

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: December 22, 2016

TO: Supervisor Theodore Lipscomb, Sr., Chairman, County Board of Supervisors

FROM: Julie Esch, Deputy Director
Department of Administrative Services

SUBJECT: Request to Create and Fund a Continuous Improvement Specialist Position in the DAS Central Business Office

REQUEST

The Department of Administrative Services Central Business Office requests the authorization to create 1.0 FTE, Continuous Improvement Specialist, for the purpose of establishing a Continuous Improvement Program for Milwaukee County.

Continuous Improvement, commonly known as LEAN, originated in the manufacturing sector. Over the years, the health care industry, public schools and other government agencies began incorporating CI into work processes as competition for resources increased. The goal of CI is to systematically improve work processes in order to become more efficient and agile. Many governmental entities across the country, such as King County, Washington and locally, Waukesha County, Wisconsin, are successfully using CI throughout their organizations.

In 2013, the Department of Administrative Services (DAS) Performance, Strategy and Budget Division, with oversight from a Continuous Improvement Steering Committee, developed a Continuous Improvement (CI) Program for Milwaukee County. By dedicating a Continuous Improvement Specialist position to provide the support needed to sustain the program. Duties of the position would include but not be limited to:

- Leading multiple complex, process improvement projects that span multiple central departments;
- Assess processes to determine how to reduce rework, improve quality and efficiency, increase revenue and/or improve the ability to deliver desired services or outputs;
- Advise in analysis of operational intelligence metrics by defining and identifying key measures and performance metric targets, and assisting in development of complex cost-benefit and return on investment analyses for proposed changes; and
- Develop and execute a comprehensive change management strategy relative to projects and stakeholders as well as orchestrate and lead change management methodologies.

This position will be responsible for the Countywide CI Program. This action will have a zero tax levy effect as it was included in the Recommended Budget for 2017.

RECOMMENDATION

The Department of Administrative Services – Central Business Office recommends that the request to create 1.0 FTE of Continuous Improvement Specialist, be approved.



Julie Esch, Deputy Director
Department of Administrative Services

cc: County Executive Chris Abele
Raisa Koltun, Chief of Staff, County Executive
Teig Whaley-Smith, Director, Department of Administrative Services
Scott Manske, Comptroller
Supv. James Schmitt, Chair, Personnel Committee
Supv. John Weishan Jr., Vice-Chair, Personnel Committee
Supv. Peggy West, Chair, Finance and Audit Committee
Supv. Sheldon Wasserman, Vice-Chair, Finance and Audit Committee
Kelly Bablitch, Chief of Staff, County Board of Supervisors
Steve Kreklow, Director of Performance, Strategy & Budget
Kerry Mitchell, Director of Human Resources
Michael Blickhahn, Director of Compensation, Human Resources
Steve Cady, Research and Policy Director, Comptroller's Office
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