

Carver County RCP Innovation Project:
Group 6 – Human Capacity:
Resourcing, Training & Leadership
Development

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Group 6 – Project Scope

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Assessment

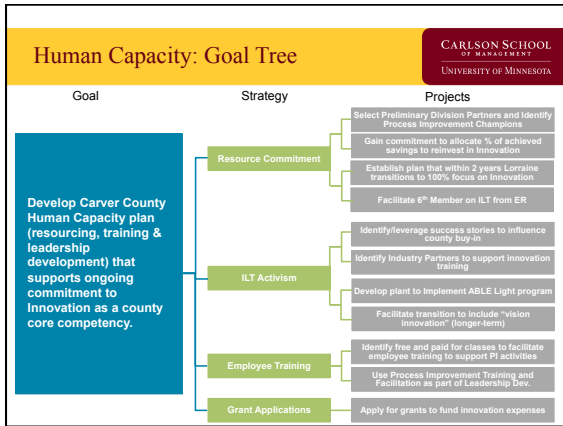
- Assess where Carver County is at and where it desires to be with human capital required to drive and sustain innovation along with developing a cultural transformation. Reconfirm the constraints outlined in 2015 recommendation #5. Determine if the county has a desire to use the innovation as part of their leadership development program.
- Assess the make-up and effectiveness of the advisory committee/innovation leadership team. Determine desires/needs requirements for leadership/sponsor/champion training to support innovation projects and overall cultural transformation.
- Assess how current training and upskilling is done regarding: Lean, change management, facilitation techniques (who does it, cost, effectiveness, etc.). Know what training is available within the region in the areas of lean, facilitation and change management, along with the cost and time required.

Recommendations

- Recommend how to increase indirect staff time dedicated to innovation.
- Recommend (with content outline & timing, cost/resources) training/workshops to engage county leadership.

**Human Capital
Recommendations**

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Recommendation 1

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Commit Resources to Process Improvement (PI) Activities

Operational (0 – 2 Years) – Gain momentum for PI activities and develop champions

- 1) Identify **2-3 Divisions** that have expressed **enthusiasm** for PI activities
- 2) With management, **identify 1 to 4 people** from selected divisions to train as PI champions – integrate with **leadership development program** (specific details covered later)
- 3) **Commitment to reinvest** (a portion of) savings into Innovation Development:
 - a) Fund additional employee/leadership training long-term
 - b) Free up Lorraine to spend 100% of her time managing innovation
 - c) Facilitate more active participation by ER on the ILT



"What if we don't change at all and something magical just happens?"

To develop human capacity commit and invest – sometimes at the expense of day-to-day responsibilities. Savings gained should be reinvested to further progress.


Recommendation 1

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Commit Resources to Process Improvement Activities Continued

Strategic - (Year 3 and Beyond) – Create a new future through innovation beyond process improvement activities

- 1) **Ensure engagement** of all divisions in PI Activities to support **true cultural change** – each division will have a small core to lead/facilitate PI activities
- 2) Move beyond Process Improvement to **Create a New Future** – pivot from momentum gained from creating a subculture of continuous PI, commit resources to **visionary innovation** (4th quadrant of Innovation Circle)



Grow from just focusing on "How can we do things better?" to "How can we or will we need to do things 5 or 10 years from now?"

Recommendation 2

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Recommendation 2 – ILT Activism

Operational – (0-2 Years) – Identify innovation partners and celebrate success

- 1) Add a **representative from ER**
- 2) Develop relationships with Carver County **Industry Partners** to support training efforts
- 3) Identify relevant external **success stories** now, promote **own success stories** when available
 - a) Communicate plans for reinvestment – requires SMART goals and tracking
 - b) Develop program to communicate/celebrate successes on a more frequent basis

Strategic - (Year 3 and Beyond) – Championing innovation as a part of Carver County’s culture

- 4) Provide insight and context for moving **beyond process improvement** to “**visionary innovation**” by understanding differences and facilitating next steps

The ILT must continue to be the Change Leader by creating new opportunities for innovation and communicating the benefits that are brought through participation.

