Business As Usual To Transformational Leadership
The Cycle of Continuous Improvement
Tracy O’Rourke, Integris Performance Advisors
Alex Ogunji, LA County RR/CC
Facts About Alex

◆ LSS Program Director

◆ Saxophone Player

◆ Loves to watch Netflix Originals

◆ Enjoys time with his Family
Facts About Tracy

• Co-Founder of Integris
• Executive Advisor GoLeanSixSigma.com
• Mom of 2 boys: 8 and 13
• Lifelong Learner, Teacher, Facilitator
• Gaelic Football, Fun Runs
Lean Six Sigma at RR/CC

LA County Registrar Recorder County Clerk
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>Total Registered Voters*</td>
<td>4,799,548</td>
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<tr>
<td>Total Permanent Vote by Mail Voters*</td>
<td>1,525,569</td>
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<tr>
<td>Annual Average Birth Certificates</td>
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<tr>
<td>Marriage Licenses</td>
<td>61,844</td>
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<tr>
<td>Annual Average Fictitious Business Names Filed</td>
<td>100,000</td>
</tr>
<tr>
<td>Total Estimated Records Maintained</td>
<td>210,000,000</td>
</tr>
<tr>
<td>Annual Average Wedding Ceremonies Performed</td>
<td>16,666</td>
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</tbody>
</table>

"Serving Los Angeles County by providing essential records management and election services in a fair, accessible and transparent manner." – Dean C. Logan
RR/CC Six Sigma Vision

**OUR MISSION**
Develop a culture in the workplace that cultivates the cycle of continuous improvement by using Lean Six Sigma tools.

**OUR VISION**
Inspire and empower all staff to continuously improve operations by challenging the status quo.
Why RR/CC uses LSS

- Identify and control root causes of variance and defects
- Increase speed
- Understand customer requirements
- Empower employees to improve efficiency and effectiveness of processes
- Eliminate Errors and Variability
- Develop solutions to institutional problems based on data, not just assumptions
- Improve process understanding
- Reduce operational cost
Lean Six Sigma Timeline

Los Angeles County Registrar-Recorder/County Clerk

2011
- RR/CC has 1st successful project with the BDM reduction of online mail processing from 17 days to 1

2012
- RR/CC wins Star Award for the reduction of application rejections in BFR (55%→5%

2013
- RR/CC was awarded its first Star Award for the 2011 BDM Mail Processing and also selected for the Super Star Award for the same project

2014
- RR/CC trains 80% of employees @ Yellow Belt

2015
- RR/CC wins Star Award for Pollworker Payroll Stipend Card Program

2016
- RR/CC institutes Process Improvement Idea Boards in 36 areas and trains 40 Green Belts
Birth, Death, Marriage Processing

**Project Wins**

- Reduced online processing time from 17 days to 1 day
- Reduced offline processing time from 3 weeks to 1 week
- 20 hand-offs reduced to 12
  - Offline hand-offs reduced from 14 to 9
  - Online hand-offs reduced from 6 to 3
- Co-located the department on one floor
- Reduced lunch transition time from 35 minutes to 3.5 minutes for 12 cashiers and their supervisors

**Project Timing**

Start Date: 6/23/2011
End Date: 9/7/2011

Before the project: A 17-day turnaround within BDM

**AFTER THE PROJECT:**

😊 Staff processes birth, death and marriage certificates in record time – 1 day turn around!
😊 Customers receive birth, death and marriage certificates in record time – 4 day turn around!
Lean Six Sigma Timeline

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Business Filing Registration (BFR)

- Receives 154,000 applications annually

Improvements:
- Created a customer contact sheet
- Revised the application using “plain language”
- Provided an online sample application

By making three enhancements, the rejection rate was reduced from 55% to 5%
Strategy for Expansion
Los Angeles County Registrar-Recorder/County Clerk

DEPARTMENT HEAD
- Receives progress reports on completed/in process projects, and program development from Chief Deputy.
- Mentors the Assistant Champions of the bureau as the improvement initiative they desire.
- Meets with the Consultant monthly to receive Summary Sheets, give approvals as needed and get project updates of all the boards in the bureau.

