. Keig
Texas Workforce Commission



Agenda

- Mission
- What is RPI?
- Process Improvement Results
- More about Value Realized
- Housing Process Improvement Initiative – A Case Study
- Operationalized RPI Tools
- Creating an Improvement Environment
- Current Initiatives
- Next Steps
- Recap of Take-Aways



Civil Rights Division's Mission

Enforcement and Education

- Equal Employment Opportunity
- Fair Housing



Clipartimage.com



Hud.gov



TWC Leadership

Texas Workforce Commission (TWC) Commissioners:

- Chair Ruth Hughs
- Commissioner Julian Alvarez
- Open Commissioner Position



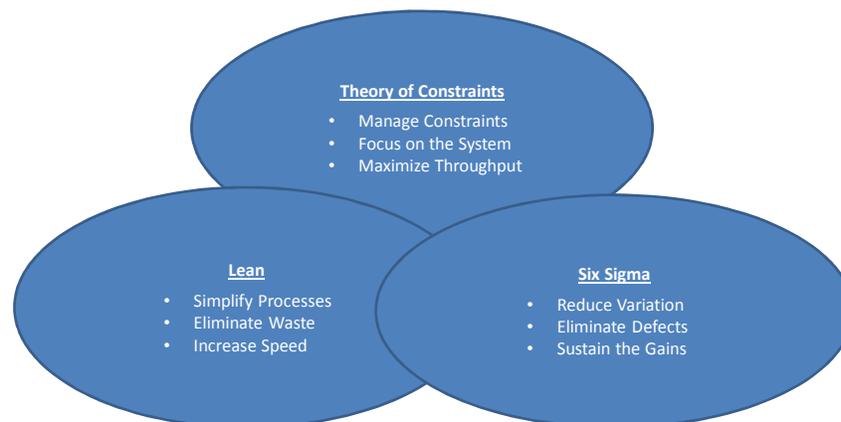
TWC Executive Director:

- Larry Temple



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TWC's Rapid Process Improvement (RPI)



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How does CRD Measure Improvement?

- **QT/OE** (quality throughput divided by our operating expenses). Did our QT/OE increase upon implementation of improvements?
- **Value Realized**
Definition: The value of increased throughput, quality, and/or reduced operational expenses (or a combination of the three) made possible through improvements.

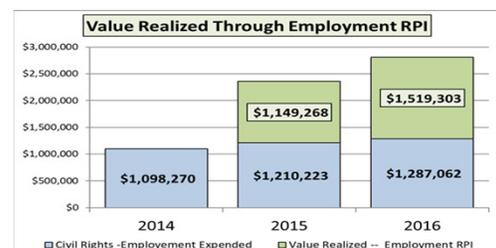
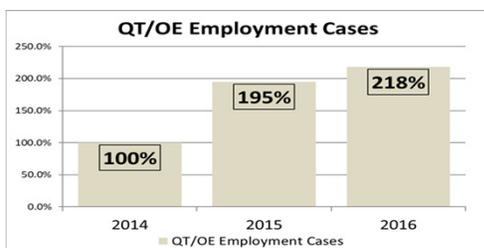
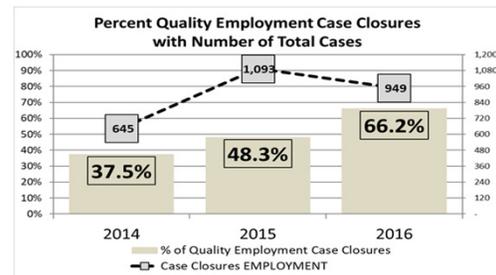
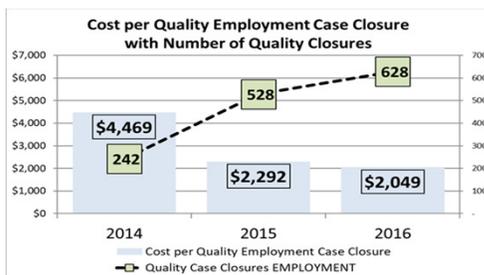
How is this calculated?

It is the difference between what it now costs to produce our current QT vs. how much it would cost to produce the same current QT, but at our baseline (pre-improvement) efficiency rate.

$$Value\ Realized = (Cost\ per\ QT_{baseline} - Cost\ per\ QT_{New\ period}) \times QT_{New\ Period}$$



CRD Employment RPI Results



What is the Recipe for Value Realized?

You make cakes each year for your charity's bake sale...

