



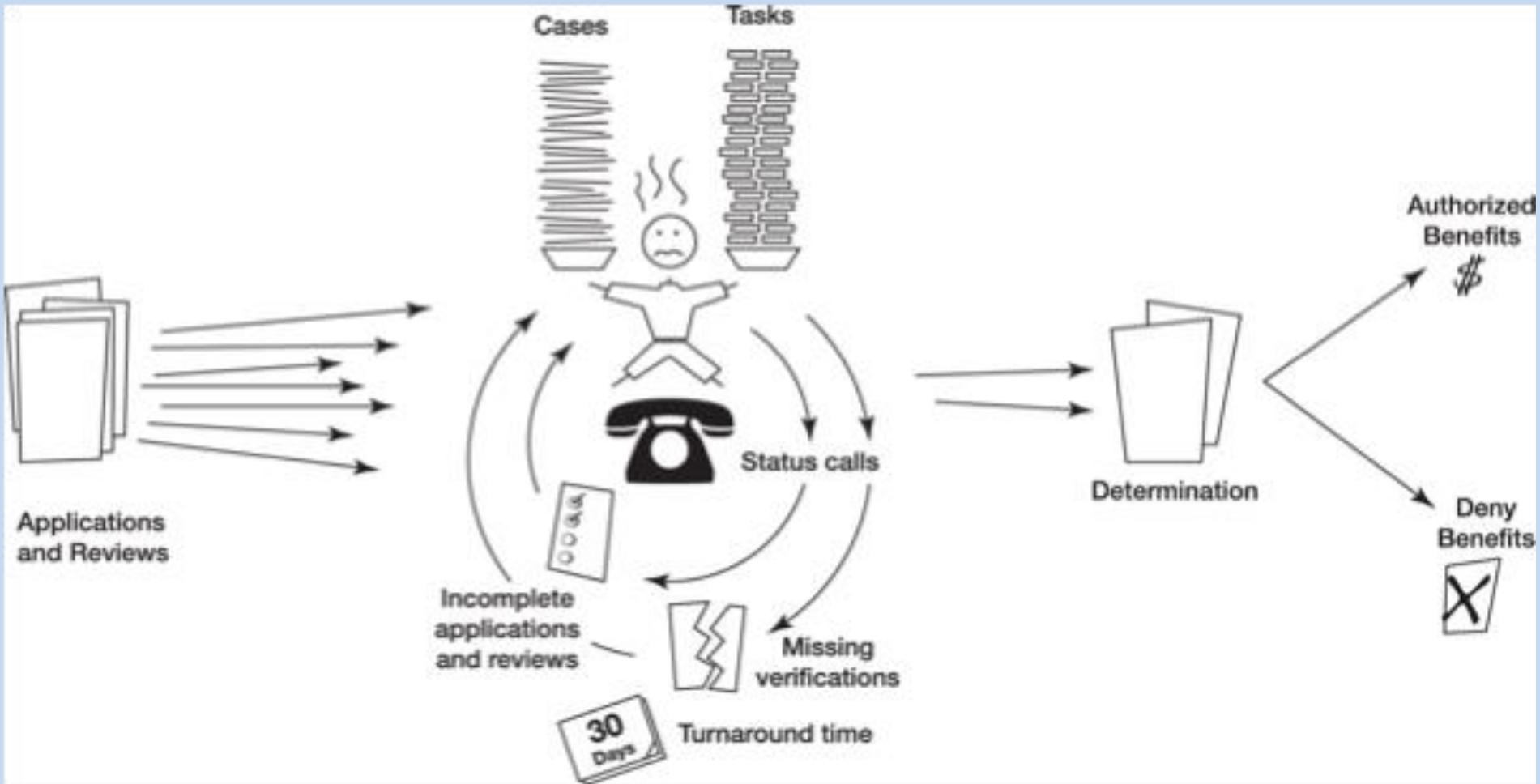
# The Utah SUCCESS Initiative and the New Mexico Project

presented by Greg Gardner  
Operational Excellence Director  
Utah Governor's Office of Management and Budget





