



LEAN

INTRODUCTION

Why Lean at the City of Fort Collins?

How efficient are our processes and operations? Are we looking at efficiency and efficacy? Lean is the systematic identification and elimination of waste in an organization. Identified as an opportunity for improvement during our Malcolm Baldrige journey, FC Lean launched in 2017 to create an organization-wide and systematic approach to process improvement. Our goal is to train colleagues in the FC Lean method to become more effective problem-solvers in their daily work thereby increasing efficiency, improving customer service, and building capacity.

The City of Fort Collins adapted the Lean process and tools for the public sector creating the Problem|Solve|Fix method. This summary shares the Problem|Solve|Fix method, trainings, and tools. It also covers the history of FC Lean, products and services, and program management. Throughout the document there are callout boxes that offer information about other resources available online or later in the document. Visit us at www.fcgov.com/lean for more information.

FC Lean is here to help answer any questions you may have. You can reach FC Lean at lean@fcgov.com.



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VISION

Incorporating a City-wide systematic approach to problem solving and capacity building.

MISSION

The FC Lean program provides world-class training, coaching, and facilitation on continuous improvement to City of Fort Collins' employees and community members.

VALUES



RESPECT FOR ALL
STAKEHOLDERS



INNOVATION AND
CREATIVITY ON ALL
INITIATIVES



INTEGRITY IN HOW
WE MEASURE AND
EXECUTE PROJECTS



TRANSPARENCY IN
PROGRAM RESULTS



COLLABORATION
AND TEAMWORK
ACROSS
DEPARTMENTS AND
SERVICE AREAS



STEWARDSHIP OF
TAXPAYER DOLLARS

ABOUT FC LEAN

The City of Fort Collins began the Malcolm Baldrige journey in 2011. The Malcolm Baldrige National Quality Award (MBNQA) is the nation's highest presidential honor for performance excellence through innovation, improvement and visionary leadership. After a thorough application process, on-site examinations, and feedback reports, the City of Fort Collins implemented FC Lean in response to one of the opportunities for improvement identified by MBNQA examiners.

FC Lean was put forth as a budget request during the 2016 Budgeting for Outcomes (BFO) process the City of Fort Collins uses as part of its two-year budget cycle. As part of the BFO process, each City department puts forth budget requests that detail how the request addresses at least one strategic objective in the City's adopted strategic plan. Teams comprised of City employees and two community volunteers review all budget requests and rank them according to how effectively they address the selected strategic objectives. Community members and businesses then have the opportunity to weigh-in with their thoughts. Next, the City Manager reviews the budget requests, rankings, and comments to create the City Manager's Recommended Budget, which is presented to City Council for their review, modification and adoption.

FOR MORE INFORMATION ON THE CITY OF FORT COLLINS BUDGETING FOR OUTCOMES PROCESS VISIT WWW.FCGOV.COM/BFO

YOU CAN DOWNLOAD A COPY OF THE CITY OF FORT COLLINS' STRATEGIC PLAN AT WWW.FCGOV.COM/CITYMANAGER

FOR MORE INFORMATION ON THE MALCOLM BALDRIGE AWARD PROGRAM VISIT WWW.NIST.GOV/BALDRIGE.

FOR MORE ABOUT THE CITY OF FORT COLLINS JOURNEY TO BECOMING A BALDRIGE AWARD WINNER IN 2017 VISIT WWW.FCGOV.COM/EXCELLENCE

Upon approval from Council, the FC Lean program was created within Financial Services under the oversight of the Budget Office. FC Lean directly ties to the City of Fort Collins High Performing Government Strategic Outcome. The overarching goal of the Outcome is to deliver an efficient, innovative, transparent, effective and collaborative city government.

FC Lean launched in 2017 to foster efficiency organization-wide. FC Lean's purpose is to work with City staff to methodically evaluate City services for opportunities to:

- Gain staff capacity
- Improve customer service (both internal and external)
- Shorten service delivery
- Increase organizational effectiveness and drive efficiency
- Reduce costs

FC Lean works at all levels of the organization to train and coach employees, facilitate process improvements, and instill continuous process improvement as a way of doing business for the City of Fort Collins.

FORT COLLINS IMPROVEMENT SYSTEM (FCIS)

The Fort Collins Improvement System focuses on creating a systematic and continuous approach to identifying and addressing problems. FC Lean assists work areas in creating process improvement "playgrounds" within City employees' normal operations. These playgrounds are not standardized and are purposely designed to fit each individual work area. FCIS focuses on a process to identify problems, address problems, guide managerial support and coach employees.

