This is all about change
To make this kind of change you have to

Recognize the problem

Believe in the answer

Work hard to change old habits
Here’s the problem

We’re pretty good at what we do

But in reality…
We’re just

A bunch of hardworking people, trapped in dysfunctional systems, producing invisible things for people who don’t want them, on behalf of people who do, for reasons we rarely articulate and can hardly measure.

- Ken Miller
• And we add to the problem with our legendary beliefs
We’re the government!

• We don’t make widgets
• We don’t have customers
• We don’t make a profit.
If we get into trouble, we rely on three time-honored solutions

- Reorganize
- Attack the Budget
- Squeeze the Employees
There is another way
State of Maine Dept of Labor

Bend the Curve
Planning the future of the Maine Department of Labor

About Bend the Curve

Bend the Curve is a planning exercise providing us with opportunities to assess our approach to the delivery of services and look for areas for improvement. Throughout the process we have focused on the core needs of our customers, identifying processes that have value to the customer and eliminating steps that do not. Bend the Curve also involves changing the culture of the Maine Department of Labor so that each of us learns to think differently about our work, how we are organized and our relationships with one another.

Frequently Asked Questions

For More Information

If you have a specific question about Bend the Curve that you would like to have addressed, please email the following address: bendthecurve@maine.gov.
Maine’s Bend-The-Curve Initiative Goals

- Provide the same or better customer service;
- Shift the work of the department to match customer expectations and needs;
- Achieve efficiencies by fundamentally changing how work gets done;
- Improve interdepartmental collaboration and service integration; and
- Decrease expenditures by at least $9 million and significantly reduce staffing levels while minimizing layoffs.
Costs

- Around $350,000 to date (18 months).
- Time seen as diverted from regular work which is reframed as “the work”. (I.E. part of “the work” is analyzing and making effort to improve the work and the way we do our work.).
Benefits

- (Re)focus workers on customer satisfaction.
- Utilization of retirements to offset position loss.
- Identified savings of 38 FTE’s and $3.5 million in to date.
- 20 formal work groups analyzing value streams.
LEAN SIX SIGMA PROJECT SUMMARIES

Friday, 01 December 2006:

Six Sigma has decreased costs, improved customer service and increased productivity throughout city government. Projects have resulted in over $10 million of savings or cost avoidance. Some specific project accomplishments include:

**Six Sigma**

1. Reducing the cost per foot of water main replacements.
2. Increased waste activated sludge processing.
3. Reducing call wait time for City Utilities customers.
4. Reducing transportation project change orders.
5. Reducing the cycle time for personal data records.
6. Increasing catch basin and inlet cleaning.
7. Increasing average chlorine dioxide generator efficiencies.
8. Decreasing the variability of slakers at water plant.
9. Reducing the number of right of way cut permit inspections.
10. Reducing the number of missed trash pickups.
11. Improving Pothole Response Time
12. Reducing the cycle time of cut restorations.
13. Reducing sprain and strain injuries at waste water and water plants.
14. Improving utility site plan routing approval process.
15. Increasing recycling participation on inner city collection routes.
16. Reducing contractor weekly payroll logging time.
17. Utilizing excess methane gas at waste water plant.
PROBLEM

Water main replacement costs are higher than the most recent Utility rate plan estimate.

SOLUTION

An analysis determined that changes needed to be made in the bidding and construction process to make it more cost effective. The City of Fort Wayne now bids large, stand alone water main replacement projects in the cold weather months to produce the lowest unit costs.

SAVINGS

The cost of water main replacements has dropped from $61 per foot to $49 per foot. The new process has saved the City more than $317,000. Other benefits include decreased service interruptions, improved water quality, better fire projection, and controlled utility rates.

Savings

- Cost per foot: Before/$61
- After/$49
- Each dollar reduction: $32,000
- New process has saved $317,000

Factoid

Six Sigma has decreased costs, improved customer service and increased productivity throughout city government. Projects have resulted in over $3 million of savings.

Six Sigma Team

Greg Meszaros, Project Leader/Black Belt
Ted Rhinehart, Champion
Matthew Wirtz, City Utilities
Mark Gensic, City Utilities
Paul Powers, City Utilities
Dan Smith, City Utilities
Ken Stempien, City Utilities
Bob Hinga, Water Maintenance
Outside Contractors and Engineering Firms
Welcome!

