

Activity at a Glance

- Over 145 rapid process improvement events (Kaizen) at 18 agencies held since program's beginning in November 2007, realizing:
 - 68% average lead-time reduction
 - 44% average task time reduction
 - \$85,000 average cost-avoidance per event
- Over 2,000 state agency staff have participated in Lean training
- Lean website monitors and reports results, and serves as an online resource for information, teaching tools, and training materials

Activity Description

The Office of Enterprise Continuous Improvement reflects the agency's and state government's increased emphasis on improving organizational performance. The office has four primary purposes

- Simplify the business processes of government for citizens and employees
- Reduce costs and increase the productivity of state government administrative responsibilities
- Develop the knowledge and skills to create an integrated continuous improvement philosophy and infrastructure using the time-tested Lean approach to organizational improvement
- Assist agencies in identifying process improvement opportunities; and provide training, resources, and expertise to implement efficiency solutions
- Provide a reporting mechanism to monitor and publish performance and status of improvement efforts within agencies

Population Served

These activities serve the citizens of Minnesota through enhanced or re-engineered processes that reduce processing time, improve efficiency, reduce cost, and improve quality.

Services Provided

Kaizen Improvement Event Facilitation – Provide Kaizen (rapid process improvement events) facilitation for key service processes within state agencies to improve the speed, accuracy, efficiency, and customer service of those processes.

Continuous Improvement Infrastructure – Develop the infrastructure and culture within each agency to sustain and expand initial continuous improvement efforts through training, coaching, and material support.

Lean Methodology Training – Provide training to state leaders and staff within all cabinet-level agencies to help them understand Lean continuous improvement methods and how they can be implemented within their agency.

Reporting Results – Publish the results of individual improvement efforts completed by each agency through the Lean website.

Sustainment of Results – Monitor and report on sustainment of improvements through the collection and dissemination of data, and implementation of action plans.

Coordination with Other Public Agencies – Share and compare efforts and results with government agencies in other states and other levels of government, benchmark results, and learn from other efforts.

Department Results Reporting – Assist 24 cabinet-level agencies with reporting goals, measures, and performance through the Lean Results website, including requesting, organizing, and publishing information from each of the agencies.

Enterprise Synchronization – Work across the state enterprise to develop or improve common processes, procedures, and policies with the objective of simplifying government for citizens and employees.

Key Activity Goals & Measures

Admin Goal – To reduce costs by working across government (<http://www.admin.state.mn.us/admin.html>)

Through the use of Lean and other process improvements tools, agencies will identify and improve existing business processes to realize measureable reductions in lead time, increased efficiency, and cost savings, while improving enterprise efficiency, reducing redundancy, and improving processing time.

Measure: To date, 18 agencies have completed over 145 Kaizen or rapid process improvement events that have reduced lead time by an average of 68%, reduced the amount of task time by an average of 44%, and reduced processing costs by an average of \$85,000 per event.

Admin Goal – To provide our customers with valuable services, products, advice, and expertise (<http://www.admin.state.mn.us/admin.html>)

Continuous process improvement tools and methods will be understood by agency leaders and staff, and recognized as valuable tools for reducing waste and improving services.

Measure: Nearly 3,000 state leaders and employees have participated in Lean training, through direct participation in process improvement teams, Lean 101, Kaizen facilitator, and other training opportunities, and through leadership symposiums.

Activity Funding

This activity is funded through a general fund appropriation.

Contact

Continuous Improvement Program Leader

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ADMINISTRATION DEPT

Program: GOVT AND CITIZEN SERVICES

Activity: OFFICE OF ENTERPRISE CONT IMPR

Budget Activity Summary

	<i>Dollars in Thousands</i>				Biennium 2012-13
	Current		Governor's Recomm.		
	FY2010	FY2011	FY2012	FY2013	
<u>Expenditures by Fund</u>					
Direct Appropriations					
General	133	138	135	135	270
Total	133	138	135	135	270
<u>Expenditures by Category</u>					
Total Compensation	114	120	120	120	240
Other Operating Expenses	19	18	15	15	30
Total	133	138	135	135	270
Full-Time Equivalents (FTE)	1.3	1.3	1.3	1.2	