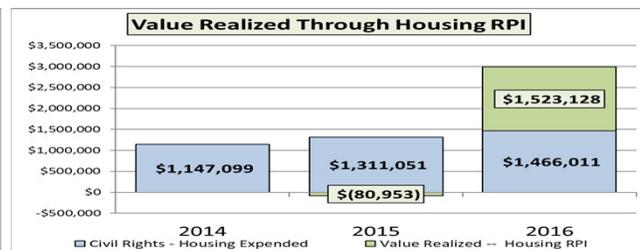
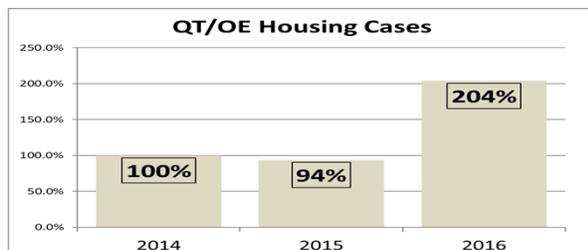
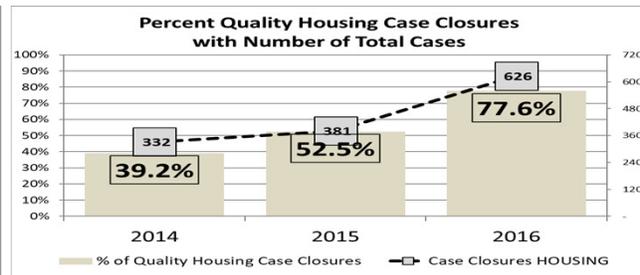
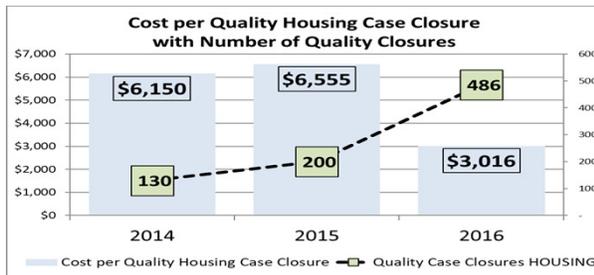
- Year 1:
 - T = 10 cakes
 - QT = 7 cakes (70%)
 - OE = \$50
 - Cost/quality cake: $\$50/7 = \7.14
- Year 2
 - T = 15 cakes
 - QT = 13 cakes (86.7%)
 - OE = \$65
 - Cost/quality cake: $\$65/13 = \5
- VR: $(\$7.14 - \$5) \times 13 = \$27.82$



$$\text{Value Realized} = (\text{Cost per QT}_{\text{baseline}} - \text{Cost per QT}_{\text{New period}}) \times \text{QT}_{\text{New Period}}$$



