

Carver County Final Program Evaluation

A JOURNEY

In Continuous Learning – For Continuous Learning



HUMPHREY SCHOOL
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UNIVERSITY OF MINNESOTA

Where it All Began – The Situation

Summary of Innovation Plan

By Tom Vellenga, Nick Koestay & Lorraine Brady

2014 Assessment

The Carver County Continuous Improvement Program got off to a quick and effective start in 2014 and was able to bring tangible improvements to a number of County operations and processes. Our review of 2014 includes the following:

- LEAN/Kaizen Program:** The use of Kaizen events continues to be an effective tool for improving work processes. In 2014 our energies were focused on full implementation of seven past events while conducting six new events. The completion percentage of Team Action Plan items increased from 58% to 89%. The completion percentage for Management Action Plan items increased from 45% to 78%.
- Innovation Leadership Team:** This governance team formed in 2014 serves as the advisory committee for Innovation efforts across the County.
- New Facilitation Techniques:** The following additional facilitation tools proved useful in meeting specific needs:
 - 5S Process:** Useful for bringing organization to an area by focusing on efforts to sort, straighten, shine, standardize, and sustain. This technique was used to organize the Facilities tool room and garage.
 - Event Planning:** Useful for planning celebrations, events or special occasions. This technique was used to plan the Victoria Library Grand Opening.
 - Signs of Safety (SoS) Mapping:** This technique from the County's Child Protection Unit focuses on what's working well, what's not working well, what we could do to improve what's not working well, and what should be our next steps. It was used for stalled Kaizen events and as a department team-building exercise.
 - Consensus Workshop Method:** Useful for brainstorming ideas and helping a group reach consensus on recommendations. This technique was used to help the Health Break Teams identify 2015 Goals.

2015 Recommendations

The following recommendations will help guide feasible development of the Innovation program:

- Reframe "Continuous Improvement":** Captures the spirit of improvement of the program to new levels of inspirational mindset.
- Adopt no new major approach to process way:** There are no plans to change the way we do things.
- Continue use of selected Kaizen events:** Continue to employ adopted (Kaizen Event Focused Conversation).
- Raise the Performance of Incremental, Feasible Innovations to date:**
 - Adopt Annual Review:** Address the review process.
 - Measure FTE success:** Measure the success of the program.
 - Evaluate success method for continuous improvement:** Evaluate the success of the program.
 - Critique event working well:** Critique the event working well.
 - Evaluate success the "Success information":** Evaluate the success of the program.
- Address staffing and availability for innovation:**
 - No increase in time allocated:** No increase in time allocated.



30. Measuring Innovation

Description: In 2012, Carver County held its first LEAN/Kaizen event, a worker-led effort to analyze various County processes to reduce inefficiencies. Since that time, the County has held 28 Kaizen events and 5 other continuous improvement events, with 168 unique County participants. To date, 89% of team action plan items have been completed.



The great success of the events has led to more investment in innovation. In December 2014, Carver County drafted its first strategic plan for innovation. Examples of events include arrest

aid assistance processing, employee status and other processes. Although the County hears positive remarks and does not have measures in place to evaluate these efforts. This project could evaluate these efforts. This project could financial savings, and identification of broad er service. The County understands that the be too broad and big, and that students may or than the program as a whole. However, "process" improvements, it may be possible to measures for pre- and post-event evaluation

Questions/Issues to Investigate:

Question #1: How can Carver County measure the impacts of innovation?

Question #2: What are the best tools to evaluate the innovation program?

6/20/2015

1

6/20/2015

Competencies.

Question #1: How can Carver County measure the impacts of innovation?

Question #2: What are the best tools to evaluate the innovation program?

How Work Will Be Used: The work students produce will be used as the framework to measure the success of innovation efforts in Carver County. These measures will help County leaders to evaluate the program and determine future resources that are needed.

For more information or to connect this project to your course, please contact Mike Greco, RCP Director, mgreco@umn.edu, 612-625-7501



First Steps – Listening

Agenda - February 12, 2016

1. Introductions
2. Carver Background and Objectives
3. Bigger Picture
4. Evaluation Project Goals
5. Working Style
5. Needs and Concerns
6. Theory of Action Exercise



What We Learned:

- There's a Journey...
 - Pain Points, Plan, Execute
- ... with some things getting in the way.
 - ½ time, Misinterpretation, Little follow-up
- How Might We:
 - “close the loop” and demonstrate value, trumpet successes, & build the program?




