



**Business Process Improvement (BPI)
Initiative**

"Encouraging change at the City, one process at a time"

Committee of the Whole
May 21, 2009

About BPI

Background

- ▣ Developed in response to the 2006 City of Minneapolis employee survey and our collective desire for improvement
- ▣ The BPI steering committee was created in early 2007
- ▣ A staff person was hired in July 2007 to manage the initiative
- ▣ The first “wave” of projects was kicked off in the fall of 2007

- The most unfavorable response on the employee survey was to the question, “Where I work, we have enough people to get the work done”
- The survey found employees do not feel they are asked to share their ideas for business improvements
- The steering committee was made up of directors and senior staff from 911/311, BIS, CPED, Human Resources, Police, Public Works, and the City Coordinator’s Office

About BPI

Key BPI Concepts

- Empowering the people who work within the system to improve the process
- Selecting team members with varied perspectives of the process
- Using facilitators to guide the project team
- Understanding the three “myths” in government and the system of work



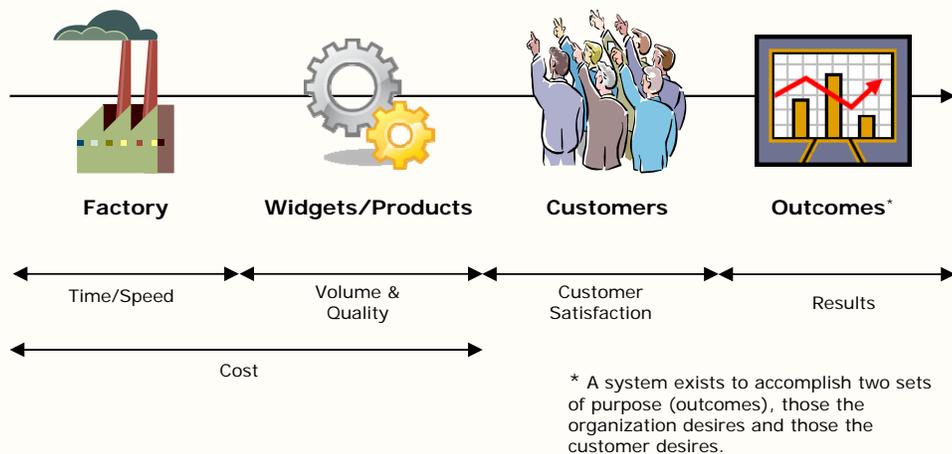
- Creating teams made up of people who work within the process - they are closest to it and work in it every day and therefore, have a lot of ideas on how to improve it
- Many teams have consisted of people from different departments, divisions, council offices and outside agencies in order to bring varied perspectives to the project
- Facilitators may or may not know anything about the process they are facilitating – they are there to guide the team through the seven project phases (listed on the bottom of the slide) and push them to question why they do what they do; is it a necessary task or can it be eliminated because it is no longer needed or modified or improved if it is needed. But it is the team that is making the decisions on the improvements.
- Selected Ken Miller to present the basics of business process improvement to the project teams.
- His past experience working in government and his current experiences working with governmental organizations engages the project teams. He makes the concepts of BPI easy for teams to relate to and apply to their projects. He does this through getting them to understand the three myths in government and the system of work:

▪ Myth #1 - We don't make widgets. But we do - they are just in the form of inspections, permits, investigations, licenses, forms, letters, information, reports, etc.

▪ Myth #2 - We don't have customers. But we do have customers – sometimes those customers may feel more like hostages because they are required to use our services or follow our procedures but that doesn't mean we can't make those processes they are required to use easier to navigate, quicker to complete, more efficient and less costly.

▪ Myth #3 - We aren't here to make a profit. But we are here to make a profit - it's just not measured in dollars, it's measured in a safe place to call home, one Minneapolis, lifelong learning second to none, connected communities, an Enriched environment, and a premier destination.

The System of Work



Understanding the system of work - City Hall can be thought of as a factory - with staff making many different widgets for a wide variety of customers in order to obtain certain outcomes.