CRD Housing RPI Results



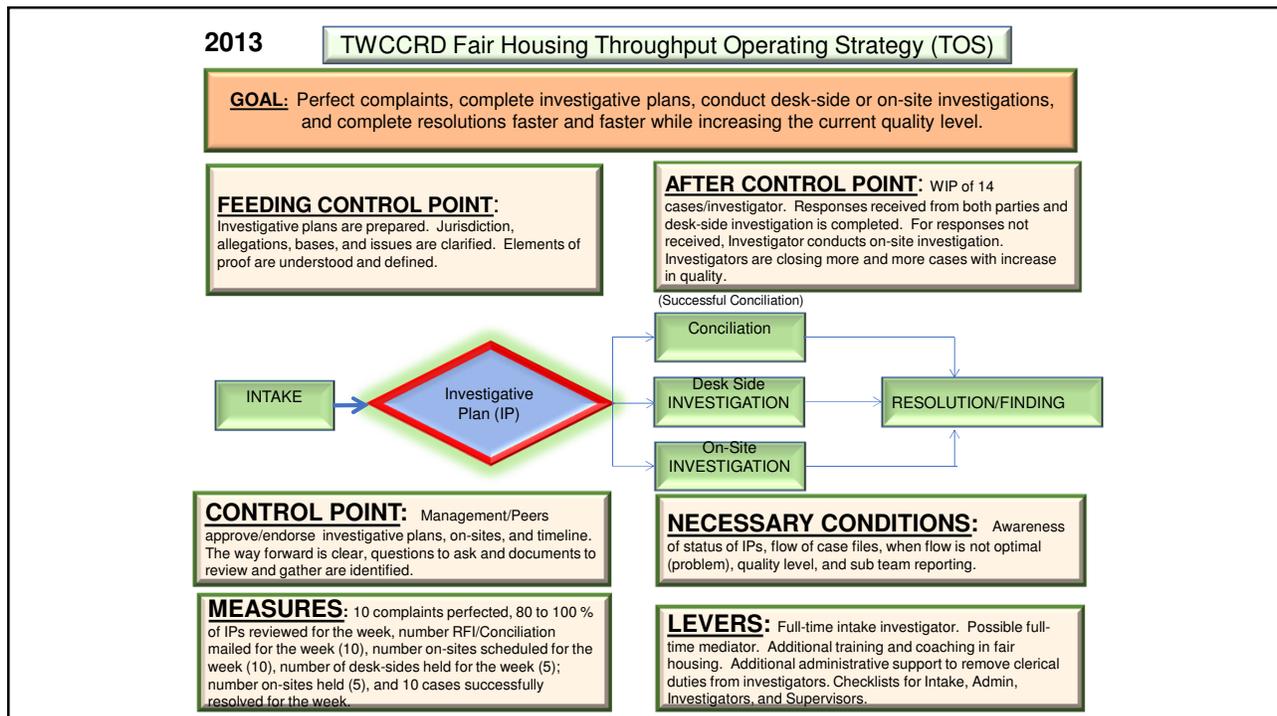
Fair Housing RPI 1.0 & 2.0

Problem Statement (2013):

We are not conducting investigations/conciliations and completing resolutions in a timely manner or in the quantity needed.

Problem Statement (2015):

As a result of the RPI 2013, Housing Investigations garnered improvement in all measured areas. However, the Section continues to struggle with closing cases in a timely manner and in the necessary quantity.



What is Your “Blue Light”?



The New York Times



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Not My “Blue Light”



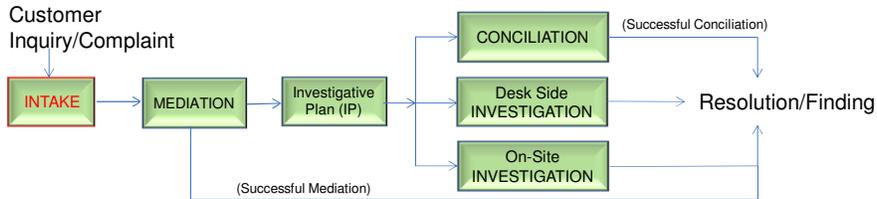
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2015 TWCCRD Fair Housing Throughput Operating Strategy (TOS)

GOAL: Perfect complaints, complete investigative plans, conduct desk-side or on-site investigations, and complete resolutions faster and faster while increasing the current quality level.

FEEDING CONTROL POINT: Complete, accurate and HUD-approved housing inquiry.

AFTER CONTROL POINT: Parties are notified and invited to mediate. WIP of 14 cases/investigator. Investigators utilize the best outlet for closing more cases efficiently with increased quality. Management/Peers approve/endorse investigative plans, on-sites, and timeline.



CONTROL POINT: The way forward is clear, questions to ask and documents to review and gather are identified. Complainants are available to provide necessary information in a timely manner. Inquiries can be perfected into complaints.

NECESSARY CONDITIONS: Adequate staffing levels of fully trained investigators, efficient Investigative Plans and Letters of Determination, optimal flow of case files, and fair and unbiased investigators. Jurisdiction, allegations, bases, and issues are clarified. Elements of proof are understood and defined.

MEASURES: 10 complaints perfected per week, 80-100% of IPs reviewed for the week, number of RFI/Conciliation mailed for the week (10), number of case closures submitted to management for the week (10), and 10 cases successfully resolved for the week. Number of mediations. Management endorse investigative plans, on-sites, and timeline within 3 business days.

LEVERS: Adequate compensation. Improved training, mentoring and coaching in fair housing and reduced investigator learning curve. Aged Case Panel. Checklists for Intake, Admin, Investigators, and Supervisors.