Recommendation 3

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Recommendation 3 – Training Programs for Managers and Employees

Operational – (0 – 2 Years) Identify suitable training programs for leadership and employees

- 1) Exposure and training options
 - a) **Free training resources** offered through Minnesota Office of Continuous Improvement
 - b) Manufacturer’s Alliance (Golden Valley) Green Belt Certification (**\$1,720 per student**)
 - c) Mini-master of the Lean Enterprise – St. Thomas University (**\$2,695 per student**)
 - d) SixSigma.as’ Lean Fundamentals training (**\$2,000 per student**)
- 2) Integrate ABLE Light program into carver county - **provides leadership opportunities** for county employees by giving them a leadership role to plan, develop and implement a county project

Strategic – (Year 3 and Beyond) - Continue to reinvest savings in training programs for leadership

- 3) Goal of sending 1-4 leaders **within all functional areas** to receive formal training from private sector programs
- 4) **Innovation Champion** will be responsible for updating the ILT on project status within their functional area
- 5) Consider program for Systematic Inventive Thinking

Continue to invest in innovation through a blend of free and formal training opportunities

Recommendation 4

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Recommendation 4 – Apply for grants to fund future innovation expenses

Operational – Short term focus & successes (0-2 Years– Apply for Private or Federal Grant for fiscal year 2017

- 1) Apply for Bush Foundation “Community Innovation” or a similar grant in 2017 to fund training expenses
- 2) Identify and apply for **Federal grants** during fiscal year 2017 & or 2018
- 3) Begin to allocate a small portion of time 1-2% during ILT meetings to **discuss grant options**

Strategic - Point of arrival (Year 3 and Beyond) – Allocate 3-5% of ILT time towards finding/applying for grants

- 1) Apply for grants annually at the Federal level
- 2) Apply for grants annually with private foundations (ex. Bush Foundation)
- 3) Work with other government entities/county departments to apply for **larger grants**
- 4) **Fund innovation** training, and technology enhancements with grant funds

The County may be able to significantly expand its innovation efforts with grant awards. Ramsey County was awarded the “Community Innovation” grant by the Bush Foundation


Conclusion

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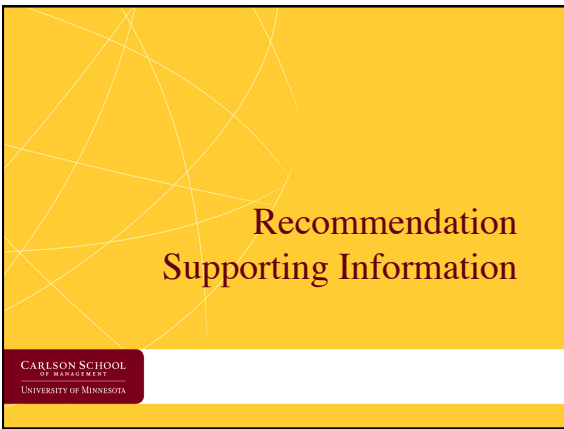
Conclusion / questions

To recap, our recommendations for Carver County are intended to provide insight and tools to help them achieve the appropriate level of human capital to drive a culture of innovation. We strongly feel that the County should:

- 1.) **Commit Resources to Process Improvement Activities**
- 2.) **Increase ILT Activism**
- 3.) **Implement Training Programs and Leadership Development**
- 4.) **Apply for grants to fund future innovation expenses**



We believe that Carver County is positioned to achieve its goal of becoming more innovative. Many hurdles lie ahead though. The County will need to commit resources and display effective leadership to move forward. Changing the culture of a large organization is a very difficult task. The ILT must work hard to develop processes to implement recommendations that will have meaningful impacts. Our four recommendations have potential to help Carver County foster a culture of innovation. The ILT must act on them and determine the best method for execution



Recommendation Supporting Information

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Recommendation 1: Support Info

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Recommendation 1 - Commit Resources to Process Improvement Activities

