

Arizona Government Transformation Office

October 25, 2012

2012

Agenda

GTO Update

- Executive Order Review
- GTO Strategy and 2012 Activities
- 2013 Planning

Agency Presentations

- Arizona Department of Environmental Quality
- Arizona Department of Economic Security

Intel MAPS Program

- MAPS volunteer program overview
- Getting Agencies Involved with MAPS

Call to the Public

Executive Order 2012-07, Government Transformation Committee

The Committee shall provide guidance and oversight to the Government Transformation Office (hereafter GTO). Through an established meeting format, the Committee shall:

- Review the continuous improvement efforts across the state agencies to ensure alignment with the strategic priorities of the state
- Review the deployment and sustainment model for continuous improvement to ensure that it balances implementation with the other strategic priorities within state agencies
- Deliver recognition to agencies and individuals that implement improvements to state processes

The Committee shall hold regular meetings to review the performance of agencies. As part of the review process, agencies will be required to:

- Develop clear, relevant, and easy-to-understand measures that demonstrate whether or not continuous improvement efforts are successful
- Demonstrate how programs contribute to the priorities of the Executive Branch and of the citizens being served
- Communicate best practices along with project methodologies and results that can be shared across agencies

Executive Order 2012-07, Government Transformation Office

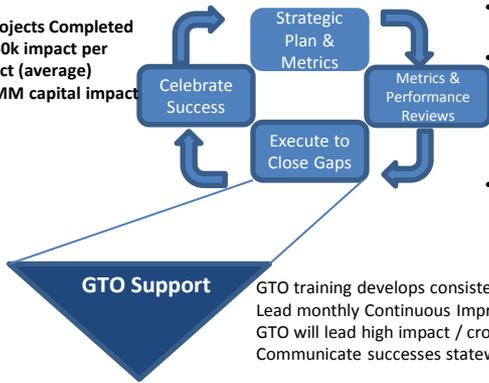
The Government Transformation Office is hereby established. The mission of the GTO is to enable government agencies to develop and sustain a culture of continuous improvement with an emphasis on service excellence and the relentless elimination of process inefficiency. Under the direction of the Committee, the GTO shall:

- Assist agencies with identifying high value process improvement projects
- Manage the training strategy in Lean Six Sigma and other process excellence tools, leading to the development of agency experts deployed throughout state government
- Support the development and sustainment of a continuous improvement culture
- Provide facilitation and/or consultation in the implementation of improvement projects in agencies
- Develop consistent toolkits, resources, and materials for agency use
- Assist agencies to prepare and present results to the Committee
- Assist the Committee in organizing and implementing performance review meetings with agencies
- In a transparent manner, measure, track, and communicate cumulative results to the Committee and the public

GTO Strategy - 2012

2012 – 2015 Strategy 15 Active Agencies

75 Projects Completed
> \$250k impact per project (average)
\$18 MM capital impact



- Build to 15 agencies with active Continuous Improvement Cycle
- Lean or Lean Six Sigma teams trained to close performance gaps
- Formalized project prioritization method in each agency designed to identify the highest impact projects
- Consistent reporting structure to share results and best practices statewide

GTO training develops consistent execution skills in our agencies
Lead monthly Continuous Improvement Community Meetings
GTO will lead high impact / cross-agency engagements
Communicate successes statewide

2012 – 2013 Action Plan

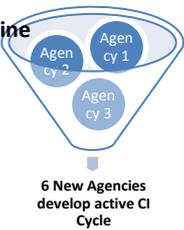
Goals	N	D	J	F	M	A	M	J	J	A	S	O
Complete Lean Practitioner Training Pilot												
Launch Q1 Lean Practitioner Training												
Launch Q2 Lean Practitioner Training												
Launch Q3 Lean Practitioner Training												
Consulting support for high priority projects												
Launch GTO website to communicate results												
Lean Services RFP												
Achievements Recognition Event (Q4)												

2012-2013 Strategy

60% of GTO Capacity

Training & Launch Support Support Existing Customers

GTO Pipeline



Champion Training: Assist mid-and senior level manager with identifying and prioritizing high value projects
Advanced Practitioner Training: Build on the foundation training to emphasize facilitation and project leadership skills
Lean Community: Monthly lean community meetings to address common challenges and special topics