“Old Dogs, Mean Dogs” Review



Wikipedia

QUALITY CHECKLIST

Texas Workforce Commission, Civil Rights Division
Employment Investigations Quality Assessment

TWCCRD#:		EEOC#:	
Initial Inquiry Date: November 29, 2017		Filing Date: Nov 29, 2017	
		Date Closed:	
A. Intake Assessment			
All bases and issues identified in the inquiry were covered in the initial Charge.	5	Goal	Earned
The CP and RP's name and address are correct on the initial Charge.	5		
The charge did not require an amendment due to CRD error.	5		
The Charge was drafted and sent within 21 days of receiving the inquiry.	5		
The RP was served and both parties were offered mediation within 10 days of perfecting the Charge.	5		
Subtotal	25 Pts		
B. Investigation Assessment			
The Investigator prepared and used an Investigative Plan.	5		
The RP's Position Statement was received and filed correctly.	5		
Any rebuttal made by the CP in response to the RP's position statement was properly noted and considered.	5		
CP has been interviewed on at least two occasions (this may include the telephonic PDI) and relevant witness testimony has been secured.	5		
A Pre-Determination Letter (PDL) has been prepared. The PDL addresses all Bases and Issues identified in the inquiry, the charge, and discovered in the investigation.	5		
Evidence to support the Investigator's PDL is in the file.	5		
Applicable policies of the Respondent have been reviewed.	5		
A Pre-Determination Interview (PDI) was conducted or a PDL was mailed.	5		
Notice of Right to File Civil Action (180 Day Letter) was sent to CP between the 170 th and 180 th day, if necessary. If not needed, award point.	5		
The PDL contains no more than 3 spelling, grammar and/or formatting errors and the appropriate template was used.	5		
Subtotal	50 Pts		
C. Closure Assessment			
All Bases and Issues identified in the inquiry, charge, and investigation are addressed in the IM.	5		
New evidence provided by the CP after the PDI or PDL was carefully considered.	5		
Evidence to support the findings and the interview notes are in IMS and the file.	5		
The IM contains no more than 3 spelling, grammar and/or formatting errors and all documents are filed under the proper tab in the case folder.	5		
The closing documents and IMS contained the correct CP, RP, and representative's names and addresses and the appropriate template was used.	5		
Subtotal	25 Pts		
D. Overall Score (Total of A + B + C)			
	100	Goal	Earned
E. Overall Timeliness Assessment (# of Days between charge date and issuance of cause PDL or closing date if not cause)			
If Over 720 Days old (0% of Score)			
If Over 365 Days old (50% of Score)			
If Over 180 Days (75% of Score)			
If Between 121 and 180 Days (90% of Score)			
If 120 Days or Less (100% of Score)			
	$\frac{(D)}{(E)} \times 100 = Q$		
		100%	

Performance Evaluations

1. Duty: Conducts quality fair housing investigations...

Performance Standards:

Good: Average quality of case files must rate 91- 95%

Outstanding: Average quality of case files must rate 96- 98%

Exceptional: Average quality of case files must rate over 98%

...



