

Do More (and Become More) with Less!

2011 is likely to be a tough year for the workforce system with reduced or flat resources. What will be your strategic response?

Can you really do more with less? Not if you do everything the same way you have always done it! Then, you will just become less of what you were! **“Cuts” must be coupled with continuous improvement** and saying good-bye to the “way we’ve always done it”.

Change is always hard and change in a tough environment is even tougher. However, sometimes, the best time to introduce positive change is in a time of negative change. When you **focus on thriving (and not just surviving)**, you take control of your environment, instill hope and energy to your organization, and make possible the changes you always knew were needed.

Now is the time to **prepare for reduced resources** while improving service quality and **capture the opportunity to redefine, reposition, reengineer, and reinvent.**

Here are just a few ideas to get you started.

Do More (and Become More) with Less!

- Redesign and Redeploy Resources**
- Seek Efficiencies and Subtraction**
- Serve More Through Service Integration and Technology**
- Create Economies of Scale**

→ **Redesign and Redeploy Resources**

- ✓ **Streamline service delivery processes** (using Lean manufacturing principles) to eliminate waste and add value, so more can be accomplished better, with less

→ **Seek Efficiencies and Subtraction**

- ✓ Identify and **remove bureaucratic, the “way we’ve always done it”, legacy procedures** so limited staff and limited staff time is spent on what really counts
- ✓ Analyze all processes for **non-value added compliance activities** and minimize effort on those where risk can be successfully managed
- ✓ Use **data to decide what really counts in achieving performance** and subtract time-intensive activities that make only a marginal contribution to achievement

Some Workforce Centers/Programs have not significantly changed their customer flow and service processes since the advent of WIA in 1998---with the ghost of JTPA, often lurking in the background.

Is now the time to revisit long-held assumptions?

- ? *Everyone must start in the self-service, resource area?*
- ? *Multiple office visits prior to training entry leads to better performance outcomes?*
- ? *All training customers must be case managed continuously?*
- ? *Every customer must be followed-up every month?*

Lean Manufacturing

↓ **First: Eliminate Waste** ↓

☛ *Don't Have To: Don't!*

☛ *Have To: Minimize!*

↑ **Always: Added Value** ↑

Lean is a systematic way to deliver the highest quality, lowest cost outcomes through the relentless elimination of waste

“Waste” is defined as any step that does not add value to the desired outcome.
Waste should be eliminated, simplified, or reduced

“Added Value” is defined as any process step that increases value for Center customers and is proven to help achieve performance

Map Your Customer Flow and Streamline Processes

- Connect, integrate all steps
- Eliminate unnecessary steps
- Minimize necessary steps
- Combine necessary steps
- Ensure all steps add value
- Resequence steps
- Reduce cycle-time
- Improve conversion ratios
- Seek data entry efficiencies
- Drive down accountability

Involve all staff in mapping and streamlining!

Example: Eliminating Waste in the “Training Entry Process”

Which of these process steps could you potentially subtract? Do these steps add value? How much time is expended for what return?

- Telling customers at group orientation about what may be available instead of immediately initiating service delivery
- Handing-off customers between multiple program-specific staff instead of cross-training all staff to be able to serve customers
- Requiring multiple, unnecessary customer visits and meetings before customers can actually enroll in training
- “Testing for motivation” through requiring customers to take too many steps and complete too much “homework” before even being considered for training and using these process steps to weed potential customers out
- Maintaining both paper and electronic files, even when only electronic records are required
- Requiring customers to complete written forms that will later have to be entered by staff electronically
- Going beyond what is actually needed for eligibility documentation
- Assessing for training program entry requirements when the training provider will also be conducting a similar assessment
- Delaying approval of training for customers due to long lag times caused by multiple levels of approval authority

Should you have a “subtraction” contest?

Whoever finds the most “waste to eliminate” wins!

**Redesign and Redeploy Resources!
Seek Efficiencies and Subtraction!**

- ✦ Organize all Center Staff by Function, Not by Program
- ✦ Develop Dual Enrollment Strategies to Stretch Staffing
- ✦ Create Cross-Program Services, such as Workshops
- ✦ Shift from Individual Caseload to Team Case Management
- ✦ Transform “Case Management” into Continuous Engagement
- ✦ Eliminate Post-Exit “Follow-Up” Calls with Low/No Return
- ✦ Seek Real-Time Data Entry to Prevent Duplicative Work
- ✦ Reduce WIB and Service Provider Staffing Redundancies, such as Duplicative Monitoring, Data Reporting, and Finance

→ Serve More Through Service Integration and Technology

- ✓ Capture the efficiencies of **integrated service delivery** by shifting from program silos and staffing, so more customers can be served even better while maximizing existing resources
- ✓ **Update services offered** to better respond to a changing and challenging customer base by more clearly defining the key services that are needed and improving the quality of those services that have priority
- ✓ Increase **virtual delivery of services** to permit limited staff to serve more

Shifting to Integrated Service Delivery:

- ✦ Develop a process for an **integrated customer pool**, so that all center customers (whenever eligibility permits) are registered simultaneously in as many programs as possible, so that customers may be co-owned by all center staff.
- ✦ Design an **integrated customer flow** clearly defining a service delivery process with a sequence of universal services that does not emphasize program eligibility and program participation.
- ✦ Implement **integrated staffing** to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow.

Integrated Centers have a designated and clearly defined manager and functional team leaders. The identified manager and team leaders are named without regard to funding source and coordinates the functional teams in the implementation of the integrated Center customer flow. Functional teams staff the adopted customer flow and team membership includes staff paid by different funding sources. Staffing organization is by services offered. Affiliation is by team and not by program funding.

Increasing Virtual Service Delivery:

- ✦ Use your website to serve, not just to inform and promote
- ✦ Permit your customers to apply online, conduct initial screening for eligibility, and ask questions without making an office visit
- ✦ Create WIKIs and Google Groups to supplement and replace in-office case management, report on classroom progress while in training, and verify employment

→ Create Economies of Scale

- ✓ Explore **regional and cross-center service delivery strategies** to capture the economies of scale while maintaining community-based access to services

Cross-Center Service Delivery Economies:

- ✎ Every Center being “a tub on its own bottom” means that every center must staff every function, even if not resource feasible
- ✎ Consider workshop circuit riders, centralized employer services, and centralized call-centers for customer contact
- ✎ Realize the goal is service access and not physical locations

Cross-WIB, Regional Economies:

- ✎ You don't have to merge WIBs to capture regional efficiency
- ✎ Identify functions that can be co-owned and co-funded across Workforce Areas, such as human resources, purchasing, grant writing, monitoring, and information technology

Greg is ready to help you do more (and become more) with less!

- ✓ Streamline your customer process to add more value and eliminate waste
 - ✓ Integrate your services to serve more customers, better
 - ✓ Develop innovative and realistic strategies to survive and thrive

Training and technical assistance is available through onsite delivery, webinars, and/or telephone consultation.

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