**Supervisor Development Program**

Continuous Improvement Process Check

**Brainstorm a list of possible processes that need improvement**

Ask yourself, your staff, management, and/or customers what process they find frustrating or inefficient. The checklist below can also give you some ideas. This is brainstorming so just make a list, don’t overthink things.

* Backlogs- the things you can’t ever seem to find time to get to
* Piles of paper around the office
* RESJI recommendations from past Equity Analyses
* Equitable Workforce Plans
* Strategic Plans and Annual Work Plans
* Results Madison workbooks
* Employee survey results and action plans (Employee Voice Survey, MAC/WIC Survey, department surveys)
* Community, Customer Service, and/or Satisfaction Surveys. Customer feedback

**If you are new…**

Make a list of processes that you or staff in your department/agency regularly do. Examples could be inspecting or testing equipment, responding to service requests, reporting or responding to maintenance requests, processing applications, or reviewing and approving requests.

It’s ok if you don’t understand the process yet, just jot down what it is.

**Process Check – No new staff, no new money, no new technology!**

The following questions are designed to help you think through the above brainstorm to confirm each idea is truly a process, not a project. If you completed the brainstorm above, transfer your ideas into the final column below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Question** | **Sample Idea 1** | **Sample Idea 2** | **Your Idea** |
| What is your agency, service, and role? | *Finance, Accounting, Payroll Supervisor* | *Streets, Solid Waste Management, Transfer Station Operating Maintenance Worker* |  |
| What is a common process within your agency? | *Process to pay employees* | *Process to collect trash: focus on sub process of tipping station offloading* |  |
| How frequently does this process occur? (If > monthly, this may not be the right process to tackle now.) If not already occurring, this is not a process.) | *Bi-weekly* | *Most weekdays except certain holidays* |  |
| About how many times will it occur between January 2022 and May 2022? | *Ten (5 months x 2 per month)* | *One hundred (5 months x 4 weeks per month x 5 days per week)* |  |
| What role do you play in this process? (If you or your staff are not part of this process, this is likely not the process to tackle now.) | *Processing the seven payroll tracking systems across the City of Madison to ensure those who worked get paid* | *I oversee the maintenance of the tipping floor, I also pull certain physical items from the floor as needed* |  |
| Who else is part of this process? (These are your stakeholders who may become part of your process improvement team.) | *Staff citywide, supervisors citywide, payroll clerks, myself (Payroll Supervisor), my staff* | *Streets Machine Operators, myself* |  |
| Who ultimately owns this process? If you, who oversees you?  (This is your likely sponsor. If your answer is not in your agency, this is likely not the process to tackle now.) | *Myself, Accounting Manager, Finance Director* | *Process Plant Supervisor, Streets Superintendent* |  |
| What causes your process to start? | *Employee works* | *Garbage truck is full of trash and needs to be emptied.* |  |
| What causes your process to end? | *Employee receives payment via automatic deposit* | *Tipping floor cleared* |  |
| What are some of the major activities or steps that occur between your start and end point? (Remember, you will need to think through all steps in your process (i.e. process mapping). If there are not multiple steps between start and end, this may not be a process) | 1. *Employee submits time via time keeping system* 2. *Supervisor approves* 3. *Agency head approves* 4. *Payroll processes batch payment* 5. *Notice sent to employee* | 1. *Driver completes route* 2. *Driver transits to transfer station* 3. *Driver waits in line of garbage trucks to enter transfer station* 4. *Certain items cleared manually from tipping floor* |  |
| Where do the potential problem(s) or waste(s) exist within this process? Remember DOWNTIME.  **Defects** – tasks or processes not completed right the first time  **Overproduction** – producing sooner, faster or greater quantity than demanded  **Waiting** – People or things that are doing nothing or moving slowly while waiting for another step of the process  **Not utilizing talent** – Employees or resources not leveraged to potential  **Transportation** – Movement of people or information between processes  **Inventory** – Raw materials or work awaiting processing  **Motion** – Movement of people or information within a process  **Extra processing** **–** Doing more than is necessary to complete a task | *Inventory - There are multiple timekeeping systems to pull in data for central payroll processing*  *Waiting – Payroll clerks must submit information in a timely manner in order for central payroll to process* | *Motion – Streets Machine operators from east and west locations must drive to a central location to offload when full*  *Waiting – Streets Machine Operators have to wait in line at the end of their shift in order to offload at the tipping floor, which leads to not utilizing talent* |  |
| Can you measure this process? Remember TEAM.  **Time** (how long does this process take?)  **Errors** (are there any common issues?)  **Amount** (how many times is this done?)  **Money** (what does the process cost) | *Time: How long does it take central payroll to process?*  *Amount/Errors: How many times do we have to go back and correct payroll after it’s processed due to employee error?* | *Time: How long does the streets operator spend at the tipping floor before leaving?*  *Amount: How many times per day does one truck offload at the tipping floor? How often do they wait in line?* |  |