Identifying Problems

When creating a process to identify problems, most of the work focuses on the front-line staff. However, the structure is built so front-line staff and managers can voice issues needing assistance all along the management hierarchy. The way the staff chooses to identify and capture those problems is purposefully flexible for each service area and department.

Addressing Problems

Addressing the problems identified incorporates managers, staff, and a process improvement expert. A process improvement expert is either an FC Lean staff member or a Lean Leader (equivalent of a trained Green Belt). This expert helps the manager and staff determine the level and scope of project for each problem. The manager will select a problem to be addressed and FC Lean or a Lean Leader will facilitate a team through the Problem|Solve|Fix method.

A LISTING OF FC LEAN COURSES AND DESCRIPTIONS CAN BE FOUND ON **PAGE 8**

Managerial Support

The most vital element, managerial support, strengthens the conduit of identifying and addressing problems. Managerial support provides project accountability and assists the team lead in reducing obstacles throughout the Problem|Solve|Fix method.

Coaching

FC Lean coaching strengthens the FCIS system within each area. In addition, FC Lean focuses on continued coaching for all FC Lean graduates. Lean Basics graduates are assisted in the Just Do Its (JDIs) they attempt/complete. Just Do Its are process improvements that are small in scope and generally fall within the immediate workflow of the Lean Basics graduate. Lean Leaders get monthly growth opportunities and support in projects they lead. FC Lean assists work areas in creating a structure and a process to identify and address problems within the FCIS construct.

FC LEAN PROGRAM MANAGEMENT

Process Improvement Roles

Sponsor

A person who has decision making authority over the process/problem under review. The sponsor has two approval steps and acknowledges closeout of the project. The first step approves the problem statement which contains the governing metric, goal, scope, and the problem's impact (Problem Phase). The second approval step is prior to implementation in which the sponsor receives a debrief from the team and the recommended "fixes" (Solve Phase). Project closeout allows the sponsor to see before and after measurements, as well as how the team plans on sustaining the change (Fix Phase).

FOR A VIEW OF THE PROBLEM|SOLVE|FIX VALUE STREAM FOR FC LEAN PROJECT FACILITATION SEE **PAGE 14**

Team Lead

Appointed by the sponsor, the team lead has typically had positional authority over the team members. Team leads assist the facilitator with expert knowledge on the process under review, team creation, and team scheduling. The team lead is solely responsible for the project management portion of implementation and is the point person for the sponsor for status updates.

Improvement Team

Is based off a process overview worksheet that identifies the job roles associated with the process being improved. These roles are needed to have a successful experience. The facilitator and team lead work together to complete the worksheet and the team lead fills out the roster with participant names.

Facilitator

An FC Lean staff member or a Lean Leader who has completed curriculum and project components. A facilitator agrees on a direction from the sponsor and works with the appointed team lead to organize a team and shepherd them through the Problem|Solve|Fix methodology.

Tracking and Metrics

Process Improvement Form (PIF)

The PIF is one of two primary forms FC Lean uses to track improvements. FC Lean staff and trained Lean Leaders are the primary users. The PIF follows the Problem|Solve|Fix method and documents the team's work. The form has three sponsor approval areas; first is after the problem statement, second is after the fixes have been selected during the solve phase (prior to implementation) and the third is after problem re-measurement and project closeout.

Just Do It (JDI) Form

The JDI form is the other primary form FC Lean uses to track improvements. FC Lean staff and all City employees are the primary users. The JDI form follows the Problem|Solve|Fix methodology, but it is simplified and mainly used to track small level projects. The intent is for the City employee to fill out the form during or after the improvement is made, then have the manager acknowledge it.

FIND THE JUST DO IT FORM AND OTHER FC LEAN FORMS IN OUR TOOLKIT ONLINE AT **WWW.FCGOV.COM/LEAN/TOOLKIT**

Problem Statement Worksheet (PSW)

The PSW assists City employees in crafting a problem statement void of root causes or fixes. The PSW guides the user to determine who is the customer, what is the scope, which metric will govern the improvement, why it is important to fix the problem and what is the goal. The resulting problem statement will be transferred to a JDI form or PIF.

Process Overview Worksheet (POW)

FC Lean Staff or Lean Leaders use the POW to identify the team roster for the selected improvement. The POW is a modified SIPOC (suppliers, inputs, process, outputs, and customers) that guides the user to identify 3-7 high-level steps, people internal/external to the process and process needs/provider. A team roster is created using the information provided.

