



The Lean Journey: Controller's Office

The creation of a new Department of Finance was the opportunity for the Controller's Office to implement a number of citywide improvements; but it wasn't until Lean and the Peak Academy that we began analyzing how we went about those improvements. The Controller's Office has a strong compliance and rule setting responsibility. At the same time, we provide services to all departments and agencies. This is a difficult balance, but the Lean methodology is perfect in developing processes that honor both roles. More importantly it is helping us build stronger relationships with our client agencies.

We began our Lean journey in the summer of 2012 and it's been exciting to see changes in our team and the work we do. Two members of our team went through the Peak Academy Pilot Black Belt training: Bill Riedell and Jessica Chandler. Almost immediately after, Bill asked the entire Financial Services Division to go through Green Belt training. It was amazing to see how the team took this training and began A3s, completed 6Ss, and even finished a few Just Do It (JDI) innovations! Jessica began using some of her new skills during the PeopleSoft Financial Upgrade. Since then, we've added five Black Belts for a total of seven, and all of our 90 employees have completed Green Belt training.

We were unusual in our approach in that we trained many team members and completed some JDI's prior to having our management team attend Executive Training and perform a Value Stream Analysis. But I think this process is a journey and needs to be flexible and organic. We had people excited to get moving and didn't want to hold them up. We have now identified three value streams and held several Rapid Improvement Events (RIEs). The most exciting thing for me is that our staff has reached out to our client agencies and performed or participated in RIEs or JDIs to assist them. This is core to one of our strategic plan's goals: customer service.

To date, we have identified \$311,599 in hard and soft savings and actualized \$124,431 of those savings!

Lean has made a real difference in our agency and not only through cost savings. The improvements in morale, employee empowerment, client relationships, and agency cohesion have been just as important. I can't wait to see what additional improvements my team will make. My advice to you—just get started!

Beth Machann,
City Controller



Lean Innovation Spotlight: Accounts Payable RIE

In August, a team from the Controller's Office, Accounts Payable completed an RIE on the accounts payable invoice flow process. The team included Bill Riedell, Mary Courtright, Che Yeng Ly, Melanie Bass, Jessica Chandler, Tenlee Shoffstall, Michele Hayles, Gloria Manuel, Ken Hogue, Jerry Maestas, Sheila Swan, and Sharon Kinsman. The goal was to streamline the flow of invoices from receipt to payment by efficiently using existing resources.

The team identified several key issues in the current process including invoices being sent to multiple locations and received without all the necessary information. The process included duplication of efforts and wastes in both transportation and motion.

In the target state, the group reduced paper invoices, decreased prompt payment penalties, increased early pay discounts, improved processing time, and decreased rework. The team generated these improvements by removing nearly 50% of the steps from the current process.

Key solutions included eliminating wait time by training and empowering agencies to run their own match exception reports, holding vendors accountable for complete and responsive invoices, and delivering invoices directly to their respective agencies.

The RIE resulted in total projected savings of \$227,038 annually.

Jessica Chandler said, "With the customers in the room, we really understood what needed to happen. The RIE also allowed for the ability to expand working relationships."

Account Payable RIE team from left to right: Sheila Swan, Melanie Bass, Gloria Manuel, Michele Hayles, Jessica Chandler, Tanya Davis, Sharon Kinsman, Tenlee Shoffstall, Che Yeng Ly, Ken Hogue, and Jerry Maestas



New Offerings in the Peak Academy: Book Club & Innovation Lab



The Peak Academy kicked off a monthly book club in September with *The Speed of Trust* by Stephen M.R. Covey. In October, the group discussed *The Power of Habit* by Charles Duhigg. The book club is an opportunity for employees from various agencies to come together to discuss books aimed at improving workplace management and leadership.

On November 14th in Webb 4.F.2 from 2:30pm to 4pm, the group will discuss *Good to Great: Why Some Companies Make the Leap...and Others Don't* by local author Jim Collins. Both the Peak Academy and the Denver Public Library have this book available for loan.

For more information about the book club, contact Faustino Payan at Faustino.Payan@denvergov.org.



Do you have questions about the Lean tools? Do you need help with your A3? Do you want to brainstorm ideas? If so, come to the Peak Innovation Lab! Kathleen Wilson from the Office of Economic Development created the Peak Innovation Lab as a way to help Peak Academy graduates receive continuous support and assistance. The next lab is November 27th from 2pm to 4pm in Webb 4.F.2.

What Good Looks Like

Innovation is about creativity – the ability and willingness to manage and make changes. Here are some (but certainly not all) of the recent highlights:

- A group of colleagues with the Office of Human Resources shortened the New Employee Orientation Course from 8 hours to 4 hours to allow employees more time to be productive at their respective workplaces. The projected annual savings is \$117,600.
- A group of colleagues from Animal Care and Control reviewed the administrative citation process and implemented standard work to improve the customer experience. The projected annual savings is \$179,011.