First Steps – Evaluation Purpose

- *capture and measure the impact and effectiveness of activities performed related to Strategic Plans*
by
 - *developing a sustainable evaluation tool*
to
 - *improve activities and procedures*
and
 - *demonstrate, and communicate the value of the innovation interventions to stakeholders.*



Client Collaboration

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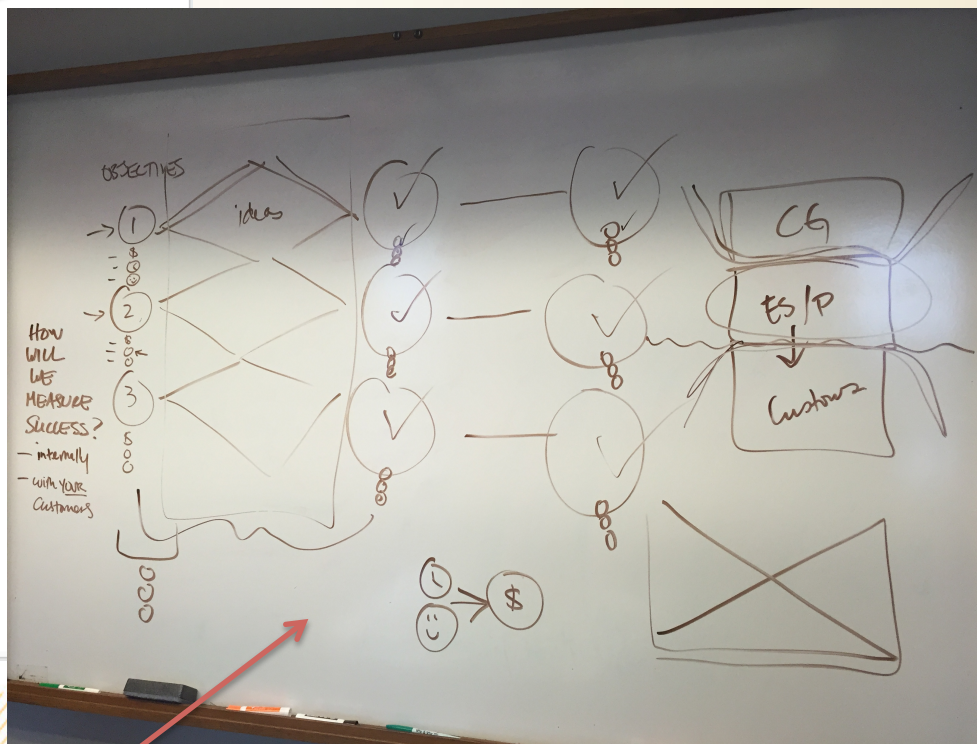
Agenda for Stakeholder Sessions
March 30, 2016
PA5311: Measuring Innovation (Carver County)

1. Introductions
2. Context and background
3. What are the stories we want to tell?
4. What kinds of information are meaningful to you and your audiences?
 - a. To the audiences of the Carver County Innovation Plan?
5. What are the key drivers for you?
 - a. In other words, why do you think the Innovation Plan is important?
6. How can the work of the Innovation Plan be used more effectively?

A NOTE ON OUR PROCESS:
Where We Are Now

- Logic Model
- Draft Evaluation Plan
 1. What (the kind of method)
 2. When (timing along the journey)
 3. Who (responsibility for action)
- Sample Data Collection Tools & Analysis Plan
 1. How (implementation)
- Final Evaluation Plan