# Utah's Story





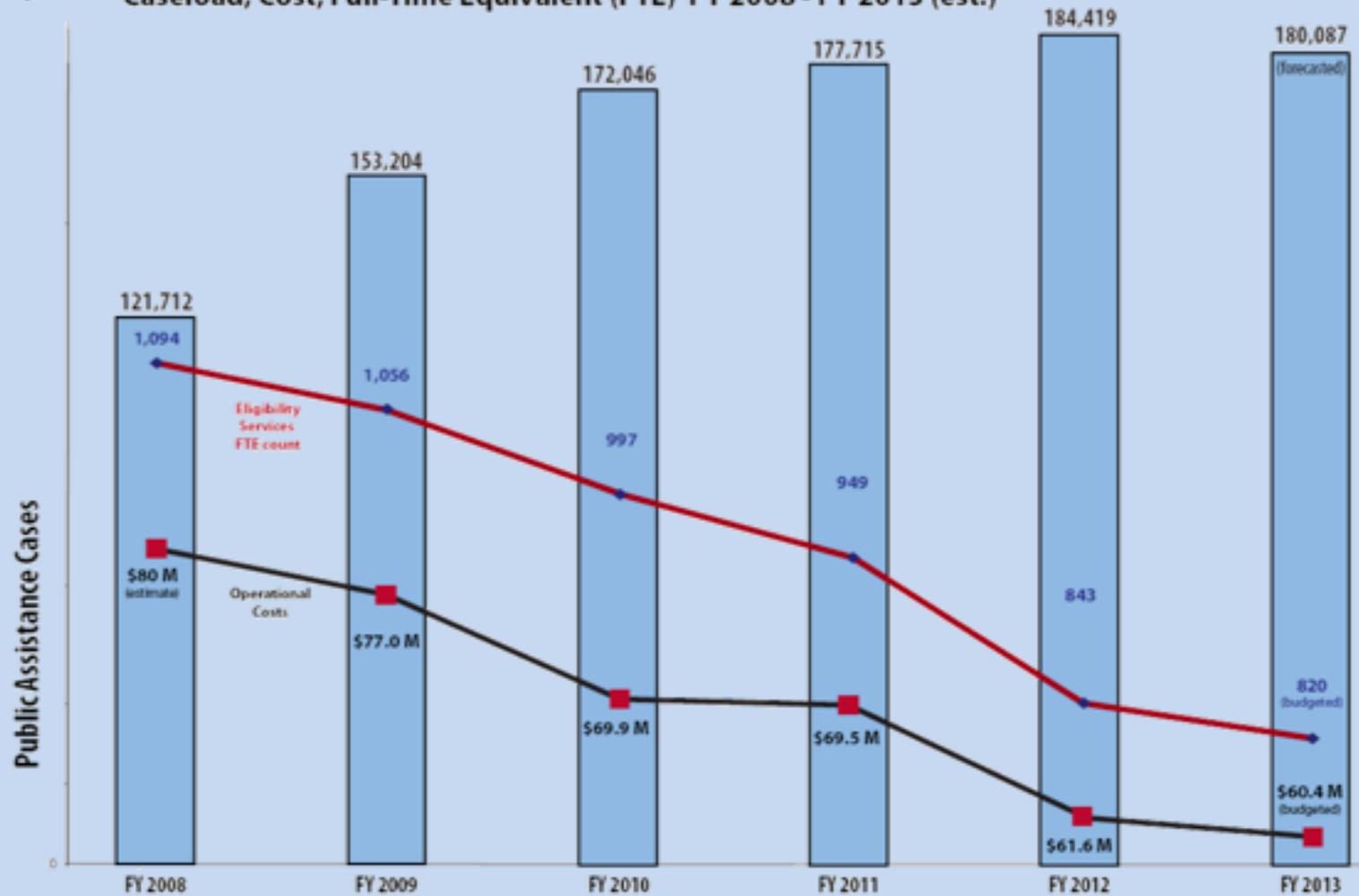
# Utah's Story



Department of Workforce Services

## Public Assistance - Eligibility Services

Caseload, Cost, Full-Time Equivalent (FTE) FY 2008 - FY 2013 (est.)





