



Results Minneapolis



**Business Process Improvement (BPI)
Initiative**

“Encouraging change at the City, one process at a time”

Committee of the Whole
May 21, 2009

About BPI

Background

- ❑ Developed in response to the 2006 City of Minneapolis employee survey and our collective desire for improvement
- ❑ The BPI steering committee was created in early 2007
- ❑ A staff person was hired in July 2007 to manage the initiative
- ❑ The first “wave” of projects was kicked off in the fall of 2007

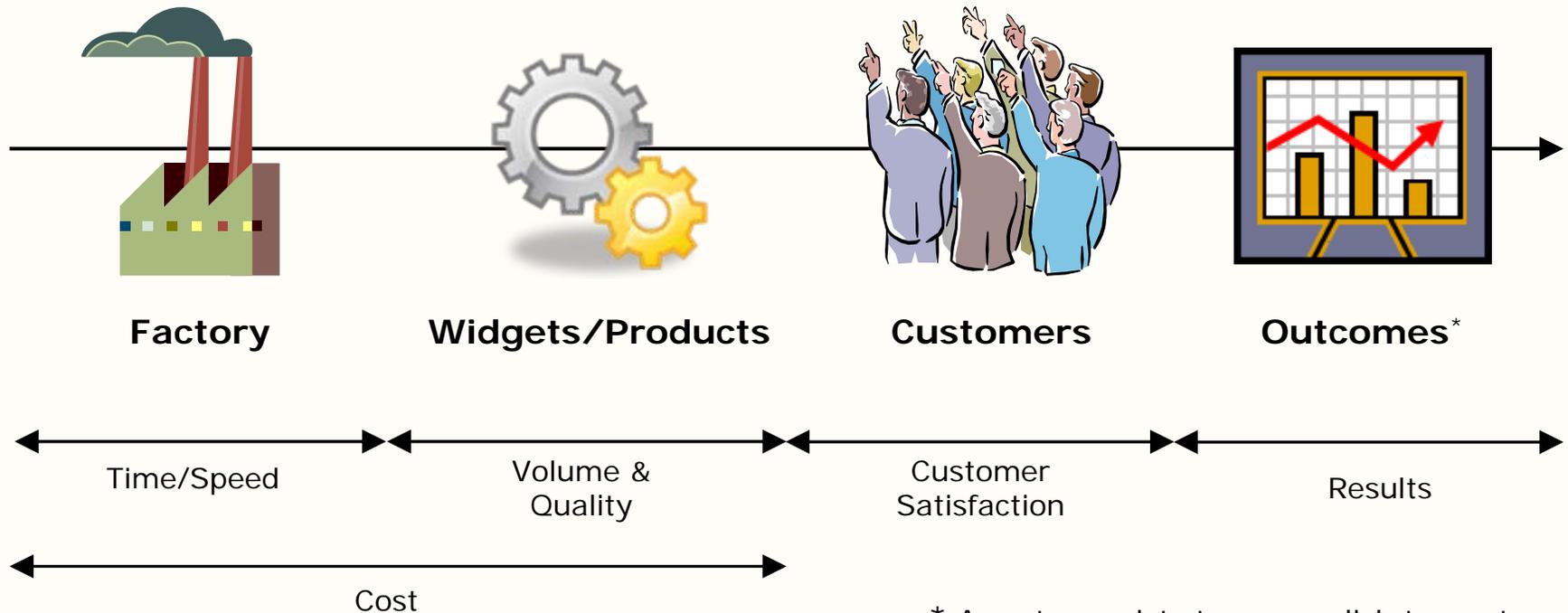
About BPI

Key BPI Concepts

- ❑ Empowering the people who work within those systems to improve the processes
- ❑ Selecting team members with varied perspectives of the process
- ❑ Using facilitators to guide project teams through the process
- ❑ Understanding the system of work and the three “myths” in government



The System of Work



* A system exists to accomplish two sets of purpose (outcomes), those the organization desires and those the customer desires.

BPI Projects to Date

Wave I Projects

- Initiated September 2007

- ❑ BIS IMAC
- ❑ Civil Rights Complaint Investigations
- ❑ Finance Procurement RFP over \$50,000
- ❑ Human Resources Hiring
- ❑ Regulatory Services Business License Renewals

Wave II Projects

- Initiated March 2008

- ❑ City Coordinator Appointments to Boards and Commissions
- ❑ Police Criminal History and Records
- ❑ Public Works Sidewalk Business
- ❑ Public Works Fleet Services Dispatch
- ❑ Regulatory Services Administrative Citations for Exterior Violations

Wave III Projects

- Initiated January 2009

- ❑ Finance Time and Labor
- ❑ Police Abandoned Vehicles
- ❑ Public Works Cut Cards
- ❑ Public Works Traffic Requests
- ❑ Regulatory Services Stormwater Drainage and Erosion Control Regulation

Projects outside the formal "Wave" projects

- ❑ City Attorney Crime Victim Liaison
- ❑ Finance Procure-to-Pay
- ❑ City Attorney File Room

Recommendation & Initiative Highlights

Public Works

- ❑ Two projects complete – implementation underway
- ❑ Two projects underway
- ❑ Benefits
 - Reduced frustration
 - Improved efficiency
 - Increased employee engagement
 - Forum to bring forth complex issues
 - Empowerment at lower levels of organization



Recommendation & Initiative Highlights

Regulatory Services Business License Renewal Process

- ❑ Multi-Departmental team
- ❑ Talked to our customers
- ❑ Reduced paperwork
- ❑ Reduced renewal process from six months to eight weeks
- ❑ Consolidated 145 ordinance sections
- ❑ Time savings for customers and staff



Recommendation & Initiative Highlights

Human Resources Hiring Process

- ❑ Increased understanding of the process – from multiple perspectives
- ❑ Great opportunity to think differently and generate ideas - and apply what you learn immediately
- ❑ Input in the process resulted in short improvements, long term opportunities
- ❑ Provides opportunities to develop relationships with City staff



Expected BPI Results

- ❑ Engaging City employees to get their innovative ideas on improving processes
- ❑ Streamlining processes to eliminate unnecessary steps, backlogs, bottlenecks, complexity, redundancies, and reduce costs
- ❑ Improving quality of services delivered to our customers
- ❑ Enhancing City staff and manager skill sets to include business process improvement techniques
- ❑ Building in continuous improvement as part of the City's culture

Continuous Improvement

