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WASHINGTON, DC

An Introduction to Lean Six Sigma

International City/County Management Association

100th Annual Conference

Charlotte, NC

Jim Robinson

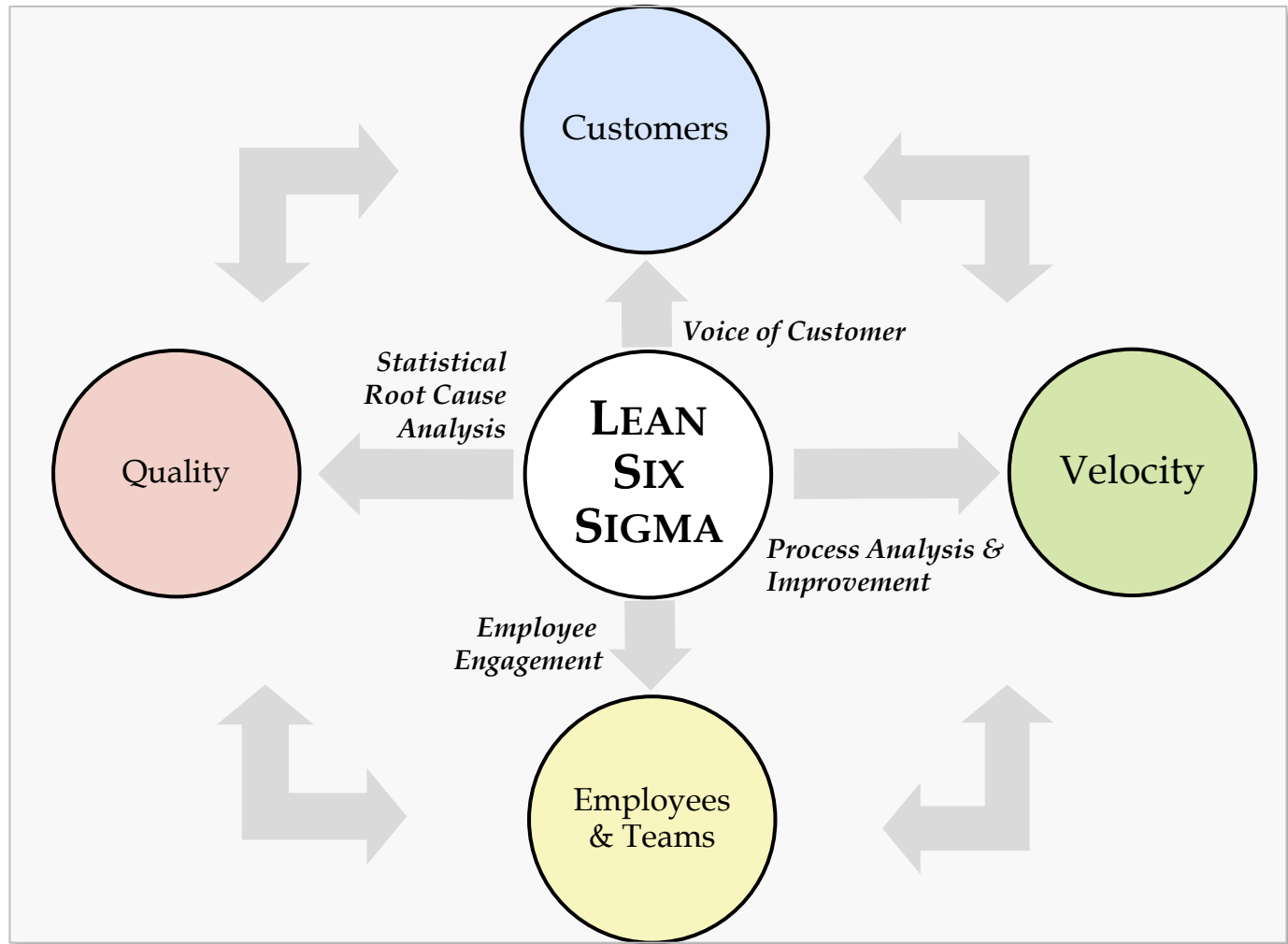
Executive Director

The GWU Center for Excellence in Public Leadership

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What is Lean Six Sigma?



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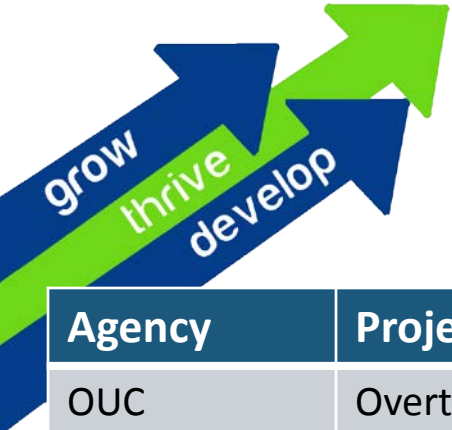
- Six Sigma is a disciplined statistical, analytical method, which focuses on improving the quality of products & services by reducing defects
- Lean tools and techniques enable an organization to identify and focus on eliminating waste and increasing velocity in work processes
- Defined, consistent, project methodology
- Customer-centric process improvement
- Investment in employees & teams

Benefits for the Sponsoring Organization

- Breakthrough improvements in customer service
- Substantial cost reductions at 8:1 ROI
- Radically-improved business processes
- Revenue capture
- Increased capacity & ability to replicate success
- Enhanced employee engagement