Current state - Carver County

- Constraints outlined in 2015, Recommendation #5 (beginning with premise that no additional funds are available for innovation staffing in 2015) hold true:
 - No increase for paid staff time - no change should be made in the amount of paid staff time allotted for innovation projects
 - Increase indirect staff time - respond to County staff interest in identifying, recruiting, and training other county employees in facilitation methods provided there is employee interest and supervisor support for the training
 - Continue advisory committee - continue to have the Innovation Leadership Team serve as the advisory committee for innovation efforts within the County
- It does not appear as though the ILT has identified a current state, a desired (future) state, as well as a progress map with respect to human capital.
- Currently there are only 2 FTEs with allocated time towards innovation/process improvement activities
- The county does not have a formalized and defined leadership program. The approach has been more fluidic, identifying key organizational priorities and leadership development needs.
- The Employee Relations Division has organized mandatory supervision training programs for all supervisors (Bruce Miles series - <http://www.hgtrivergroup.com/>).
- They have also invested in customer service/culture training for leadership and employees (<http://www.petramarquart.com/index.html>).
- There is a lot of autonomy for divisional managers when developing leaders
- It has been expressed that the county does have a desire to use innovation as part of their leadership development program.
- \$30,000 is earmarked specifically for leadership development. (In 2015, \$27,098 of \$30,000 was spent.)
- Assumed that some of the \$456,000 that gets allocated to between county divisions may be spent on leadership training/development - anecdotally, the thought that is only 1% to 5% of those distributed funds will be spent on leadership development, it is predominantly spent on subject matter expertise.

Recommendation 2: Support Info

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Recommendation 2 - Training for County Leadership (Cont.)

Current State: Carver County (Cont.)

- Meetings occur monthly or at least every six weeks
 - 8 - 12 meetings annually
- Strengths indicated:
 - Upper management representation from key departments
 - Small group size reduces scheduling conflicts
 - Strong ability to work together in a cohesive fashion
 - Job titles are "left at the door"
 - High confidence level allows all members to voice their opinions
 - Provides a management support system for employees that are working to enact innovation strategies
 - Very positive space
- Weaknesses indicated:
 - Team does not include someone from HR/ER
 - HR/ER has been unable to participate in the ILT due to time constraints.
 - This could be amended by conducting a full analysis of the job functions of the representative that would be most appropriate and allocating selected tasks to a subordinate employee
 - <https://www.ahim.org/disciplines/ergonomics/articles/pages/delegateeffectively.aspx>
 - Most employees are unaware that the team exists
 - Employees do not recognize the ILT as a resource
 - Employees are not aware of the ILT's past successes or future initiatives
 - There is currently no way for employees to make suggestions or share ideas with the ILT
- Recommended readings on innovation and team leadership
 - http://www.businessweek.com/707_leadership_innovestment.html
 - Lovenski, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco: Jossey-Bass, 2002.
 - <http://www.bloomberg.com/news/articles/2008-08-22/the-challenges-of-innovationbusinessweek-business-news-stock-market-and-financial-advice>

Recommendation 2: Support Info

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Recommendation 2 - Training for County Leadership (Cont.)

Potential Industry Partners:

- Carver County Community Development Agency
- Crown College
- Minnesota Department of Employment and Economic Development
- Heartland America
- Ridgeway Medical Center
- TAK Communications
- Hydro-Engineering
- Business ware Solutions
- We Business Strategies
- General Mills
- Supervalu
- Lake Region Medical Manufacturing
- Entegris
- Emerson Process Management/Rosemount Measurement
- Beckman Coulter
- Lifetime Fitness
- Amerison

Successful implementation examples:

- <http://www.lean-6sigma.com/lean-six-sigma-articles.aspx>
- <https://6sigmavista.com/lean-six-sigma-articles.aspx>
- <http://www.tylerpaper.com/TP-News/Local/197509/lean-six-sigma-city-of-tyler-celebrates-over-5-million-in-savings-with-program>
- <https://www.miamimetro.com/news/2014/06/10/lean-six-sigma-boosts-customer-satisfaction/>
- <http://www.dorlandhospital.com/city-of-dallas-570k-after-revision-of-phone-internet-services/>

Recommendation 2: Support Info

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Recommendation 2 - Training for County Leadership (Cont.)

