



Lean

Continuous Process Improvement

RESOURCE MANAGEMENT AGENCY

LEAN STRATEGIC DIRECTION

2009

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Executive Summary

The Lean implementation plan builds on existing efforts and represents a major step forward by aligning the entire Resource Management Agency to a culture of continuous process improvement with a standardized, disciplined approach that will achieve effective and efficient results.

Lean training and events will occur at a measured, organic pace by personnel at many levels, with contractor support where needed, to reduce lead times, reduce variation, and eliminate bottlenecks. At the same time, the internal infrastructure will be developed over the next several months to sustain the Lean improvement efforts with decreasing reliance on an outside contractor with the eventual goal of self-sustenance.

Initial work involved “Executive Planning Sessions”, the development of a Vision, Strategic Plan, and “Value Stream Analysis” with the Agency Head and Division Directors to select the right “Projects” to engage. As “Projects” are identified, performed, and completed, programs and services will benefit from the improvements, savings, and return on investment.

The RMA Portfolio Implementation Plan identifies the targets (value streams), the champion (person responsible for the process), when the Value Stream Analysis will be conducted, and a rough order of magnitude estimate of target’s dollar value.

Mission Statement

The mission of the Resource Management Agency, in cooperation with the public and our partner agencies, is to protect the consumer and community's health, safety and environment by carrying out adopted laws and policies, and educating, assisting and empowering Ventura County residents and businesses to be good stewards of the land and our resources. RMA is dedicated to achieving this mission through hard work, honesty, fairness, and efficient and effective customer service.

Vision

The Resource Management Agency will be the recognized leader in providing uniform, transparent and timely services in support of sound environmental and community protection.

Strategic Objectives

- **#1** Recruit, develop, retain and value quality employees who are fully empowered to fulfill the RMA mission.
- **#2** Provide accurate and comprehensive information and recommendations to the Board of Supervisors.
- **#3** Provide clear, consistent and accurate information to the public.
- **#4** Apply laws, ordinances, regulations, and policies in an efficient, fair and consistent manner.
- **#5** Deliver excellent customer service.

Annual Objective #1

The following Annual Objectives have been established in an effort to move the RMA toward achieving its first Strategic Objective to *Recruit, develop, retain and value quality employees who are fully empowered to fulfill the RMA mission.*

Annual Objectives

- 1.1 Develop consistency in the employee reward process.
- 1.2 Improve the recruiting process.
- 1.3 Expose workforce to an awareness of “Lean” principles, tools, and methodology.

Success Indicators

Objective 1.1 Develop consistency in the employee reward/recognition process.

Measures: Employee satisfaction
(employee turn-over, exit interviews, direct feedback)

Process cycle time
(staff time/effort needed to carry-out awards/recognition,
timeliness of service award issuance)

Objective 1.2 Improve the recruiting process

Measures: Positive to Negative Ratio
(feedback from applicants, recent hires and line managers)

Process cycle time
(time from initial recruitment request to hiring)

Number of qualified applicants
(average number of qualified applicants per recruitment)

Objective 1.3 Expose workforce to an awareness of LSS principles, tools, and methodology

Measures: Employee satisfaction
(employee turn-over, exit interviews, direct feedback)
Lean Six Sigma deployment metrics
(Continuous Process Improvement metrics to be determined)

Annual Objective #2

The following Annual Objective has been established in an effort to move the RMA toward achieving its second Strategic Objective to *Provide accurate and comprehensive information and recommendations to the Board of Supervisors*.

Annual Objective

2.1 Improve the informal communication processes between RMA staff, management and the Board of Supervisors' Offices.

Success Indicator

Objective 2.1 Improve the informal communication processes between RMA staff, management and the Board of Supervisors' Offices.

Measures: Process cycle time
(amount of time to communicate, time needed to track communication)
Positive to Negative Ratio
(Feedback from Board Offices)

Annual Objective #3

The following Annual Objectives have been established in an effort to move the RMA toward achieving its third Strategic Objective to *Provide clear, consistent and accurate information to the public.*

Annual Objectives

- 3.1 Improve and maintain all RMA Web pages.
- 3.2 Improve and maintain all RMA handouts and brochures.

