



County of Ventura

SERVICE EXCELLENCE PROGRAM Program Overview



OBJECTIVE

Encourage a Countywide culture of service excellence, continuous improvement and empirically based decision making as a means of improving the quality, consistency, speed and cost of County services.

PROGRAM STRATEGY/APPROACH

A Countywide Program will be established to facilitate the adoption and application of Six Sigma statistical and Lean process analysis and improvement methodologies, collectively known as Lean Six Sigma.

Lean Six Sigma efforts identify and eliminate unnecessary and non-value added process steps and activities that have build up over time. However, Lean Six Sigma is not just about fixing broken processes. Government agencies have found that these methods enable them to understand how their processes are working “on the ground” and to make adjustments that optimize desired outcomes. By getting routine activities and processes to function smoothly and consistently, staff time can be focused on higher value activities linked to a department or agency’s core mission.

This program will be sponsored by the Board of Supervisors and the County Executive Officer, coordinated by the Assistant County Executive Officer and structured to support a combination of agency/department initiated improvement projects and Board/CEO initiated, inter-agency process improvement projects, heretofore referred to as “events”.

As opposed to targeting a specific time frame or number of events to be accomplished, the Program will seek to establish an ongoing environment and culture where County executives, managers and staff are encouraged and have easy access to the skill sets and tools to pursuer service excellence, continuous improvement and resulting cost reductions. The primary emphasis of the Program will be supporting agencies and departments in providing their key internal “process owners” and staff with such skills and tools.

KEY PROGRAM TENETS

The following key program tenets will serve as an initial starting point for the Program.

- Events will primarily be initiated by individual agencies and departments. The Board of Supervisors or the CEO may also initiate such events for inter-agency or Countywide processes.
- The development of “before” and “after” metrics and measures is to be a key component of each event.
- Event initiation and results are to be reported to and will be cumulatively tracked and reported to the Board of Supervisors by the program “Transformation” office.
- To obtain the most effective training possible and facilitate adoption of a common Program methodology, vernacular and approach, a master Lean Six Sigma training curriculum contract will be established and made available for use by all agencies and departments.
- A Service Excellence Council of volunteer Executive Committee members will be established to refine program goals and measures, recommend inter-agency County processes for consideration, and award and evaluate the master training contract and vendor, among other responsibilities.
- A Lean Six Sigma Practitioner’s Council will be established to provide a forum for lessons learned, sharing of event results and general information exchange among other responsibilities.
- To facilitate Program adoption, a number of ‘sponsored’ training opportunities will be available, initially proposed as follows:
 - 25 overview/Yellow Belt training seats per quarter
 - 15 practitioner’s/Green Belt training seats per quarter
 - TBD number of journeyman/Black Belt training seats per quarter
- Agency and departments electing to utilize Program-sponsored training agree to make those individuals available for a limited number of County-wide projects outside of their agency or department.