

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LEAN SIX SIGMA IN 2017

DATE OF IMPLEMENTATION/ADOPTION: 2011 - JUNE 2018 (ONGOING)

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: YES Ongoing _____ One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes _____ No No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12-point font. State clearly and concisely what difference the project has made.


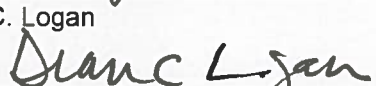
1 The innovations of Lean Six Sigma (LSS) in 2017 at the Registrar-Recorder/County
 2 Clerk (RRCC) has notably shifted the culture of the Department to continuous process
 3 improvement through self-assessment in 2017. By identifying the needs from our
 4 specific customers and stakeholders, RRCC has created the road map for a work
 5 environment that improves process understanding, increases service delivery speed,
 6 reduces operational costs, and develops solutions to the root cause of institutional
 7 issues based on data.

8
 9 The Department has benefitted greatly by developing and committing to a customized
 10 LSS Structure for each of its four bureaus. The Recorder and Election Bureaus
 11 continuously look for ways to improve the delivery of services to the public. The
 12 Administration Bureau continuously finds ways to efficiently meet business
 13 requirements to maintain the Department's good standing. The Information Technology
 14 Bureau works throughout the Department to serve staff so that they can support our
 15 public customers more effectively.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$280,723.00	\$	\$ 280,723.00	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Registrar-Recorder/ County Clerk 12400 Imperial Highway Norwalk, CA 90650		TELEPHONE NUMBER (562) 462-2716
PROGRAM MANAGER'S NAME Alexander Ogunji		TELEPHONE NUMBER (562) 462-2755 EMAIL aogunji@rrcc.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Margaret Palacios 	DATE 7/6/18	TELEPHONE NUMBER (562) 462-2823 EMAIL mpalacios@rrcc.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Dean C. Logan 	DATE 7/6/18	TELEPHONE NUMBER (562) 462-2716

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LEAN SIX SIGMA IN 2017

1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame.** Use Arial 12 point font.

The Registrar-Recorder/ County Clerk (RRCC), like other County departments, faces the challenges of continuously serving the public in a dynamic and complex work environment while transitioning towards a more technological age. This also meant that the requirements from staff will also grow. Throughout the years, we realized that to meet the growing needs of the public, RRCC needed to assess its processes and delivery of services throughout the Department. Specifically, RRCC operates through its four bureaus. This meant that the strategy needed to speak to the Recorder, Election, Administration and Information Technology Bureaus in a way that flowed throughout the Department.

In 2011, RRCC decided with Lean Six Sigma (LSS) as the framework and strategy to address the changes that were coming. It trained a handful of staff to complete a process improvement project in the early stages and found some localized benefits. Between 2013 and 2014, LSS methodology began to gain some traction and the Department developed its very own LSS training program. A total of 80% of RRCC employees were trained at the intermediate Yellow Belt level of LSS. This stage was the beginning of the Department learning the language of continuous process improvement. Following Department-wide training, staff from all bureaus could now engage in process improvement discussions and fully grasping what LSS tools like DMAIC, the 8 Wastes, and Process Mapping could do for their work. Thus, Process Improvement Idea Boards were added to each section for staff members to express their concerns about daily work. These concerns came in the form of ideas that addressed possible wastes in the process of delivering services to the public or other staff members. This opportunity to share and explore ideas added value to the workplace. This was the mark of transitioning from “business as usual” to Department-wide continuous process improvement.

Lean Six Sigma at RRCC means engaged staff members that have deeper understanding of their work processes, increased productivity, and a higher level of quality in approaching all stages of work in all the bureaus. In 2017, the LSS method of “DMAIC” became a notable driver in the Department’s progress. While all challenges may have a solution, RRCC has found that finding the root cause to problems is a key element in developing sustainable improvements. DMAIC is an acronym for Defining the problem or challenges in our daily process, collecting Measurements and statistics from the work we engage in, analyzing that data to make informed decisions before moving forward, implementing the Improvements, and creating Control measures that sustain the improvements in the long term. Using this method means identifying the root cause to a problem before jumping to a solution.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LEAN SIX SIGMA IN 2017

While we are still on our journey to a complete “lean” organization, the benefits that LSS has had on the Department to this point has become visible in the way staff members approach their work, the actual physical indicators throughout the Department, including LSS Bureau Structures, Process Improvement Idea Boards, Quarterly Program Metric Posters, and time and cost savings for the Department. RRCC has experienced a shift away from isolated work in each of the sections and move towards partnerships and collaborations across bureaus. Every staff member is a subject matter expert to their own line of work and is a resource for their process partners to engage with. Deeper process understanding across the Department builds transparency and a true investment across the bureau’s structure.