Success Indicators

Objective 3.1 Improve and maintain the Web pages

- Measures: Positive to Negative Ratio
(Feedback from the public, customers and other web page users)
- Process cycle time
(Time needed to implement updates)
- Number of web-site hits
(Measure number of web page hits, including “sub pages”)
- Number of updates per year
(Was annual review/updates as needed completed?)
- Number of customers
(Number of permits issues/services rendered via the web)

Objective 3.2 Improve and maintain handouts and brochures

- Measures: Positive to Negative Ratio
(Feedback from the public, customers, stakeholders)
- Process cycle time
(Time needed to update materials, if needed)
- Number of customers
(Number of web page hits)

Annual Objective #4

The following Annual Objectives have been established in an effort to move the RMA toward achieving its fourth Strategic Objective to *Apply laws, ordinances, regulations, and policies in an efficient, fair and consistent manner.*

Annual Objectives

- 4.1 Improve and maintain policies and procedures
- 4.2 Improve consistency and effectiveness of employee performance

Success Indicators

Objective 4.1 Improve and maintain policies and procedures

- Measures: Employee satisfaction
(feedback from staff regarding effectiveness of processes)
Process cycle time
(time and variation in processing permits/providing services)
Number of updates per year
(annual reviews completed/as-needed updates completed)

Objective 4.2 Improve consistency and effectiveness of employee performance

- Measures: Positive to Negative Ratio
(feedback from customers re: consistency in processes)
Employee satisfaction
(feedback from staff regarding consistency/clarity of processes)
Process cycle time
(time and variation in processing permits/providing services)
Number of updates per year
(Was staff trained as needed following P & P updates?)

Annual Objective #5

The following Annual Objectives have been established in an effort to move the RMA toward achieving its fifth Strategic Objective to *Deliver excellent customer service*.

Annual Objectives

- 5.1 Improve RMA's understanding of our customer's satisfaction.
- 5.2 Evaluate if RMA's customer service standards are met.

Success Indicators

Objective 5.1 Improve RMA's understanding of our customer's satisfaction.

- Measures: Positive to Negative Ratio
(Percentage of customers satisfied with our customer service)
- Process cycle time
(Time needed to review/respond to customer feedback)
- Number of web-site hits
(number of customers using web opinion surveys)
- Number of customers
(total number of customer responses to opinion surveys)

Objective 5.2 Evaluate if customer service standards are met

- Measures: Positive to Negative Ratio
(Percentage of employees meeting standards)
- Employee satisfaction
(Feedback from employees regarding their understanding and appreciation for RMA's standards)
- Process cycle time
(Time need to evaluate employees)

Annual Value Streams/Projects

At the RMA Executive Planning Session, a number of value streams and projects were identified. These are to be the subject of the management team's effort over the course of the next year. Our goal is to complete and implement these improvements in an effort to meet our Annual and Strategic Objectives, Agency Vision and, ultimately, RMA's Mission. The value streams and projects are summarized below.

Discretionary Permit Process – This is an on-going project involving multiple County agencies. It consists of a thorough review of the discretionary land use permitting process and the implementation of approximately two dozen process and program improvements.

Improve the Recruiting Process – Approximately 18 months ago, RMA implemented a number of changes to its recruiting process in light of County HR's delegation of authority. It is time for a review of these processes and implementation of further improvements as needed.

Review & Establish Employee Award Process – RMA has no regular employee award/recognition program at the Agency level, and the programs within each division vary. This project involves a review of the existing Division-level programs, the development of basic "standards" to ensure a certain level of consistency among the Divisions with respect to such programs, and the developments of recommendations for an Agency-level award-recognition program.

Finalize & Execute LSS Deployment Plan – RMA over the past six months has completed the initial stages of its Lean Six Sigma Deployment Plan. This work, including the identification of deployment metrics, needs to be completed in the first quarter of the year.

Informal Communication Process for BOS – Review the current division-level procedures and develop an Agency-wide process for tracking informal staff communications with Board of Supervisor Offices.

Deploy RMA Web Branding – Update the RMA web page and all remaining RMA Division web pages to use the branding and navigation recently developed and implemented for the Planning Division web site.