# Orientation to the SUCCESS Framework

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## Target and Vision

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*“Our obligation to the taxpayer requires that we continue delivering outstanding results over the next four years...[our] target is to improve government operations and services by at least 25% (a combination of quality, cost, and throughput) by January 2017.”*

*- Governor Herbert*





# Utah Executive Branch Agencies

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Administrative Services

Agriculture and Food

Commerce

Corrections

Economic Development

Environmental Quality

Financial Institutions

Health

Heritage and Arts

Human Resource Management

Human Services

Insurance

Labor Commission

National Guard

Natural Resources

Pardons and Parole

Public Safety

Tax Commission

Technology Services

Transportation

Veterans Affairs

Workforce Services



# SUCCESS Framework

**S**et measurable goals and targets

**U**se thinking tools and principles

**C**reate your strategy

**C**reate your organization

**E**ngage staff at all levels

**S**ynchronize policy and projects

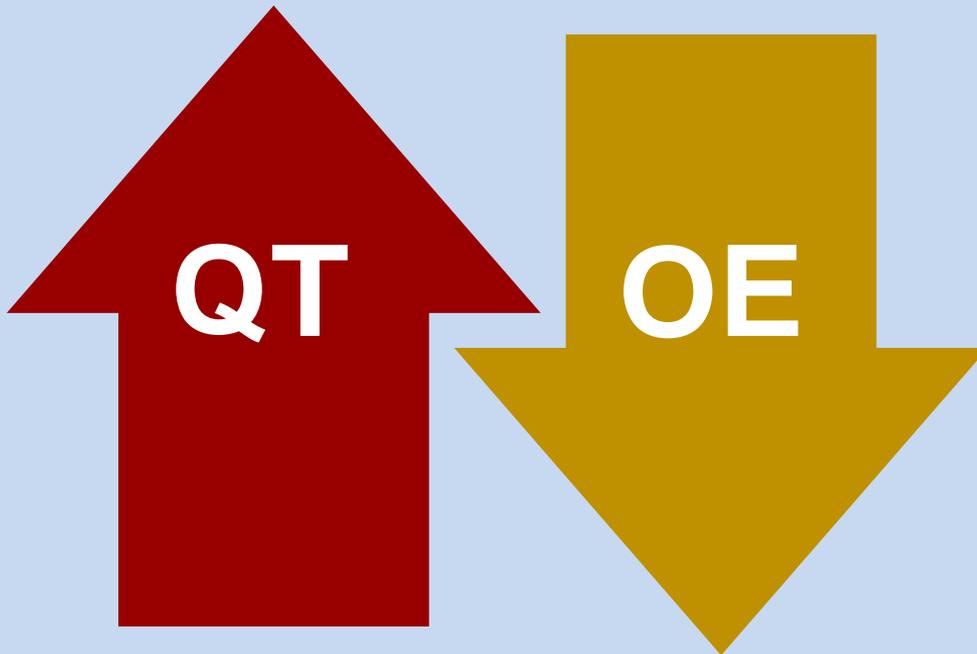
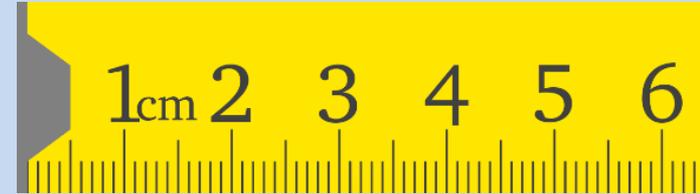
**S**tay focused





# Target and Vision

THE TARGET: at least 25% improvement in performance over 4 years using the performance ratio – quality throughput / operating expense.



## QUALITY

*Effectiveness, reliability, and accuracy*

## THROUGHPUT

*Capacity to serve or produce units of work within a given period of time*

## OPERATING EXPENSE

# The Five Focusing Steps of Constraint Management

## Process of Ongoing Improvement (POOGI)

### Prerequisites for application:

- I. Identify the system goal.
- II. Determine a means to measure goal attainment.

