Keeping Local Government Lean: Maintaining a Culture of Process Improvement

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YEAR ONE

Lessons Learned
- Start small and build upon a foundation of small wins.
- Ask for volunteers, it is difficult to force buy-in.
- Involve Senior Leaders and Subject Matter Experts.
- Not all tools are a great fit, but some tools are a perfect fit. Find what works for your organization.

YEAR TWO

Maintaining Momentum
- Leadership is key
- What does success look like?
- Where is your PIJ program going and how does it tie to your other initiatives?
- Identify champions & mentors within the process.
- Celebrate success and continuously improve.

TAKEAWAYS

Tools to research & implement...
1. Lean Year 2 Assessment Tool
2. Enterprise Process Improvement Roadmap
3. Infrastructure - Leader Standard Work
4. Your "HOUSE OF PIJ" - Elements of success

QUESTIONS & ANSWERS

How often should you address 2 & 3-year plans?
Find a way to go back and refresh those plans. Update on an annual basis, pull key leaders together as a steering committee. Focus on questions such as... How did we do last year? How can we improve? Is it possible to align your plans within the budget process?

How is the program funded?
In Roanoke County, the program is connected to the strategic plan which contributes to a higher priority during the budget process. In the future, it is important to continue to build a case for funding.

Do you worry about which metrics to broadcast?
Focus on output level metrics during the first three years. Keeps the momentum. Start with the small tangible metrics and role it into the budget process. Leaders and elected officials want to know exactly what the results are; talk about the process, but equally important is to highlight the results.

Is there a sense of different experience in municipal types?
In Roanoke County, there was no structure in place, we tried to go big at first and in hindsight, it is recommended to start small and build on those successes. Keep in mind the program does work in government and stay positive. Government structure is important, there are differences in how you sell it to employees vs. elected officials. There are also departmental challenges regarding a "ground-up" vs "top-down" approach.

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