



# Glendale Lean Academy August 26<sup>th</sup> update

The Department of Organizational Performance





# Agenda

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- Program Overview
- Lean Projects
- Lean-Inspired Applications
- Employee Engagement Efforts



# Program Overview



# Lean Academy Purpose



Build on our culture of continuous process improvement



Help drive operational efficiencies, enhance our service quality



Educate our employees on Lean Six Sigma principles



Empower staff to identify process improvement opportunities



Strengthen workforce development



# Lean Six Sigma Methodology

A proven process improvement method:

- ***Lean***
  - Originated from the Toyota Production System
  - Focus areas: Eliminating waste, process flow, and customer value
- ***Six Sigma***
  - Developed by Motorola
  - Focus areas: Product quality, process consistency, reducing defects



# Training and Certification



## Lean Six Sigma Black Belt

Drive complex improvements and lead cross-functional project teams.



## Lean Six Sigma Green Belt

Lead departmental process improvement projects.



## Lean Six Sigma Yellow Belt

Identify and support process improvement initiatives.



## Lean Basics

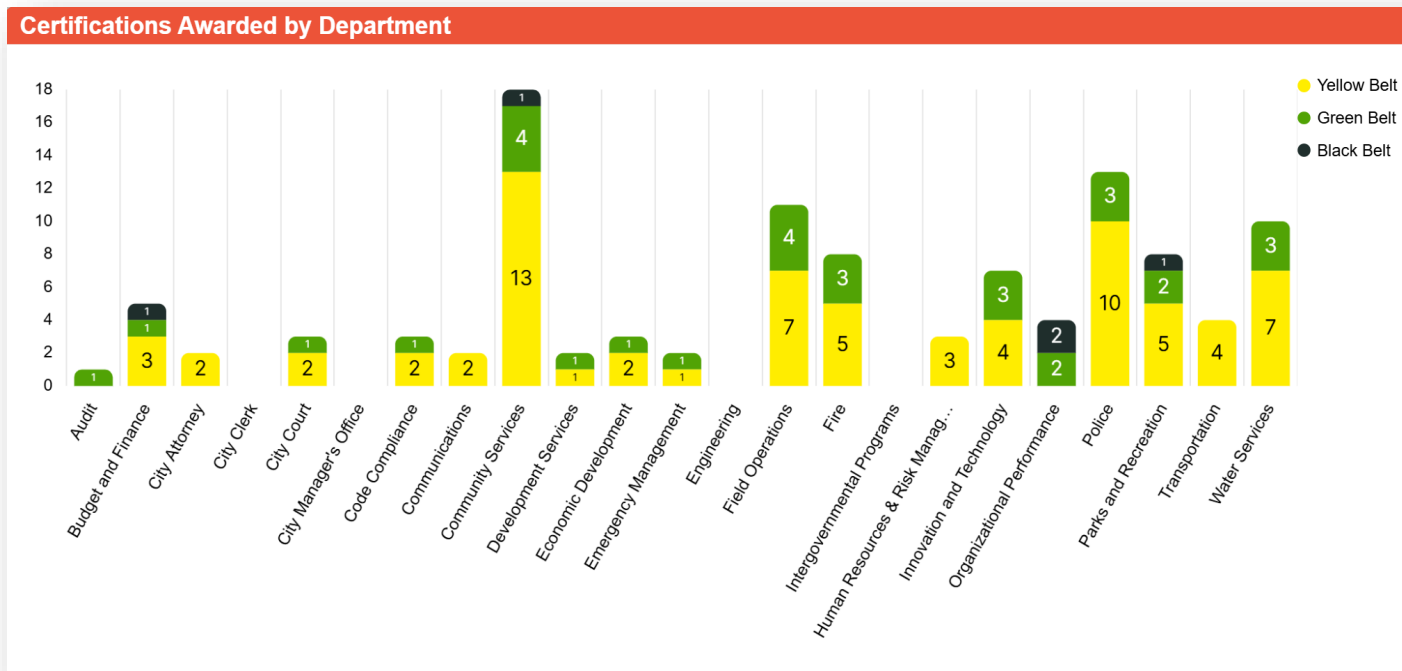
Understand core Lean Six Sigma principles.





# Training and Certification

- Since October 2023: 110 employees certified!