CHIEF DEPUTY
- Monitors the performance of all the Idea Boards;
- Ensures that process improvement methodologies (e.g., DMAIC, core process mapping, etc.) are being implemented;
- Provides project support as needed for all idea boards.
- Schedules meetings with other bureau consultants and idea board teams to discuss emergent issues in which a process extends outside of the bureau or section.
- Attends Idea Board meetings frequently to ensure LSS tools are being used to achieve completion.
- Meets with Champion and Assistant Champion to provide updates.

CHAMPION
- The Facilitator is the Section Head and is the leader of process improvement in a specific operation.
- Ensures that meetings are scheduled twice a month and are rescheduled in the event of a cancellation.
- Facilitates idea board meetings, fills out Summary Sheets, uses Trello to track project progress and listen to the ideas of staff.
- Attends meetings with other sections/bureaus as it relates to their projects.
- Uses LSS tools to complete projects that emerge from the boards.
- Transmits Summary Sheets to the Consultant as they are updated.

ASSISTANT CHAMPION
- The Assistant Facilitator is the second back-up for the Facilitator.
- Responsible for taking notes of the discussion that take place. They facilitate in the absence of the Facilitator and inputting notes/ideas into Trello.
- Responsible for completing projects that emerge from the board. They fill out Summary Sheets, use Trello to track project progress and listen to the ideas of staff. They attend meetings with other sections/bureaus as it relates to their projects.
- Uses LSS tools to complete projects that emerge from the boards.

CONSULTANT
- The Consultant is the first back-up for the Facilitator and they facilitate in the absence of the Facilitator.
- Ensures that meetings are scheduled twice a month and are rescheduled in the event of a cancellation.
- Facilitates idea board meetings, fills out Summary Sheets, uses Trello to track project progress and listen to the ideas of staff.
- Attends meetings with other sections/bureaus as it relates to their projects.
- Uses LSS tools to complete projects that emerge from the boards.
- Transmits Summary Sheets to the Consultant as they are updated.
• 900 Yellow Belts Trained
  – LA County Board of Supervisors (SEPT 2016)
• 150 Green Belts Trained
• 10 Black Belts Trained
Idea Submission

Los Angeles County Registrar-Recorder/County Clerk

LSS Process Improvement Idea Board

- New Ideas
- To Do
- In Process
- Done

Documentation

The 8 Wastes
- Defects
- Overproduction
- Waiting
- Non-Utilized Talent
- Transportation (Touches)
- Inventory
- Motion
- Extra Processing

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RR/CC Idea Board

Los Angeles County Registrar-Recorder/County Clerk

Image of a lean process improvement idea board with sections for New Ideas, To Do, In Process, and Done. The board also includes a section titled "The 8 Wastes" with categories such as Defects, Overproduction, Waiting, Non-Utilized Talent, Transportation (Tounces), Inventory, Motion, and Extra-Processing.
Idea Summary Sheet

Summary Sheet

Los Angeles County Registrar-Recorder/County Clerk

Idea

Waste Analysis

Recommendation

Estimated Savings

Actual Savings

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Challenges

• Building desire to use the boards
  – Countermeasures: Training, Marketing,

• Consistent board use
  – Countermeasures: Setting expectations and Champion & central monitoring

• Lack of ownership/accountability
  – Countermeasures: Identifying the right personnel & submitting summary sheets to Department Head
Lean Six Sigma Green Belt

LACERA Packets:
The following are the documents that are part of the LACERA packet:
Current Process

The Los Angeles County Employees Retirement Association (LACERA) Elections are conducted as "ALL Vote By Mail" type Elections.

Current Process: Ballots can only be mailed using First-Class postage at the high rate of $0.705
Lean Process

Los Angeles County Registrar-Recorder/County Clerk

**Proposed Changes:** Process modifications will enable us to mail ballots using Third-Class postage at the lower rate of $0.119

If implemented, we will be able to:

- Achieve cost effectiveness
- Eliminate unnecessary movement of materials
- Reduce the margin of error from the manual-insertion process
- Reduce the number of steps
- Apply a quality assurance measure
High Level Process Steps

**Current Process – (Seven steps)**

- **RR/CC (EIPD)** Request from Auditor Controller to send file to BOS
- BOS receives file and sends file to ISD
- ISD receives and prints inserts with member’s information
- RR/CC (EIPD) receives inserts and sends them to EOC
- EOC receives inserts and delivers to mailing vendor
- Mailing vendor receives inserts and begins insertion process
- Members received materials