Additionally, the reach of LSS has extended to 17 other County Departments. These close partners include staff from the Chief Executive Office (CEO), Department of Public Social Services (DPSS), the Board of Supervisors (BOS), and Internal Services Department (ISD) who have begun engaging their own staff in their respective Department’s “lean journey.”

What makes LSS at RRCC so effective is that it can be applied to all business processes and can be easily followed through DMAIC. Where there is an idea to resolve a problem, we look to identify the root cause of the problem and once solved, we create measures to make sure they stay improved. RRCC has utilized LSS by modifying the tools to fit the County’s function to serve the public. It has embraced Data Analytics and Root Cause Analysis to see the frequency of services and error rates to prevent issues from recurring. The LSS program has created a work environment and culture that inspires employees towards process improvement which would not have happened without the Department-wide training, cross-bureau collaborations and support from all levels of management.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LEAN SIX SIGMA IN 2017

Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.
LSS at RRCC Realizing Tomorrow's Government Today

The development of RRCC's LSS program in 2017 is aimed to directly meet the County's strategic goal of realizing tomorrow's government today. With the advancement of technology and the growing diversity and population of Los Angeles County in mind, LSS invests in the development of its workers to continue to serve in the increasingly dynamic public-sector environment. LSS methodology puts the voice of the public in the center of its focus by embracing data analytics to make transparent and informed business decisions. Through LSS we address the four strategies of attaining this goal.

1. Continually pursue the development of our workers. - Training RRCC staff (+staff from 17 other County Departments) at the White Belt, Yellow Belt, and Green Belt LSS levels is dynamic and engaging. It teaches the core principles of the methodology and provide tools for project management for processes across the Department. These tools can be carried over throughout the career of each employee. LSS trained staff members are charged with the responsibility to challenge the status quo. This means to consider laws and policies while developing an understanding of why processes are the way they are. With a deeper understanding of the process, all staff members can see their work from start to finish.
2. Embrace Digital Government for the benefit of our internal customers and communities. - Through LSS, the challenges of moving from manual to the digital age are made easier. By using DMAIC and resolving the root cause of problems, we can more easily automate processes that are unnecessarily long with extra handoffs or processing. This means by fully understanding
3. Pursue Operational Effectiveness, Fiscal Responsibility and Accountability LSS is a continuous process in pursuit of operational optimization. The first stages of every LSS project at RRCC is assessing the current state of its operations, assets and customer satisfaction. through this strategy, we can better understand what assets we have in people and things to better serve the public. The result is then reviewed in a QA Sustainability Log that holds the Department accountable to the public and its partners.
4. Engage and Share Information with Our Customers, Communities and Partners - Tracking the work and celebrating the progress for projects that have applied LSS is a key strategy towards its success. By being transparent in the work that the LSS program has brought to RRCC through the hard work of RRCC staff, ownership of our work is becoming a part of the culture. Our improvements flow throughout the Department, to our customers in the public and internally.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LEAN SIX SIGMA IN 2017

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred because of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures because of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County because of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$280,723.00	\$	\$ 280,723.00	<input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

The estimated annual cost savings of \$280,723.00 listed above was generated through the tracking of LSS projects from Fiscal Year 2017-2018. These numbers reflect various LSS process improvement projects throughout the Department's four bureaus that have resulted in cost and times savings. These projects may have begun prior to July 21, 2017, but completed within the fiscal time frame. All savings are from the cost of expenditures that the County and RRCC would have accrued if the process improvement was not implemented.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LEAN SIX SIGMA IN 2017

FOR COLLABORATING DEPARTMENTS, ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____