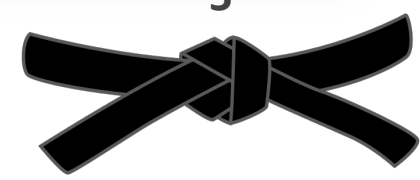
74



31



5





# Employee Perspective:

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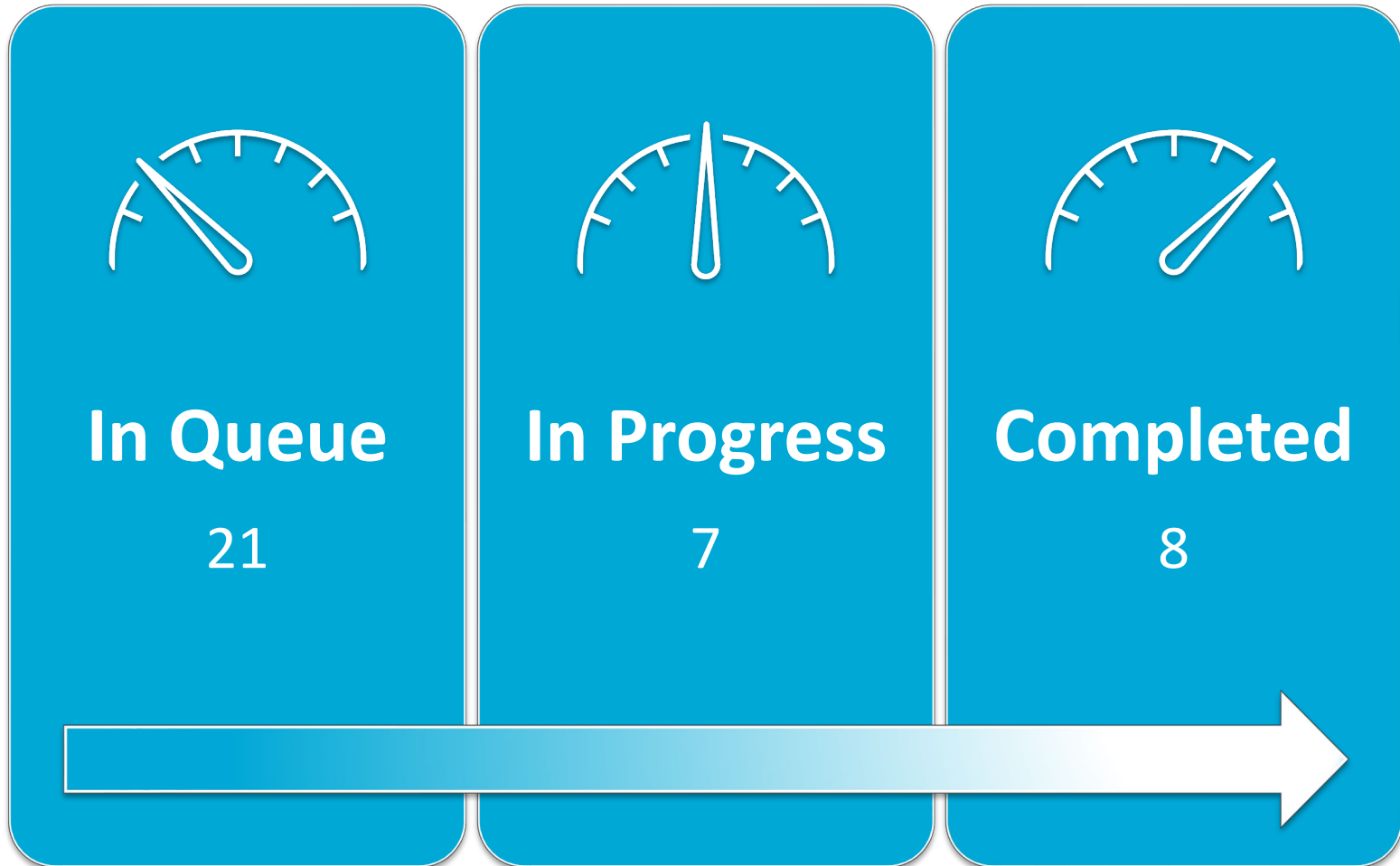


# Lean Projects





# Lean Projects





# Housing Recertification



The recertification process for public housing and vouchers was an inefficient manual and paper-based process



Process mapped 18 sub-processes, readied housing team for new software integration



Identified 18 process improvement opportunities to be incorporated with new software



Digitized paper-based case worker assignment verification, allowed case workers to simultaneously review the recertification list



Slashed review process from 3 days to 2 hours... 83% reduction

# Capital Assets

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Evaluated the limits and the process for reporting capital assets



Compared our practices to other cities and considered new guidance from Government Finance Officers Association (GFOA)



Increased the dollar limit from \$5k to \$25k



Digitized asset reporting and inventory workflow and form submission process



Reducing employee workload across all departments, generated an estimated time savings of over 1,000 hours per year



# After Hours Water Reconnects



Unclear policy and misunderstanding of resource constraints led to a departmental disagreement of after-hours water reconnection standards



Established clear policy and service standards



Aligned Customer and Water Field Services end-of-day hours of operation



Increased employee morale and safety, reduced organizational risk



Projected resource savings: \$20,804 in overtime/vehicle use costs, and 212 hours in process time savings annually



# Lean-Inspired Applications



# Program Evaluation

Kaizen = Good Change

- **Goals:**
  - Continually assess program effectiveness
  - Identify opportunities to improve task efficiency
  - Eliminate unnecessary tasks where appropriate
  - Establish program Key Performance Indicators (KPI's) and review schedules
- **491 Programs Inventoried Citywide**
  - 15 programs evaluated
  - 574 tasks assessed
  - 56% of tasks can be improved or eliminated



# Software Integration

## Gemba = The Real Place

- **Goals:**
  - Walk the process, see work in progress
  - Create a shared understanding
  - Show respect for the people involved
  - Identify problems and opportunities for improvement
- ***Piloted during the Build Glendale software integration***
  - Step by step analysis of permitting request process
  - 40 participants from 8 departments
  - Positive feedback led to new IT standard & training plan



# Employee Engagement Efforts



Citywide Training Course (in development)



Aimed at increasing our commitment to ongoing process improvement



Values-based framework that introduces fundamental Lean Six Sigma principles



Encourage all employees to apply Lean Six Sigma concepts in their everyday work





IDEAS GENERATING NEW INNOVATION  
TOWARD EXCELLENCE



Employee-driven innovation program to improve how we work and serve



Easy online submission process



Review Board



Director approval



# Questions