Animal Control Officer Training and Customer Information Card RIE with Animal Care and Control

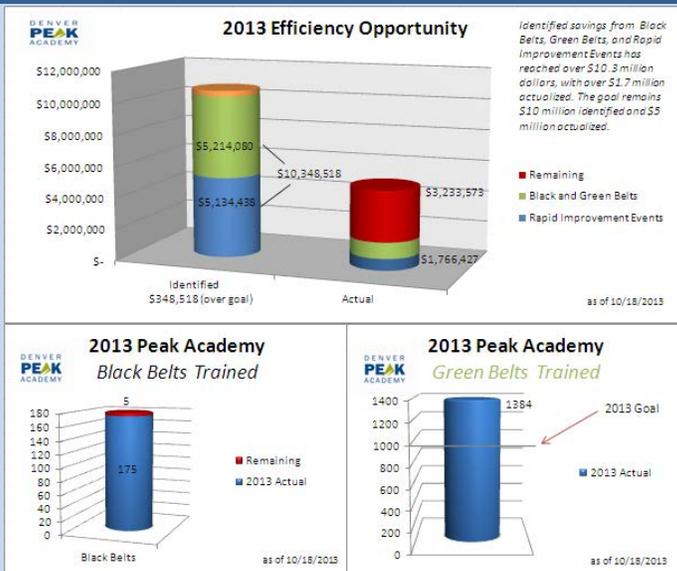


A Rapid Improvement Event with Public Works Solid Waste on dumpster maintenance with projected savings of \$26,751

- Don Ronyak from Manager of Safety and Black Belt Cohort 9 simplified recruitment forms for police, fire, and sheriff by removing unnecessary fields from recruitment fields and thereby decreasing the amount of time customers spent entering information. The projected annual savings is \$5,274.
- Kevin Boltz from DIA and Black Belt Cohort 8 moved toolboxes closer to the equipment in his workplace. The projected annual savings is \$51,000.

Peak Academy | Update

Building & Celebrating a Culture of Continuous Improvement



The **Peak Academy** is committed to empowering Denver colleagues to improve their processes using Lean tools and techniques. This empowerment comes through:

- Tools to identify process waste
- Tools to eliminate process waste
- Support after “graduation” to improve processes

“The follow-up and support I believe is what makes Peak Academy more than just a training. It extends the training to further develop leaders—it truly is an impressive initiative that I am proud to be a part of.”

--Black Belt Participant

“Thank you all very much for designing a wonderful class that educated us as well as kept us involved in the learning process.”

--Black Belt Participant

“The trainers were two of the best facilitators I have ever experienced and I have been in the professional world attending professional training for 30 years.”

--Green Belt Participant

Peak Academy | Black Belt Training Schedule, 3rd Quarter 2013



Mayor Hancock participates in the airplane simulation in Black Belt Cohort 10

2013 Application Process

Black Belt (4.5 day Lean Process Improvement Training)

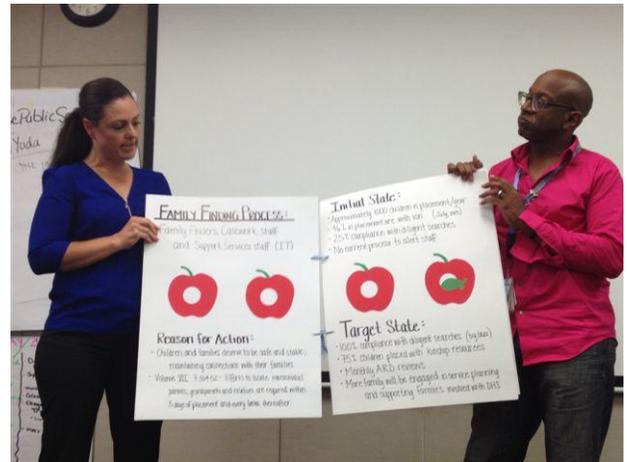
If you applied, we have your application on file and will be filling up the July, August, and September cohorts to the best of our ability.

Green Belt (4-hour Intro to Lean Process Improvement)

Teams interested in taking the Green Belt training as a group, please contact the Peak Academy. Individuals interested in taking Green Belt training can register through the Office of Human Resources by calling (720) 913-5628 or by emailing training@denvergov.org.

www.denvergov.org/PeakPerformance

Month	Training Dates
November	11/18, 11/19, 11/20, 11/21, and 11/22
December	12/16, 12/17, 12/18, 12/19, and 12/20
January	1/27, 1/28, 1/29, 1/30, and 1/31
February	2/24, 2/25, 2/26, 2/27, and 2/28



Human Services colleague Heather O'Hayre uses The Hungry Caterpillar them to explain her innovation using the first three boxes of the A3.

Peak Academy | Contact Information

For Peak Academy info, training dates, how to apply, or other general questions, please contact:

Email: PeakAcademy@denvergov.org

Phone: 720.913.1645

Peak Performance Website:

www.denvergov.org/peakperformance

General ideas, feedback, questions?

PeakAcademy@denvergov.org

Process Improvement

brian.elms@denvergov.org

Strategic Planning

scotty.martin@denvergov.org