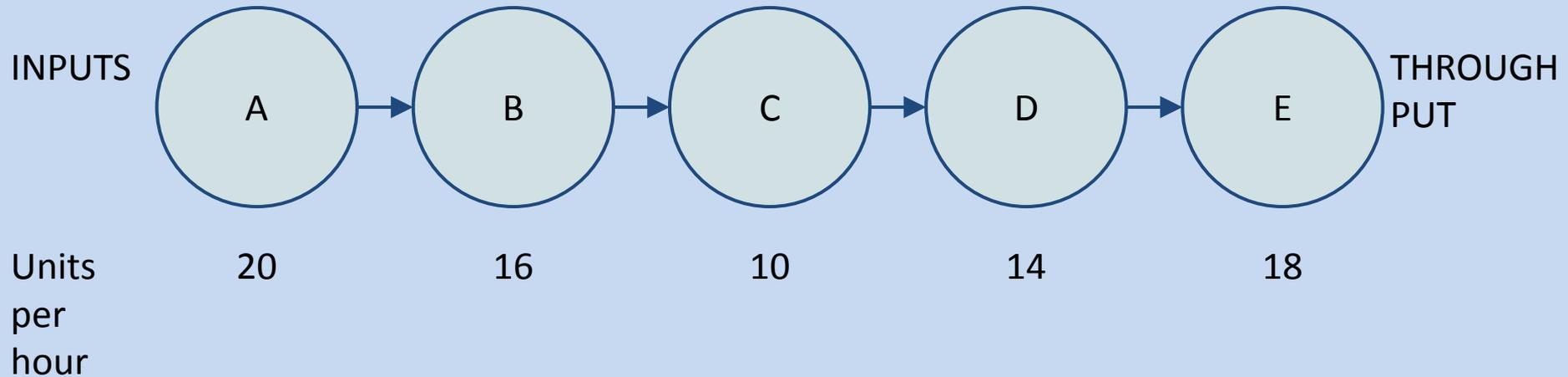
1. Identify the System's Constraints.
2. Decide how to Exploit the System's Constraints.
  - Get the most out of the constraining element without additional investment.
3. Subordinate/Synchronize the Rest of the System to the Constraint.
  - Set and implement rules to maximize the capacity of the constraint even if this reduces the efficiency of non-constraint resources.
4. Elevate the System's Constraints.
  - Physically increase the capacity of the constraint through acquisition of more resources.
5. If in the previous steps a Constraint has been broken, go back to Step 1.

*Avoid Inertia!*





# Identifying Constraints

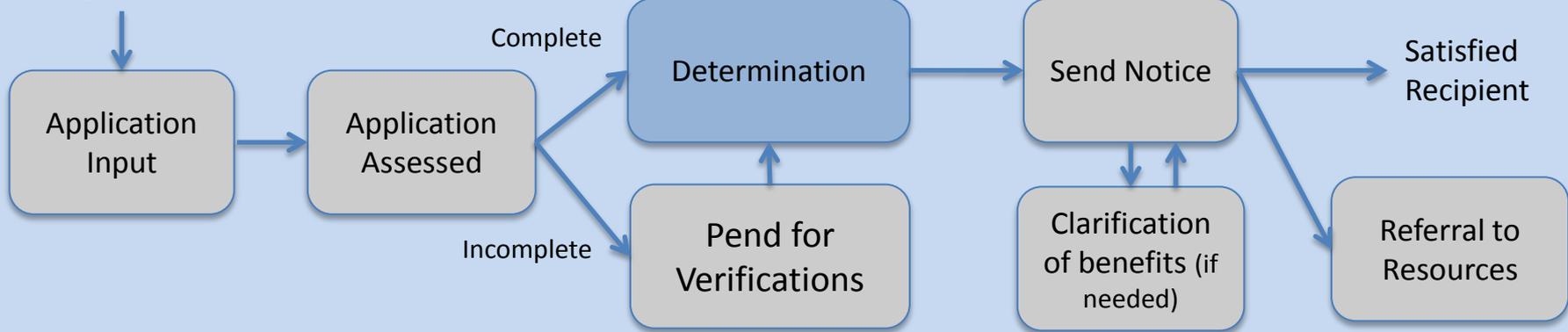


- How many units can this system produce in an hour?
- Where is the system constraint?
- What would happen if you increased capacity at B?
- What would happen if you increased capacity at C?