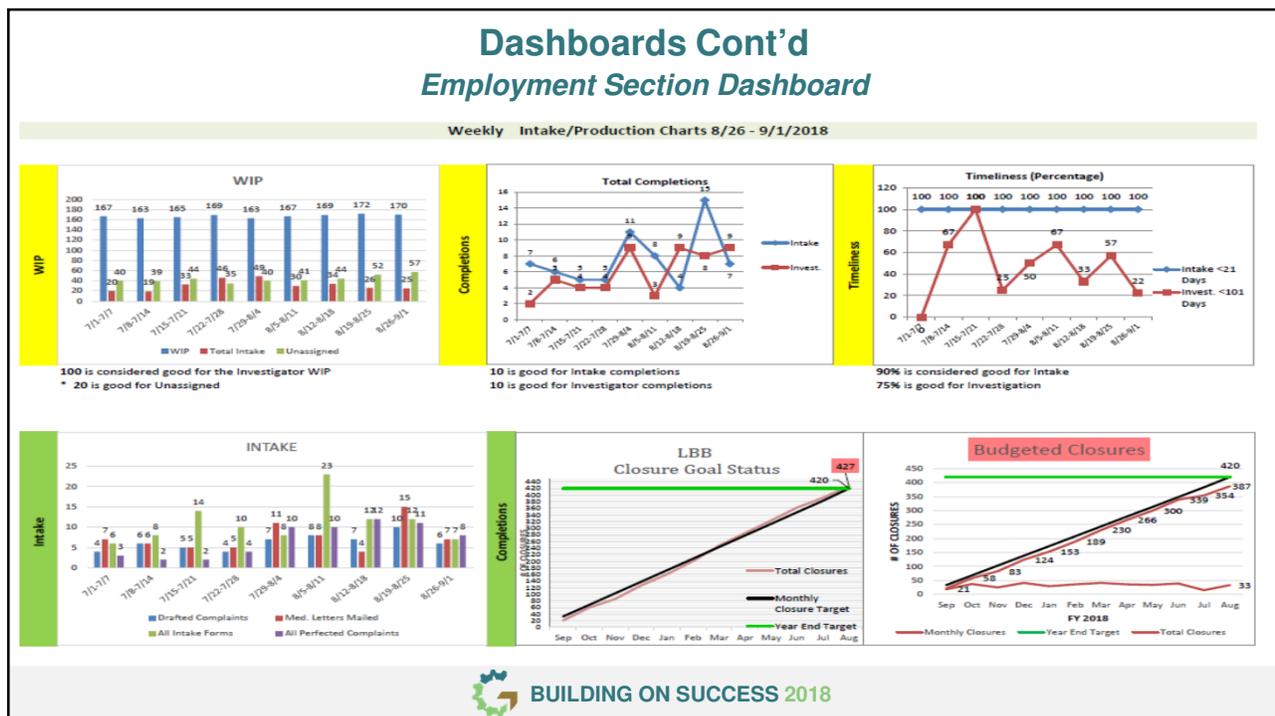
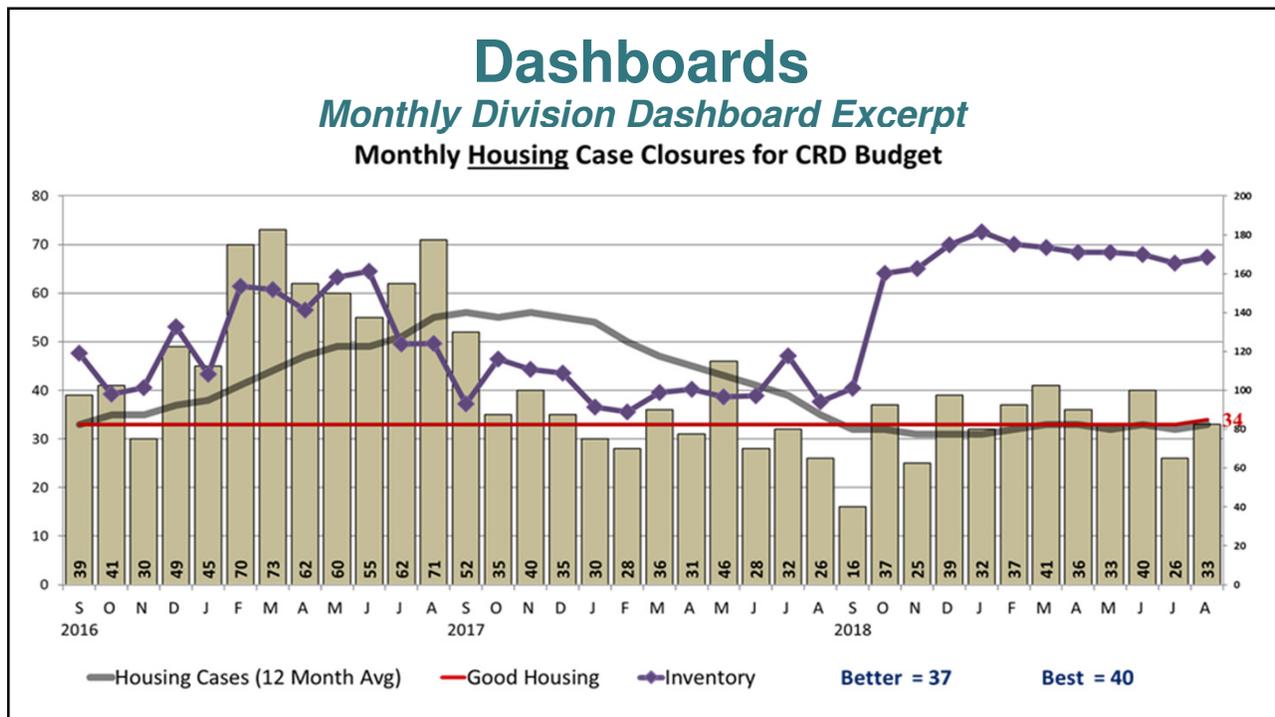
Evaluation