20% of GTO Capacity

Consulting

Pipeline Driven – GTO will actively lead high value / high visibility projects
High Value – minimum anticipated return >\$250,000 or high visibility

Goals and Key Metrics

Impact Metrics (Anticipated vs Implemented)

- **Service:** % Lead Time Reduction or Wait Time Reduction
- **Service:** % improved process outcomes
- **Cost:** Average Dollars saved per project (hard and soft dollars)
- **Quality:** % Errors Reduced

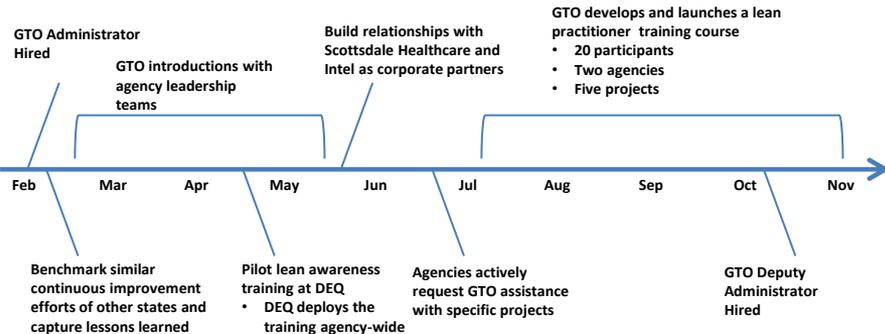
Activity Metrics

- # of State Agencies reporting results of active CI efforts
- # of lean implementations per agency
- # of employees completing lean awareness training
- # of employees completing lean practitioner training

FY 2013 Goals

- 20 lean engagements completed with reported results
- \$5MM capital impact
- Train 60 Lean Practitioners
- Engage 6 new agencies with lean methods
- DHS and DEQ each complete at least 5 internally led lean engagements

2012 Activities Completed



Risks/Unresolved Issues

Fully Leverage Corporate Partners

- Intel MAPS program is a huge opportunity to increase our range
- Need to create a robust pipeline to leverage

Leverage External Consultants

- Manage consultants to ensure we're building internal capacity vs reliance on consulting
- Most consultants cost \$10k to \$15k per week

Active Projects & Goals

Arizona Department of Environmental Quality

- WQARF: Reduce lead time for Remedial Investigation by 30%
- Procurement: Reduce lead time to issue RFP's by 40%
- Inspection Reporting: Reduce Lead Time for Inspection Reports by 30%
- Public Records Request: Reduce lead time for public records request by 30%

Arizona Department of Health Services

- A.S.H. Incident Management – reduce process time and lead time for incident reporting process by 30%
- Grants Management Process – increase grant win%

Arizona State Land Department

- Reduce lead time for Right of Way permitting process by 30%

Department of Public Safety

- Reduce lead time for RFP process by 30%

Project Pipeline

Suggested Relative Weighting of the Categories for the Weighted-Sum Model for Ranking

	40%	40%	20%	
Project #	Customer Experience	Cost and Capacity	Risk and Quality	Overall Score (10=high, 1=low)
DPS Procurement	Med	High	High	8
Land Right of Way Permits	High	High	Low	8.2

Customer Experience: The project directly impacts the public as end-users of the process

Cost and Capacity: Improves the cost of operations or capacity to deliver services

Risk and Quality: The project addresses risks associated with process output quality or risk associated with negative public perception

- GTO’s pipeline uses a weighted sum model to create an overall project prioritization score
- The goal of the weighted factors are to align our engagement opportunities with the priorities of the State

2013 Planning for GTO

1st Quarter Training

- In November, begin reaching out to agencies to submit project ideas and nominate employees to participate
- Develop a six-week timeline so participants and agencies come prepared to start training and begin work on projects

Advanced Training

- Offer advanced training to graduates of the Foundations in Continuous Improvement Course
- Develop skilled facilitators capable of leading team-based problem solving projects with confidence

Community Roundtable

- Monthly Roundtable forum where continuous improvement champions across agencies can collaborate
- Invite speakers to address special topics

GTO Website

- Share projects results with other agencies and the public
- Promote training and consulting services
- Share continuous improvement educational resources