Metric Tracking

FC Lean realizes error reductions and soft/hard savings after project closeout or submission to FC Lean. These savings are calculated using our TEAMS mnemonic. We use Time, Errors, Amount, Money and Sustainability measurements to track improvement. Each of these metrics can drive a process improvement.

FC Lean Project Tracking

FC Lean tracks FC Lean facilitated projects using a management board. The board is divided into Problem, Solve, Fix, and Sustain. Sticky notes contain the project title, origination date, sponsor, team lead, and the service area and move through the phases appropriately. FC Lean staff meets with the Budget Director bimonthly to discuss progress and if any issues need to be elevated. Program metrics are also reviewed and discussed during these meetings.

THE FC LEAN PROJECT TYPE GUIDE IS LOCATED ON **PAGE 13**

FC LEAN PRODUCTS

FC Lean Educational and Experiential Training

FC Lean offers three levels of courses to our colleagues and community members: Lean Basics, Lean Leaders, and Lean Managers. The deliberate interdependence of these courses creates a system in which students can learn the FC Lean Problem|Solve|Fix methodology, skills and tools; and then apply those learnings in their daily work environment. Both Lean Basics and Lean Leaders focus on teaching, the methodology, skills, and tools of FC Lean. Lean Managers, on the other hand, focuses on supporting employees in their process improvement work, operationalizing process improvement on an ongoing basis and introduces a change management philosophy based on Prosci's ADKAR model.

All courses use both simulations and real-world examples to increase understanding and application of the tools and methodology. Instruction covers project scope, problem statement creation, tool application and more through the Problem|Solve|Fix progression. At the end of Lean Basics and Lean Leaders courses students are prepared to take a problem through the methodology based on appropriate scope with the support of FC Lean.

FC Lean supports projects at all levels of the organization. Lean Basics graduates are prepared to tackle a Just Do It after the course, whereas Lean Leaders take a larger scoped project beyond the course to completion with their team and sponsor. For larger scoped projects FC Lean staff take the lead to facilitate the project through the Problem|Solve|Fix process.

Course Listing

Lean Basics - Full Course

Class hours: 8

Prerequisite: None

Description: Our flagship class introduces students to the City's process improvement methodology. Students experience an interactive and simulation-based class that incorporates the Problem|Solve|Fix approach to problem solving. Problem identification, root cause analysis, and facilitation tools are introduced and practiced. Students will be able to identify waste in a process and are primed to fix a small project at the conclusion of the class. Graduates are encouraged to complete multiple Just Do Its in their area.

Lean Basics - Hybrid Course

Class hours: 4

Prerequisite: None, however there is prework

Description: Designed for a small team that shares a common problem, this hybrid course introduces students to the City's process improvement methodology. Students experience an interactive class that incorporates the Problem|Solve|Fix approach as applied to a pre-scoped project that the team can work on together. Problem identification, root cause analysis, and facilitation tools are introduced and practiced on a real-life pre-approved and

scoped problem. Students will be able to identify waste in a process and are primed to fix the problem brought into the class and move forward on other small projects.

Lean Leaders

Class hours: 16

Mentoring hours: 10

Project Work Hours: 10-15

Prerequisite: Lean Basics

Description: The curriculum and the one-on-one mentoring are designed to create process improvement leaders within our organization. The course builds off the tools and skills learned in Lean Basics, incorporating additional problem identification tools, root cause analysis, and facilitation techniques. Conclusion of the course occurs when the student completes a project within their organization and attends all course hours. Graduates are encouraged to continue working in their area to identify and facilitate process improvement projects.

Lean Managers

Class hours: 2.5

Prerequisite: None/Lean Basics encouraged

Description: A researched-based course, designed to give supervisors and managers at any level an understanding of how to best support process improvements. The course provides a foundation of the interaction points between FC Lean and the projects identified within the manager's area. The curriculum introduces students to the FC Lean methodology of process improvement that supports and enhances problem solving in their area. In addition to FC Lean methodology, the course also introduces the Prosci ADKAR methodology for change management. The class concludes with change management techniques to better incorporate successful practices at all levels. Teams that use effective change management techniques are 6X more likely to achieve their objectives on or ahead of schedule and budget.

Lean Community Course

Class hours: 8

Prerequisite: None

Description: Similar to our flagship Lean Basics course, our community class introduces community members to the City's process improvement methodology. Students experience an interactive and simulation-based class that incorporates the Problem|Solve|Fix approach to problem solving. Problem identification, root cause analysis, and facilitation tools are introduced and practiced. Students will be able to identify waste in a process and are primed to fix a small project at the conclusion of the class.