**New Process – (Six steps)**

- **RR/CC (EIPD)** Request from Auditor Controller to send data file to BOS
- Mailing vendor receives file and Inkjets few Envelopes for approval
- RR/CC (ITB) receives and sends file to mailing vendor
- Mailing vendor sends RR/CC (ITB) Proof of Inkjet Envelopes for approval
- RR/CC (ITB) approves inkjet of names and addresses on envelopes
- Members received materials

**New Process – (Four steps)**

- RR/CC (EIPD) Request from Auditor Controller to send data file to mailing vendor
- Mailing vendor receives data and sends RR/CC (ITB) proof of Inkjet envelopes for approval
- RR/CC (ITB) approves inkjet of names and addresses on envelopes
- Members received materials

**Mailing Recipient Insert**

`XXXXXXX
710   RR   RR045D
DOE, JANE
12400 IMPERIAL HIGHWAY
NORWALK    CA 90650`

**LEGEND**

- BOS= Board of Supervisors Executive Office
- EIPD= Election Information & Preparation Division
- ISD= Internal Services Department
- ITB= Inf. Technology Bureau
- EOB= Election Operation Bureau
- BMS= Ballot Management Section
- EOC= Election Operation Center

- New verification step
- No verification step
An evaluation of past elections exposes the waste incurred by mailing ballots using the First-Class Mailing method. Current USPS rates (First-Class: $0.705 & Third-Class: $0.119) were used for calculations.

Waste incurred in the last 3 years: $133,708.21
Estimated Savings

Projected savings calculations were based on data compiled from similar elections with an added 10% member growth. Current USPS rates (First-Class: $0.705 & Third-Class: $0.119) were used for calculations.

- **89,317 General Members - Year 2018**
  - Savings: $10,628.72
  - 1st Class Mailing: $52,339.76
  - 3rd Class Mailing: $62,968.49

- **147,239 General & Retired Members - Year 2017**
  - Savings: $17,521.44
  - 1st Class Mailing: $86,282.05
  - 3rd Class Mailing: $103,803.50

- **14,300 Safety Members - Year 2016**
  - Savings: $8,379.80
  - 3rd Class Mailing: $1,701.70
  - 1st Class Mailing: $10,081.50

Projected 3-year savings: $147,001.61
Intentional Culture

Create a culture that builds the problem solving muscle of every employee
RR/CC: Working on the Roadmap Together
RR/CC Roadmap Team - Recorder Bureau
RR/CC Roadmap Team - Administration
RR/CC Lean Transformation Roadmap

ELECTION OPERATIONS BUREAU

Election Operations & Pollworker

Quarter 1
- **CULTURE ENabler**: Coffee/donuts to promote togetherness
- **CUSTOMER FOCUS**: Quality control of data
- **CONTINUOUS IMPROVEMENT**: Quality tools training for Facilitators
- **ENTERPRISE ALIGN**: Share MAPP Goals + Strategic Plan with staff

Quarter 2
- **CULTURE ENabler**: Identify ways to recognize employees
- **CUSTOMER FOCUS**: Identify funding source for division event
- **CONTINUOUS IMPROVEMENT**: Identify ways to coach employees for problem solving
- **ENTERPRISE ALIGN**: Quarterly meeting w/ staff across the division

Quarter 3
- **CULTURE ENabler**: Across division event to promote togetherness
- **CUSTOMER FOCUS**: Analyze calls/emails received to identify trends
- **CONTINUOUS IMPROVEMENT**: Identify ways to provide cross training

Quarter 4
- **CULTURE ENabler**: Provide training on how to handle emotions
- **CUSTOMER FOCUS**: Offer training for customer service
- **CONTINUOUS IMPROVEMENT**: Provide desk procedures manual as a reference guide

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RRCC Milestones & Timelines

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<tr>
<th>3Q 2016</th>
<th>4Q 2016</th>
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<tr>
<td>Lean Leader Workshop</td>
<td>Bureau Roadmap Coaching</td>
<td>Quality Tools Training</td>
<td>Black Belt Training</td>
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<td></td>
<td></td>
<td>Process Mapping</td>
<td>Leader Standard Work Training</td>
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<td></td>
<td></td>
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<td>Coaching &amp; Project Facilitation</td>
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What is Leader Standard Work?

A set of behaviors, tools and actions that leaders apply to build and sustain a continuous improvement mindset and culture.
Healthy Donut