



Process Improvement and Innovation

Learn and practice process improvement and innovation concepts and techniques that are rooted in the disciplines of Lean, Six Sigma, and Change Management and that are specifically tailored to the unique needs and challenges of local governments and utilities. Participants who complete the Process Improvement and Innovation program will be equipped to apply their new knowledge and skills immediately, and those who successfully complete the end-of-class learning assessment will earn the Raftelis Performance Academy (RPA) Process Improvement and Innovation Certification and receive access to the Process Improvement and Innovation Toolkit, a digital repository of useful reference guides and templates with step-by-step instructions for each of the tools and techniques covered during the program.

Setting this program apart is an engaging hands-on simulation. Participants work through a customized business process that mirrors the challenges and inefficiencies often found in local government and utility operations. As participants learn new process improvement and innovation tools, they immediately put them into practice, refining and optimizing the process in real time. This immersive experience ensures that, by the end of the program, participants are equipped to apply their new skills to make meaningful improvements in their own organizations.

Key Focus Areas

- ✓ **Understanding the Why:** Understand the importance of process improvement and innovation in the public sector and reflecting on personal and organizational motivations
- ✓ **Process Improvement Foundations:** Learn core concepts such as the Process Improvement Cycle, A3 reporting, and how to identify and scope distinct business processes
- ✓ **Data Collection and Visualization:** Develop skills in gathering and analyzing process data, using tools like spaghetti diagrams and process mapping
- ✓ **Waste and Root Cause Analysis:** Apply tools like SIPOC, 5 Voices, the 8 Wastes (DOWNTIME), and root cause analysis techniques (5 Whys and Fishbone Diagrams)
- ✓ **Creative Problem Solving:** Explore brainstorming, gap analysis, and clean sheet redesign to develop innovative solutions
- ✓ **Project and Change Management:** Learn project management fundamentals, including action planning, governance, and change management techniques, to ensure sustainable improvements

Who Should Attend

The program is appropriate for staff at all levels of the organization, including:

- **Process owners and key contributors**
- **Project and program managers**
- **Department and division leadership:** (Director/Deputy Director, Chiefs, and Division Managers)
- **Executive leadership:** (General Manager, Assistant General Manager, City Manager, and Assistant City Manager)

CEUs and Credentials

RPA grants Continuing Education Units (CEUs) for this course at a rate of 1 CEU for 10 contact hours. It is the individual's responsibility to contact the appropriate licensing or credentialing organization before registering for any continuing education credit program. Upon completion, a digital credential will be issued to each participant through the RPA's third-party credentialing partner, Accredible.

Additional Learning Opportunities

RPA has designed the following two additional learning opportunities to support successful process improvement and innovation adoption in local government and utility organizations.

Executive Champion Orientation

The purpose of this program is to provide an organization's senior leadership team with the information and call to action required to successfully support staff and initiatives associated with the Process Improvement and Innovation program. Primary areas of focus will include:

- The purpose of process improvement and innovation as a discipline
- The importance of process improvement and innovation to the organization at this time
- An overview of the tools and concepts covered in the Process Improvement and Innovation course
- The role and importance of the Executive Champion for process improvement and innovation initiatives

Process Improvement and Innovation Project Coaching

In order to sustain lasting change in the organization, many organizations encourage participants to complete one or more process improvement projects following their completion of the course. Group and individual coaching is available for individuals and teams who are implementing process improvement and innovation projects. These coaching sessions are designed to:

- Help participants identify and scope process improvement and innovation projects
- Provide troubleshooting support during participant projects, including helping participants identify the right process improvement and innovation tools for the job



“The instructors were knowledgeable, helpful, and personable. I had a great experience with so much information packed into four days that I feel I can apply to lots of areas of my job and use to help myself, others, and the organization.”

- *Process Improvement and Innovation Participant*