Benefits for Individuals

- Acquire highly valued skillset
- Create project portfolio of demonstrated application
- Develop leadership and project management skills
- Develop advanced analytical & problem-solving skills
- Demonstrate increased value to the organization
- Increase attractiveness in competitive job market *and*
- Enhance career possibilities



CPM Green Belt Projects

Agency	Project	Savings	Results
OUC	Overtime Reduction, 911 Call Center	\$500K	Reduced OT budget by 50%
DOC	Reducing the number of off-site medical visits	\$539K	Reduced transportation and police escort for offsite medical visits from DC Central Detention Facility
FEMS	Reduce “Patient Drop/Return to Service Times”	\$1.2M	Increase ambulance availability reducing drop time from 41 mins to 30 mins
St. Elizabeth’s	Reduce Medication Documentation Errors	Cost avoidance	Reduced medication errors from 1.28% to .5% in 9 months
St. Elizabeth’s	Reduce the Community Residential Facility Discharge Cycle Time	\$2.7M	Reduced cycle time from 78 days to 41 days
DYRS	Identifying Programs that affect our Disconnected Youth	No dollar savings	Provided framework to collect information quicker that benefited 10,000 Disconnect Youth in DC

Note: Savings reflect both identified and realized

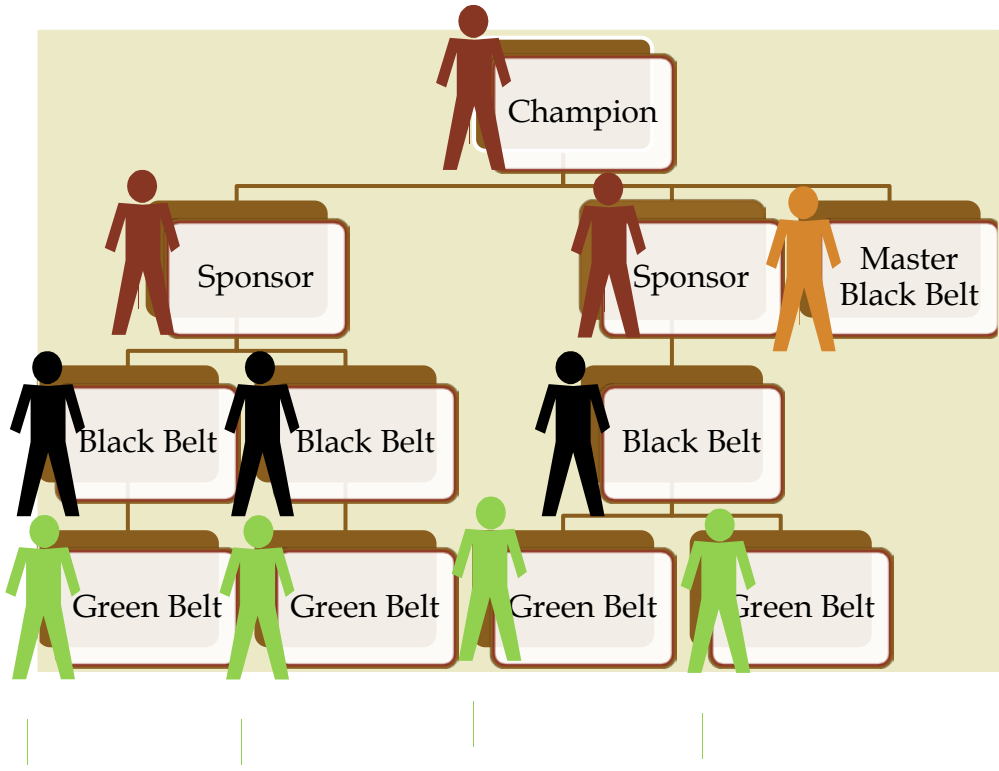


Reduce Energy related District Costs

- **Green Belt Project:** *2013 PEMM25*
 - Identified a survey methodology leading to quick hits related to energy usage. District's energy cost is \$65MM. It was estimated that \$13MM is wasted annually. Team tackled 12 of DC's 600 buildings and \$755,000 in savings.
- **Black Belt Project**
 - **Define:** Identify stake for all 600 buildings. Determine a team that includes decision makers at the building level and within DGS.
 - **Measure:** Review analytics DGS is currently using to analyze energy spend. Baseline "Best in class" performance and compare this to the current performance in the building portfolio to determine biggest gap and opportunity for savings.
 - **Analyze:** Determine reasons for gaps. For example:
 - *Lack of proper HVAC equipment or window sealing*
 - *Not using proper maintenance or usage management*
 - **Improve:** Pilot improvements to address reasons for gap(s). Work with facilities personnel to ensure they have appropriate ownership & receive credit for improvements made.
 - **Control:** Set up permanent data tracking methods and responsibilities to ensure that energy cost is reduced over time.



Lean Six Sigma Organization



Champion: Barrier Buster and Project Selector

Sponsor: Project Team Coach and Process Owner

Master Black Belt: Chief Mentor and Trainer

Black Belt: Experienced project leader and Green Belt mentor

Green Belt: Process expert or team leader

Program Components of the *Graduate Certificate in* Organization Performance Improvement

- ❑ Online Delivery – Available anywhere, anytime
- ❑ Individual/Team project coaching with a Master Black Belt
- ❑ Project-based curriculum offers direct benefits to participants' organizations
- ❑ Certification Exam, project tracking & statistical data analysis software included
- ❑ Earn **Green Belt** and **Black Belt** Certifications
- ❑ Earn up to 12 credit hours towards *Master's in Public Leadership*

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