# New Mexico Human Services Eligibility Determination System Throughput Operating Strategy

Draft 11/6/14

Application  
Renewal  
Change



**System Goal:** Meet the demand for services with high reliability and accuracy while reducing overall demand  
**Throughput:** Eligibility Determinations  
**Quality:** Reliability standard/accuracy

Feeding the control point:

- There is a balanced distribution of work
- Staff are fully trained and have access to needed resources
- We have more complete applications (full kit)
- There are more informed and educated recipients
- Communication is consistent, understood and used
- Technology is consistent and available

At the control point:

- We are spending more and more time making accurate determinations
- More applications are “one and done”
- We are providing better and better customer service
- Work is done more consistently
- Staff have a high level of job satisfaction

After the control point:

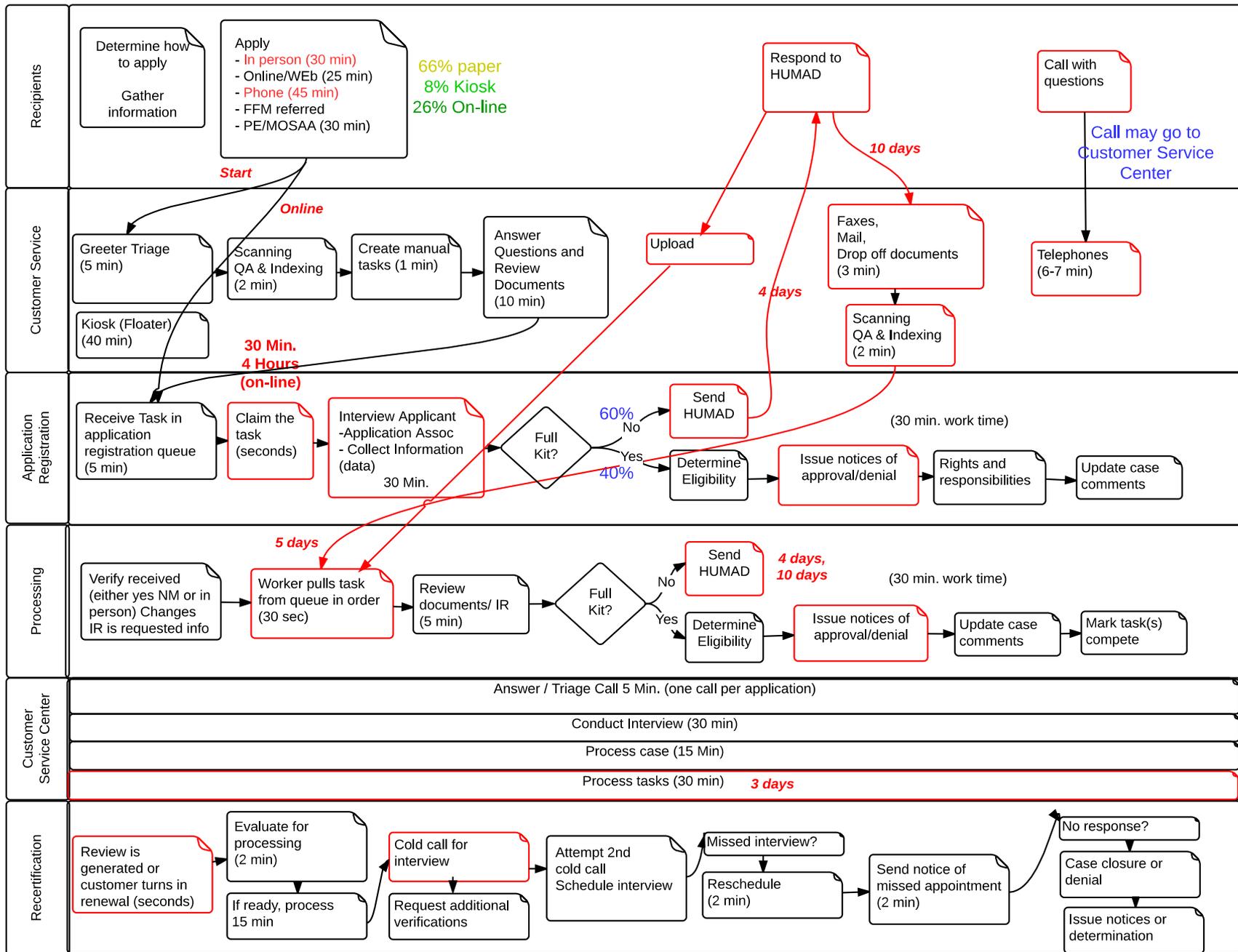
- Recipients understand “next steps”
- We have fewer calls
- Rework is reduced
- Fewer appeals
- No lawsuits
- Recipient’s situation is stabilized and improving
- We are making accurate referrals to work program or needed resources