Update Handouts and Brochures – Review and, update as needed, all RMA handouts and brochures to ensure up-to-date content and to embrace an Agency-wide format and look. Assess production process and costs.

Review and Update Policies and Procedures – Complete a review of Agency and Division policies and procedures and complete updates as needed. Review Admin Manual and RMA Manual to eliminate redundancies and inconsistencies, if any.

Clarify Review/Audit Processes – Identify current Service Quality Assessment programs, and establish new programs as needed. Prepare comprehensive documentation of all RMA programs, including monitoring process to track program implementation.

Assess Customer Satisfaction – Review survey forms and methodologies for evaluating customer satisfaction, and implement improvements as needed.

Develop Protocol for Customer Service Standards – RMA's adopted customer service standards have been recently been incorporated into the annual employee evaluation process. A process and/or protocol for how all employees will be evaluated against these standards needs to be developed and implemented.

Assess and Improve East County EHD Services/Office – Review east county inspection services provided by the Environmental Health Division (EHD), including establishing EHD offices in the east county area, to improve employee efficiency, reduce commutes, and improve customer service.

Portfolio Implementation Plan - 2009

| <i>Target Value Stream</i> | <i>Who</i> | <i>When</i> |
|--|-----------------------------------|-------------|
| Inter-Agency (County Wide) | | |
| Discretionary Permitting | Chris Stephens/ Kim Rodriguez | September |
| Establishment of Code Compliance Division | Chris Stephens/ Jim Delperdang | June |
| | | |
| Intra-Agency (RMA Internal) | | |
| Recruiting Process | Liz Sandoval | June |
| Employee Award Process | Jim MacDonald | July |
| Finalize and Execute Lean Deployment Plan | Chris Stephens | February |
| Informal Communication Process for BOS | Bob Gallagher | July |
| Deploy RMA Branding Web Services | Joe Clark/ Jennifer Padre | March |
| Update Handouts and Brochures | Kim Rodriguez | June |
| Review & Update Policies and Procedures | Chris Stephens | December |
| Clarify Review / Audit Process | Jennifer Padre | September |
| Improve Customer Satisfaction Survey Forms & Methodology | Jim Delperdang | September |
| Develop Protocol for Customer Satisfaction Standards | Jennifer Padre | September |
| | | |
| Grass Roots Lean Events | | |
| Billing/Process/Solomon Upgrade/Collections | Jennifer Padre/ Joe Clark | March |
| Review & Implement Safety Program Improvements | Liz Sandoval | August |
| Review & Improve Performance Review Process | Liz Sandoval | August |
| Review Leave of Absence Procedures | Liz Sandoval | June |
| Mail Processing | Jessica Griego | Completed |
| East County EHD Services/Office | Bob Gallagher | July |
| | | |

Lean Deployment Metrics – 2009

| <i>Category</i> | <i>Item</i> | <i>Goal</i> | <i>Status</i> |
|---------------------------------|---|-------------|---------------|
| Leadership Training | VSC Trained (Deputy Directors) | 100% | |
| Leadership Engagement | Directors Champion 1 Event | 50% | |
| | Participate in SPS/EPS | 100% | |
| Workforce Training | White Belt Trained | 10% | |
| | Yellow Belt Trained | 5% | |
| | GB Trained | 2% | |
| | BB Trained | 0% | |
| Green Belt Utilization | GB Facilitate 1 Completed Events/Projects | 3 | |
| Belt Certification | GB Certified | 2 | |
| | BB Certified | 0 | |
| Workforce Participation | Participate 1 RMA Event | 20 | |
| | Participate 1 County Event | 10 | |
| | Participate 2+ PWA Events | 5 | |
| | Participate 2+County Events | 5 | |
| Execution | RMA Kaizens | 5 | |
| | RMA Projects | 5 | |
| | PWA VSAs | 1 | |
| | EPS | | Complete |
| | Portfolio(s) | | Complete |
| Deployment (CPI Infrastructure) | Communication Plan | | Complete |
| | Web Site | | Complete |
| | Schedule, Metrics & Reporting System | | Complete |
| | Organizational Assessment | | |