FOR MORE INFORMATION ON PROSCI
AND THE ADKAR METHODOLOGY VISIT
WWW.PROSCI.COM



Facilitated Services

FC Lean Projects

Many process improvements, as per our project guide on page 13, require FC Lean staff facilitation. These projects are larger and more complex in scope and often have cross-functional effects on participants, programs and processes, and the organization. FC Lean staff use the same process, tools, and skills taught in our FC Lean courses while allowing participants to be the content experts in their process improvements.

Project 6S

This is a guided process that facilitates a team through the organization of a space using the phases Safety, Sort, Shine, Set-in-order, Standardize, and Sustain. As a result, 6S increases safety, efficiency, and capacity within your work area, whether physical or digital. By incorporating various Lean tools like visual management and standard work, Project 6S ensures optimal safety in working conditions, reduces frustration in locating items, increases staff morale, and enhances efficiency.

Form Lab

This facilitated process reduces errors and rework generated by forms. Using the voice of the customer as the driving force behind form redesign. Form Lab improves the customer experience, enhances their program's success, increases staff morale and capacity, and increases productivity.

Process Builder

A facilitator guides a team in creating a standardized approach to a process. Process Builder aims to create a reliable and repeatable process. The process begins with an ideal state brainstorming session, followed by an idea narrowing tool and a future state process map.



CONCLUSION

FC Lean believes in transparency and assisting colleagues, the City of Fort Collins, and others to achieve highly effective program and service delivery through coaching, training, and facilitation. FC Lean is continuously learning and evolving to better serve our colleagues and the community. As such, we've expanded our trainings and services from our inception to include what's been shared in this document and we expect to continue to do so. We enjoy speaking process improvement and are available to discuss and explore innovative ways of achieving better outcomes through continuous improvement. Feel free to contact us anytime at lean@fcgov.com or visit us at www.fcgov.com/lean.



BIBLIOGRAPHY & READING RECOMMENDATIONS

Process Improvement

We Don't Make Widgets | [Ken Miller](#)
 Peak Performance | [Brian Elms with J.B. Wogan](#)
 The Toyota Way | [Jeffery Liker](#)

Change Management

Switch: How to Change Things When Change Is Hard | [Chip Heath and Dan Heath](#)
 ADKAR: A Model for Change in Business, Government and our Community | [Jeffrey Hiatt](#)
 Change Management: The People Side of Change | [Jeffrey Hiatt and Timothy Creasey](#)

Behavioral Insights

Nudge: Improving Decisions About Health, Wealth and Happiness | [Richard Thaler](#)
 Drive: The Surprising Truth About What Motivates Us | [Daniel Pink](#)
 The Power of Habit: Why We Do What We Do in Life and Business | [Charles Duhigg](#)
 Start with Why: How Great Leaders Inspire Everyone to Take Action | [Simon Sinek](#)

Leadership

Leaders Eat Last: Why Some Teams Pull Together and Others Don't | [Simon Sinek](#)
 Boys in the Boat | [Daniel James Brown](#)
 Beyond Measure | [Margaret Heffernan](#)

Good Government

The Price of Government | [David Osborne and Peter Hutchinson](#)
 For the Love of Cities | [Peter Kageyama](#)
 The Solution Revolution | [William Eggers](#)

REFERENCE GUIDES

Project Type Guide

Every Project is unique and requires a tailored set of continuous improvement tools. After completing the Project Classification Worksheet, the guide below will assist in determining the appropriate resource and level of sponsorship that will enable project success.



Small Scope Project	Medium Scope Project	Large Scope Project	Complex Scope Project
Just Do It Form	Process Improvement Form	Process Improvement Form	Process Improvement Form
8 hrs or Less	12 hrs or Less <i>Excludes Implementation</i>	15 hrs or Less <i>Excludes Implementation</i>	18 hrs or Less <i>Excludes Implementation</i>
1 to 4 Participants	4 to 8 Participants	12 or Less Participants	12 or Less Cross-Functional Participants
Managerial Sponsor	Project Sponsor	Project Sponsorship	Executive Sponsor
Lean Basics Graduate	Lean Leader	FC Lean Team	

All FC Lean tools, templates and reference guides can be found at fcgov.com/lean/toolkit. Contact Lean@fcgov.com with any additional questions.

FC Lean Project Facilitation Value Stream Map (VSM)

FC Lean and Lean Leader Use