## Reliability Standards

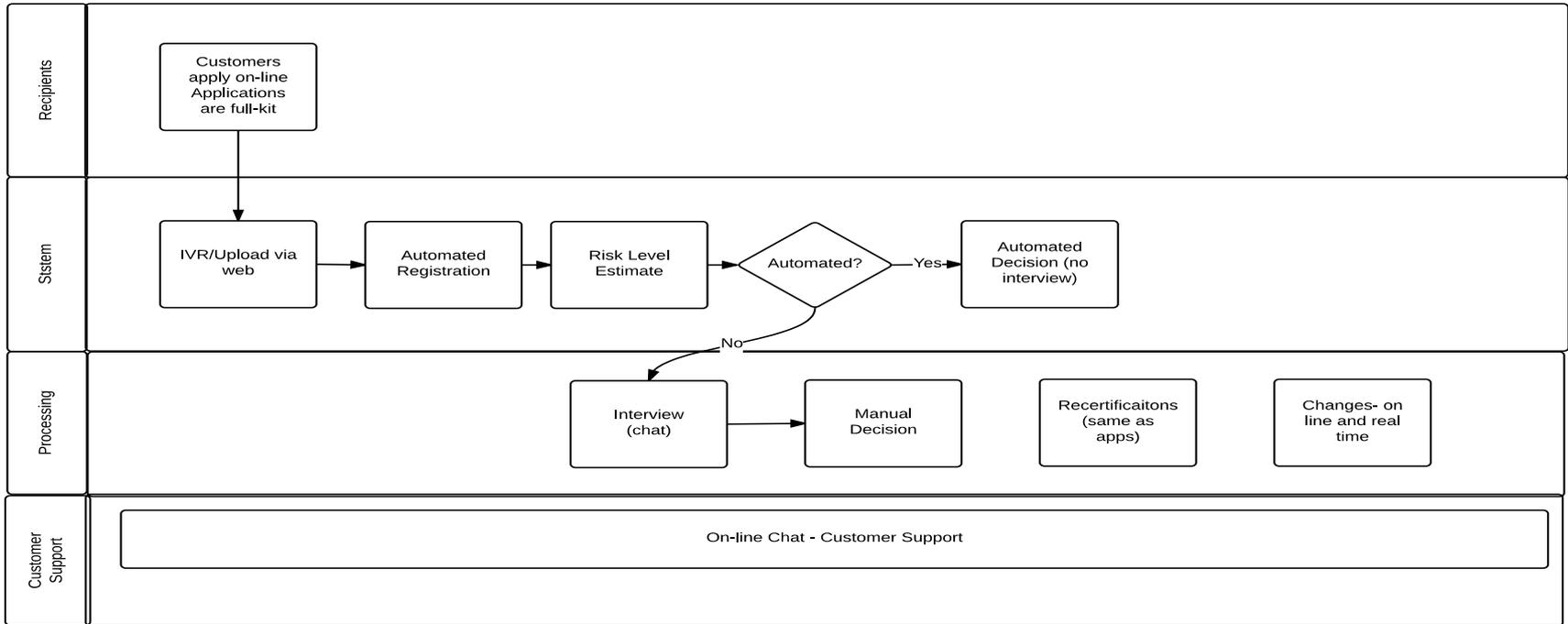
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Uses historical data to establish a targeted length of time by which throughput (or other processes/tasks) should be accomplished.





# Ideal State





## Strategies and Tactics Plan

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- #1 Increase on-line applications
- #2 Increase “one and done” applications
- #3 Reduce rework (in processing, recertification, customer service center)
- #4 Identify needed measures



## Questions?

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- For more information visit [GOMB.utah.gov](http://GOMB.utah.gov)
- Or email [greggardner@utah.gov](mailto:greggardner@utah.gov)