Enterprise Lean is a coordinated state government initiative for improving the organizational performance and results in Minnesota's state government agencies. Using time-tested process Lean approach, while also embracing Six Sigma tools and total quality management philosophies, Enterprise Lean has a simple goal of helping state government work better for its customers and employees.

Recent Events

21 more trained Lean facilitators

After seven rounds of training, 128 employees from across state government have been trained to facilitate rapid improvement events in their agencies.
Kaizen event

94% reduction in bottle preparation time at MDH

By combining two identical processes, aligning the roles and responsibilities of the technical services staff, creating one standard process for ordering bottles and 5S'ing the warehouse and bottle prep room, the Kaizen team from the Minnesota Department of Health reduced the time it takes to fill a bottle order by 94 percent.

Bottle prep Kaizen team
Shannon Carver (facilitator), Laura Fischer, Ron Brown, Sarah Tangwall, Ron Halliday, Heather Brand, Myra Kunas and Jeff Brenner.
IMPROVEMENT MATRIX

Bottle prep process improvement matrix
How do they do it?

Lean Thinking
What’s Lean Thinking?

Produce value for the customer

Eliminate waste
Culture Changes

Seek out problems
Embrace resistance
Identify our widgets
Discover our customers’ values
Learn flow
Learn how to see Muda
We already compost
What other waste could there be?
MUDA

- Material waste
- Waiting
- Moving stuff to people
- Moving people to stuff
- Inventory
- Overproduction
- Mistakes
- Not using available resources
How does Lean work?

• Use your secret weapon
  • Your staff
• Use your other secret weapon
Endorsements

G:\Tax Liens\Endorsements\Endorsements Flowchart.vsd

Investor wants to endorse

OR

Investor does not want to endorse

Still available? (taxes paid or another investor has endorsed)

Yes

No

Return or Refund payment

Payment amount correct?

Yes

No

Request correct amount from investor or return payment

Enter into TIMS

Update certificate and book

Mail copy of certificate to investor

Have someone double check the costs & books

Goes back to tax lien sale
Treasurer's Deed Applications

Request for a Treasurer's Deed

Determine Eligibility

Is the application for only one certificate? No →

Is the property contiguous and under same ownership? Yes →

Process as individual applications

Yes →

Bundle all properties into one application

Has the certificate been outstanding for at least 3 years? Yes →

Tell Buyer to try again next year.

No →

Assignment of Tax Sale List Certificate

Is Tax Sale buyer's name correct for how the buyer wants name to appear? Yes →

Process Deed request form

If buyer isn't available, the form can be emailed or mailed to the buyer who would return it with payment.

Actual property value or $500

Collect deed application deposit of amount determined by Treasurer's Deed SME

Collect deed application deposit of $450

Folder is legal size and includes:
- Treasurer deed checklist
- Signed Request
- Any notes or addition information from the buyer

Enter deed request in TR Deed spreadsheet

Spreadsheet includes:
- Certificate Number
- Property Owners Name
- Amount of Application Deposit

Request check from TIMS TREAS Deed GL account for postage

* Mailed via certified mail to last known address on file in TIMS
  * One copy marked as a copy sent via regular mail to the same address
  * Another copy kept in the deed document folder
  * Return address goes to TREAS PO Box in Nisw
Certificate of Taxes Due
Certificate of Taxes Due

Don’t guess

Measure
Certificates of Taxes Due

Once a week the G:Drive folder fills up - Yell at Steve to move the files cause he’s the only one with permission.

Incoming requests:
- Put Requests in In Box
- Find someone to do Certificates

Deposit check for request forms

Get forms from vault

Scan Check

Record Serial Numbers, enter payment

Ship out Request Forms

Rush Order

Stop everything you’re doing!