Two of the most informative aspects of this initiative are the mapping of the process and talking to the customers. Mapping the process consists of using post it notes and flip charts to identify all of the steps and people involved in the process. This is one of the most time consuming – and painful steps the teams go through. Many of these processes have been in place for a very long time and include a lot of people who know their part of the process very well but not very much about what others are doing.

Once you can see the process – the system of work – and gather customer perspectives – which teams do through conducting focus groups and interviews, you are able to make significant improvements to that process – decrease the time the process takes, reducing errors and rework, decreasing or increasing the volume, improving customer satisfaction, getting the results you were after. And once those improvements have been implemented, you are able to measure the results of those improvements to ensure you are meeting your outcomes.

Important to note that a system exists to accomplish two sets of purpose...

The City may issue a permit to ensure public safety – our organizational desire - while the customer applying for the permit desires the ability to obtain that permit quickly and efficiently – with the least amount of hassle.

BPI Projects to Date

Wave I Projects

- Initiated September 2007

- BIS IMAC
- Civil Rights Complaint Investigations
- Finance Procurement RFP over \$50,000
- Human Resources Hiring
- Regulatory Services Business License Renewals

Wave II Projects

- Initiated March 2008

- City Coordinator Appointments to Boards and Commissions
- Police Criminal History and Records
- Public Works Sidewalk Business
- Public Works Fleet Services Dispatch
- Regulatory Services Administrative Citations for Exterior Violations

Wave III Projects

- Initiated January 2009

- Finance Time and Labor
- Police Abandoned Vehicles
- Public Works Cut Cards
- Public Works Traffic Requests
- Regulatory Services Stormwater Drainage and Erosion Control Regulation

Projects outside the formal "Wave" projects

- City Attorney Crime Victim Liaison
- Finance Procure-to-Pay
- City Attorney File Room

To date sixteen projects have gone through the business process improvement initiative with six projects currently underway. Nine departments have had projects selected for this initiative and about one hundred and fifty employees have been a part of a project team - with several hundred employees and customers involved in focus groups or interviews.

As Steven noted earlier this initiative was developed to empower employees to improve the processes they work in. The next few slides provide perspectives from City staff who have been involved in projects that have been a part of this initiative. Heidi Hamilton will speak from her perspective as a project sponsor, Linda Roberts and Diana Roman will speak from their perspectives as facilitators, and Barb Sporlein will speak from her perspective as both a team member and as a customer of the process. I am going to now hand it over to Heidi Hamilton.

Recommendation & Initiative Highlights

Public Works

- ▣ Two projects complete – implementation underway
- ▣ Two projects underway
- ▣ Benefits
 - Reduced frustration
 - Improved efficiency
 - Increased employee engagement
 - Forum to bring forth complex issues
 - Empowerment at lower levels of organization



Recommendation & Initiative Highlights

Regulatory Services Business License Renewal Process

- ❑ Multi-Departmental team
- ❑ Talked to our customers
- ❑ Reduced paperwork
- ❑ Reduced renewal process from six months to eight weeks
- ❑ Consolidated 145 ordinance sections
- ❑ Time savings for customers and staff



Recommendation & Initiative Highlights

Human Resources Hiring Process

- ▣ Increased understanding of the process – from multiple perspectives
- ▣ Great opportunity to think differently and generate ideas - and apply what you learn immediately
- ▣ Input in the process resulted in short improvements, long term opportunities
- ▣ Provides opportunities to develop relationships with City staff



Expected BPI Results

- ❑ Engaging City employees to get their innovative ideas on improving processes
- ❑ Streamlining processes to eliminate unnecessary steps, backlogs, bottlenecks, complexity, redundancies, and reduce costs
- ❑ Improving quality of services delivered to our customers
- ❑ Enhancing City staff and manager skill sets to include business process improvement techniques
- ❑ Building in continuous improvement as part of the City's culture

Continuous Improvement