Development Groups:

- Marketing
 - Minnesota American Marketing Association
 - <http://www.mamainc.org/>
 - Minnesota Interactive Marketing Association
 - <http://www.mima.org/>
- Human Resources
 - Human Resource Professionals of Minnesota
 - <http://www.hrppm.org/>
 - Twin Cities Human Resource Association
 - <http://www.tchra.org/>
- Finance
 - Minneapolis Institute of Management Accountants
 - <http://www.mimainc.org/>
- Miscellaneous
 - Minnesota Council for Non-Profits
 - <http://www.minnesotanonprofits.org/>
 - Young Professionals of Minneapolis
 - <http://yppminneapolis.org/>

ABLE Light Program

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Action Based Leadership Experience (ABLE) Light program provides a leadership opportunity for county employees by giving them a leadership role to plan, develop and implement a county project.

- Program will consist of 1-2 employees from the county
 - 25% of the time dedicated to the ABLE project, 75% will continue to work on their current job.
 - Candidates must show strong leadership abilities and be willing to listen and learn from others.
- Assigned a project by the ILT
 - Project must be completed in 12 months or less
- Each ABLE Light member will be assigned a mentor with experience in the county leadership
 - Must be in a leadership position within the county
 - The mentor must give guidance on how to complete project tasks and overcome obstacles.
- By the end of the program the county will have 1-2 employees with new leadership skills and have the confidence to take on more challenging county projects.

Recommendation 3: Support Info

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Recommendation 3 - Training for County Employees

Current state: Carver Co
There is no formal training for innovation
There is \$30,000 allocated for leadership development training
The County currently has a lack of employees that have trained in innovation and process improvement methods

Supporting Literature/Readings/Articles/Theory
<http://www.stthomas.edu/leancollege/innovatingwiththeleanenterprise/registration/>
St. Thomas offers a "Mini Master of the Lean Enterprise"
Cost of \$3,095 per student

- This comprehensive program covers the following topics:
 - An introduction to Lean methodology
 - Customer requirements/VOC
 - Understanding processes
 - 5S and visual management
 - Pull systems, kanbans and TAKT time
 - Kaizen events
 - Quality and Lean
 - Performance measures and Lean accounting
 - Lean inside and outside the organization
 - Change management and communication

<http://www.6sigma.us/lean-agent.php>

- Formal six-sigma training, "Lean Fundamentals"
- Cost of \$2000 per student, group discounts available
- Topics include:
 - Overview of the Lean Initiative
 - Incorporating Lean & Six Sigma
 - Muda (or Waste) Eradication
 - Value Stream Mapping (Present and Prospective State)
 - How to Conduct a Lean Vision Events (or Kaizen Events)

Recommendation 3: Support Info

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Recommendation 3 - Training for County Employees

Government, industry, non-profit practices supporting recommendation
<http://mn.gov/admin/lean/>

- Free resource to all public sector employees; introduction to CI, measures of improvement, problem solving tools, online training and on demand courses

Potential roadblocks, resistance & barriers: Potential roadblocks are getting "buy-in" from the employees. The ILT team needs to be the one that leads this initiative.

- Champions will lead different functional areas
- Share success stories with employees to help enable "buy-in"
- Show that the county continues to invest in the program and in the employees

Recommendation 4: Support Info

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Recommendation 4 - Apply for grants to fund innovation expenses

Current state Carver Co

- The County currently has a lack of funds to expenses towards innovation
- The County could cover innovation expenses with grant funds

Government, industry, non-profit practices supporting recommendation

- Ramsey County was awarded the Bush Foundation "Community Innovation" grant
- Many local governments work together to receive larger federal grants

Potential roadblocks, resistance & barriers (i.e. financial, cultural, organizational structure, readiness, etc.) and suggestions for reducing or eliminating

- Time allocation - someone needs to research and suggest grants to apply for
- Readiness - the County needs to discuss oversight of funds if they are awarded
- Committing a small amount of time towards grant applications may help the county fund future innovation related expenses
- Avoid having to expand innovation budget

The County may be able to significantly expand its innovation efforts with grant awards