- OUTSTANDING
- Excellent
- Very Good
- Average
- Below Average

ubiSafe

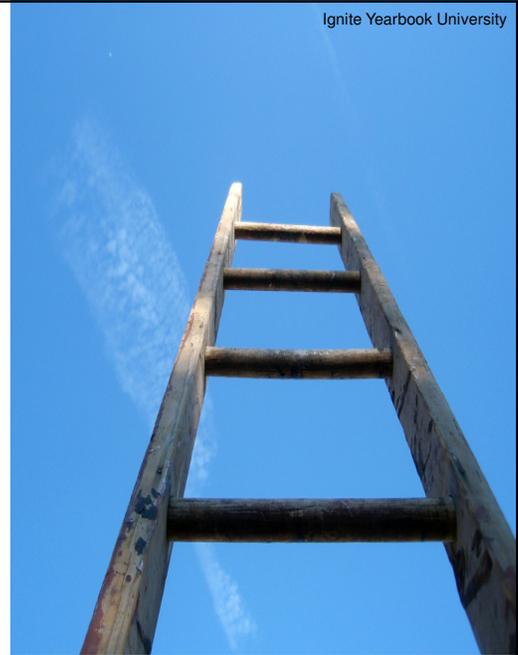


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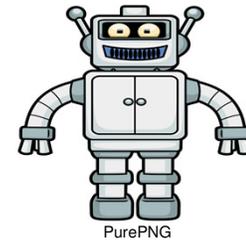
Buy-In

- Commitment at the Top is Critical
- Continuing Education
- “Walk the Walk”



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Change Management



- Exhibit Leadership
- Recognize variance
- Identify early adopters
- Switch rather than fight



Animal World



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Current Process Improvement Efforts



- Weasel stomping
- Full Kit
- Alligator chomping
- Updating Checklists



Amazon.com Safari Ltd Wild Wildlife Alligator



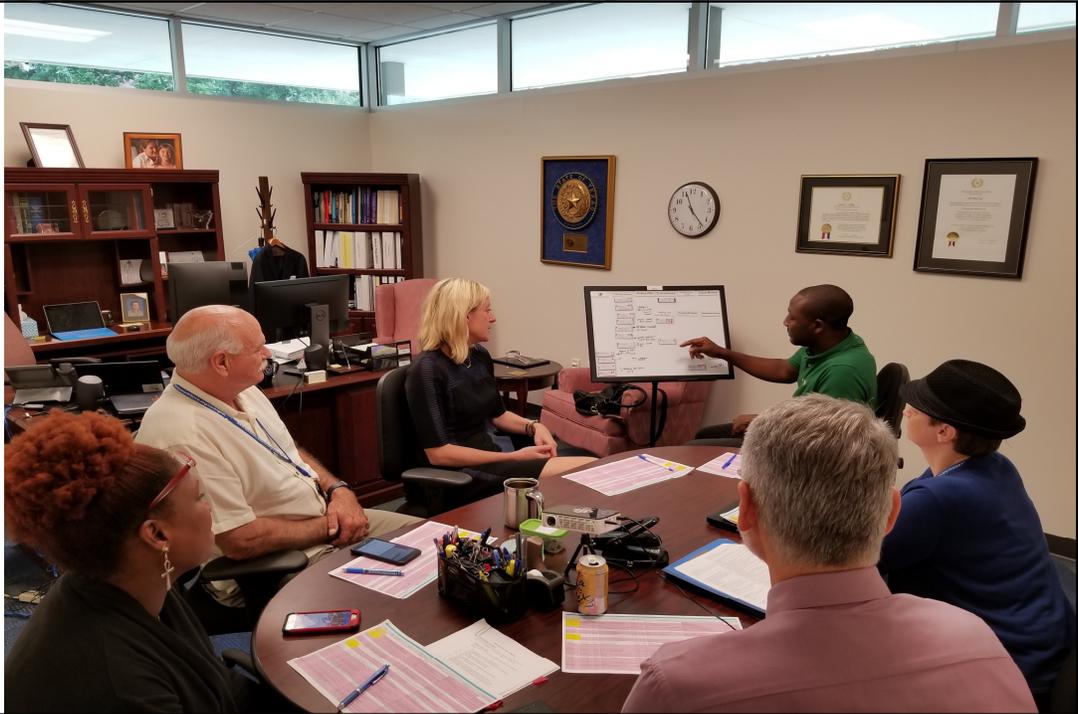
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Current Initiatives: *WIP Boards*



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And, they're portable!



NEXT STEPS

- Identify primary and secondary constraints and watch for shifts
- Utilize mini-RPIs with tiger teams
- Improve quality goal setting and measurement



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Take-Aways for Process Improvement Experts from a Non-Expert Director

- **Better, faster, cheaper, not budget cutting**
- **If at first you don't succeed...**
- **Tone at the Top & Peer Sharing**
- **“Old Dogs/Mean Dogs” Meetings**
- **Performance Evaluations**
- **WIP Boards**

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