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

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Carver County Sponsor: Tom Vellenga
Carver County Point of Contact: Lorraine Brady

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 Capacity: Goal Tree

**Goal:** Develop Carver County Human Capacity plan (resourcing, training & leadership development) that supports ongoing commitment to innovation as a county core competency.

**Strategy:**
- **Resource Commitment:**
  - ILT Activism
  - Grant Applications
  - Employee Training
- **Projects:**
  - Select Preliminary Division Partners and Identify Process Improvement Champions
  - Gain commitment to allocate % of achieved savings to reinvest in Innovation
  - Identify/leverage success stories to influence county buy-in
  - Identify Industry Partners to support innovation training
  - Identify free and paid for classes to facilitate employee training to support PI activities
  - Use Process Improvement Training and Facilitation as part of Leadership Dev.
  - Apply for grants to fund innovation expenses

**Projects:***
- **ILT Activism:**
  - Establish plan that within 2 years Lorraine transitions to 100% focus on Innovation
  - Facilitate 6th Member on ILT from ER
  - Develop plan to implement ABLE Light program
  - Facilitate transition to include “vision innovation” (longer-term)

**Projects:**
- **Grant Applications:**
  - Develop Carver County Human Capacity plan (resourcing, training & leadership development) that supports ongoing commitment to Innovation as a county core competency.

**Projects:**
- **Employee Training:**
  - 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?”

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**Recommendation 1**

**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 for mentors
   b) Free up Lorraine to spend 100% of her time managing innovation
   c) Facilitate more active participation by ER on the EFT

**Recommendation 1**

**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)

**Recommendation 1**

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To develop human capacity, commit and invest – sometimes at the expense of day-to-day responsibilities. Savings (if existent) should be reinvested to further progress.
Recommendation 2

Recommendation 2 – ILT Action
Operational – (0-2 Years) – Identify innovation partners and celebrate successes
1) Add a representative from EIR
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 plan 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

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 ($1,728 per student)
   c) Mini-master of the Lean Enterprise – St. Thomas University ($2,989 per student)
   d) SixSigma.us’ 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

Recommendation 4 – Apply for grants to fund future innovation expenses
Operational – Short term focus & success – (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 5-9% 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

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 Indirect Staff Time
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 continue measuring and defining effective leadership at all levels. 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 1: Commit Resources to Process Improvement Activities

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Recommendation 3: Implement Training Programs and Leadership Development

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Recommendation 1: Support Info

Impact of Employee Engagement on the Team:
- Increased team focus on innovation.
- Improved team communication.
- Enhanced team creativity.
- Better alignment of team goals and objectives.

Strategies to Enhance Employee Engagement:
- Regular team meetings to discuss progress and challenges.
- Open communication channels with team members.
- Recognition and rewards for innovative ideas.
- Opportunities for professional development.

Potential Roadblocks, Resistance & Barriers and Suggestions for Reducing or Eliminating:
- Resistance to change: Encourage open dialogue and foster a culture of inclusivity.
- Lack of resources: Allocate time and budget for innovation initiatives.

Supporting Literature/Readings/Articles/Theory:
- www.businessperform.com/articles/training-practice/leadership_development.html
- The ILT needs to work in concert with ER to promote process improvement training activities as opportunities for leadership development.

Recommendation 2: Support Info

Recommendations 1: Training for County Leadership

Current Status: Current Competencies
- Communication
- Team Building
- Project Management

Recommendations 1: Training for County Leadership

Current Status: Current Competencies (Cont.)
- Leadership
- Change Management
- Conflict Resolution

Recommendations 1: Training for County Leadership

Current Status: Current Competencies (Cont.)
- Diversity and Inclusion
- Ethics and Compliance
- Performance Management

Recommendations 1: Training for County Leadership

Current Status: Current Competencies (Cont.)
- Leadership
- Change Management
- Conflict Resolution

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Recommendations 1: Training for County Leadership

Current Status: Current Competencies (Cont.)
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- Performance Management
Recommendation 2: Support Info

Recommendation 1: Training for County Leadership (Cont.)

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

Successful Implementation Examples:

- http://mn.gov/admin/lean/results/projects-events/

Recommendation 2: Support Info

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**ABLE Light Program**

**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.

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**Recommendation 3: Support Info**

Recommendation 3: Training for County Employees

Government, Industry, Non-Profit positions supporting

- Free resource to all public sector employees, introduction to CI, measures of improvement, problem solving tools, culture building and continuous improvement.

- **Vendor:** MasterVision (Purchasing, Procurement, and Specification)

- **Vendor:** 6 Sigma, Lean (Quality)

- **Vendor:** St. Thomas (Mini Master of the Lean Enterprise)

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**Supporting Literature/Readings/Articles/Theory**

- [www.sthomas.edu/execed/minimasteroftheleanenterprise/registration/](http://www.sthomas.edu/execed/minimasteroftheleanenterprise/registration/)

**St. Thomas offers a “Mini Master of the Lean Enterprise”**

- Cost of $2,695 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

- [www.6sigma.us/lean-agent.php](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)

**Potential roadblocks, resistance & barriers:**

- Potential roadblocks are getting “buy-in” from the employees.
- The ILT team needs to be the one that leads this intuitive process.
- Champions will lead different functional areas.
- Share success stories with employees to help with “buy-in”.
- Show that the county continues to invest in the program and in the employees.
Recommendation 4: Support Info

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