Look up Title Co #

Take to Operator

~150 per day

Start TIMS Printer

Outlook

Open G: Images folder

*Enter Account #
*Match Legal Description
*Enter Job #
*Create PDF
*Close Error Window

Email PDFs

Logoff and Shut Down

G: Drive

Generates an Error

Loop until Batch done

Email
Certificate of Taxes Due

Certificates Value Stream Map

<table>
<thead>
<tr>
<th>Step Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sort and batch by Title Co and count</td>
<td>60 minutes</td>
</tr>
<tr>
<td>Put Requests in In Box</td>
<td>1 minute</td>
</tr>
<tr>
<td>Find someone to do Certificates</td>
<td>100 minutes</td>
</tr>
<tr>
<td>Start up Machine Login</td>
<td>3 minutes</td>
</tr>
<tr>
<td>Logon</td>
<td>11.25 minutes</td>
</tr>
<tr>
<td>*Enter Account #</td>
<td>225 minutes</td>
</tr>
<tr>
<td>*Match Legal Description</td>
<td>30 minutes</td>
</tr>
<tr>
<td>*Enter Job #</td>
<td>1 minute</td>
</tr>
<tr>
<td>*Create PDF</td>
<td>1 minute</td>
</tr>
<tr>
<td>*Close Error Window</td>
<td>1 minute</td>
</tr>
</tbody>
</table>

Elapsed Time: 7 hrs, 21 minutes
Value Added Time: 4 hrs, 25 minutes
Muda Time: 2 hrs, 56 minutes
Scoresheet

- **Before Kaizan**
  - No plan – just assigned to one person
  - Promised 72 hour turnaround
  - Drove her nuts (each by each & interruptions)

- **After Kaizan**
  - ½ FTE
  - Same day turnaround

- **Next Incarnation – January 2010**
  - 2 minute turnaround
  - 0 FTE
Quick & Dirty Value Calculation

**Potholes**

**Receptionist**
- Logs Call
- Verifies Location

**Supervisor**
- Schedules Work

**Crew**
- Fixes Pothole
- Reports Work Done

**Time Breakdown**
- TOTAL: 33 Days
- VALUE: 1 HR 6 Min
Quicker & Dirtier
Check Processing

Before
Check Processing

After
# Check Processing - the Scorecard

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank processed</td>
<td>0</td>
<td>52,849</td>
</tr>
<tr>
<td>Hand processed</td>
<td>~70,000</td>
<td>2,144</td>
</tr>
<tr>
<td>Tax Deadline Employee time</td>
<td>20 hrs/day</td>
<td>3 hrs/day</td>
</tr>
<tr>
<td>Deposit time</td>
<td>1-2 days</td>
<td>same day</td>
</tr>
<tr>
<td>Web display</td>
<td>1-2 days</td>
<td>1-2 days</td>
</tr>
<tr>
<td>Bank charges</td>
<td></td>
<td>We ain’t tellin</td>
</tr>
</tbody>
</table>
The other secret weapon

Project Management

We use Prince2
Starting A Project
• Business Case
• Project Organization
• Decision-Making Structure
• Initial Stage Planning

Planning & Controlling Stages
• Assessing Progress
• Communication & Status Reporting
• Issue Escalation
• Risk Management
• Integration Planning & Coordination
• Capturing Lessons Learned

Directing a Project
• Ad-hoc Direction
• Plan & Change Approvals
• Business Case Review
• Project Close Authorization

Managing Delivery
• Assessing Progress
• Communication
• Issue Escalation
• Risk Management
• Integration Coordination

Closing a Project
• Gathering Project Metrics
• End Project Reporting
• Post-Project Review
• Recognition
• Project Cleanup

PRINCE2
Project Management Method
What’s Next?

Get Online – see what other folks are doing – get energized

Read a couple of books
Get some training

• Ken Miller’s “We Don’t Make Widgets” is an excellent place to start.
• There are White, Green, and Black belt classes.
• I’m now doing a Green Belt class on-line through Villanova University.
Our project plan will follow the usual arc.

Phase one will be unwarranted optimism supported by delusions of competence.

In phase two, the obstructionists will slither out of their lairs and try to smother our dreams.

Ignorance and envy will fuel rumors that get repeated until they morph into common knowledge.

Resources will be allocated based on misinformation and favoritism.

And requirements will drift until the project is both undesirable and impossible.

That brings us to the second week.

I want my unwarranted optimism back.