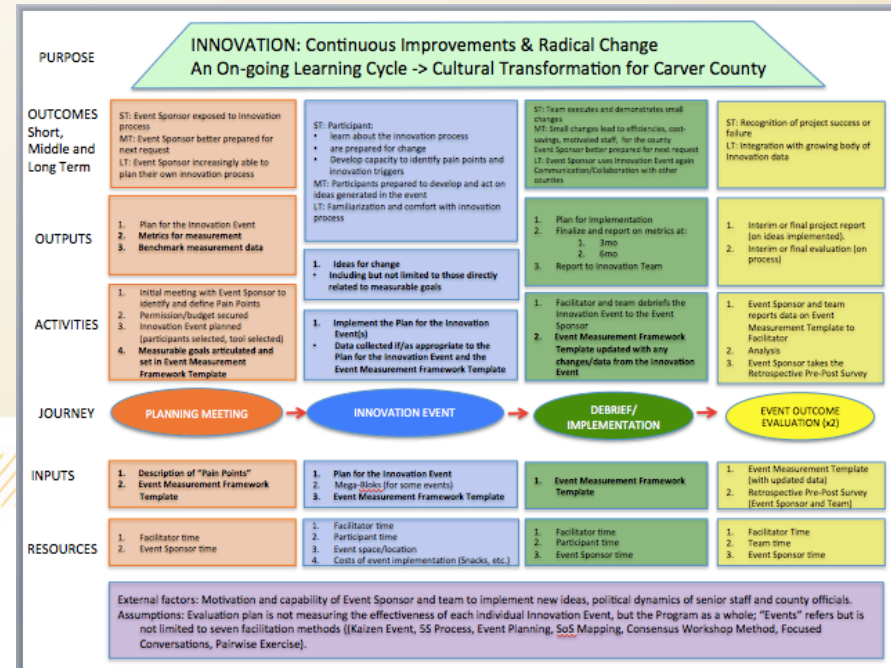
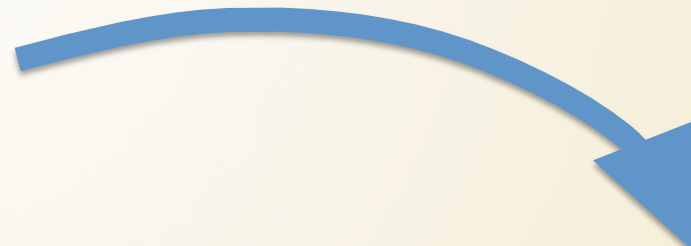
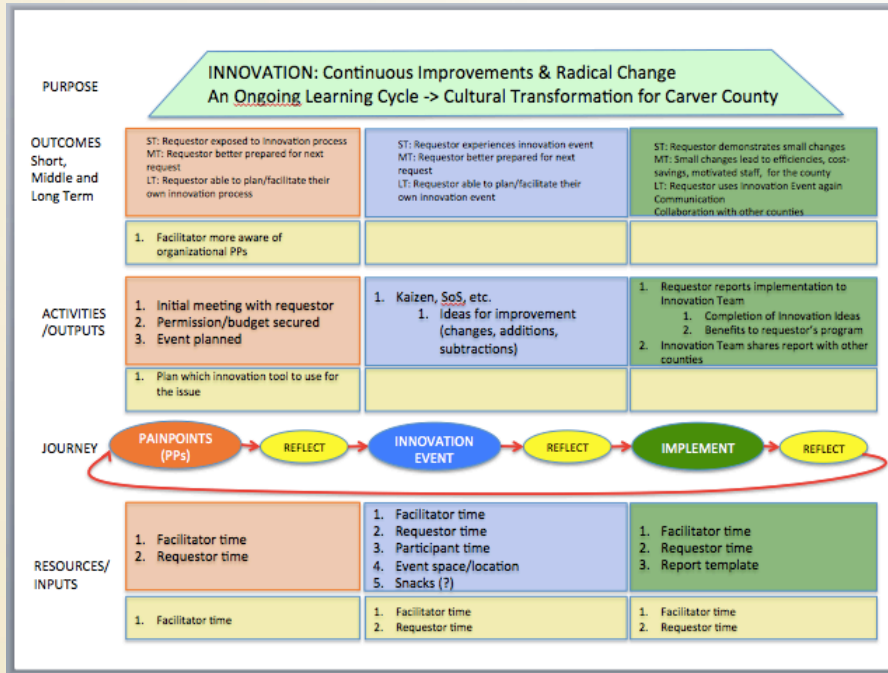
Semi-Structured Interview Guide



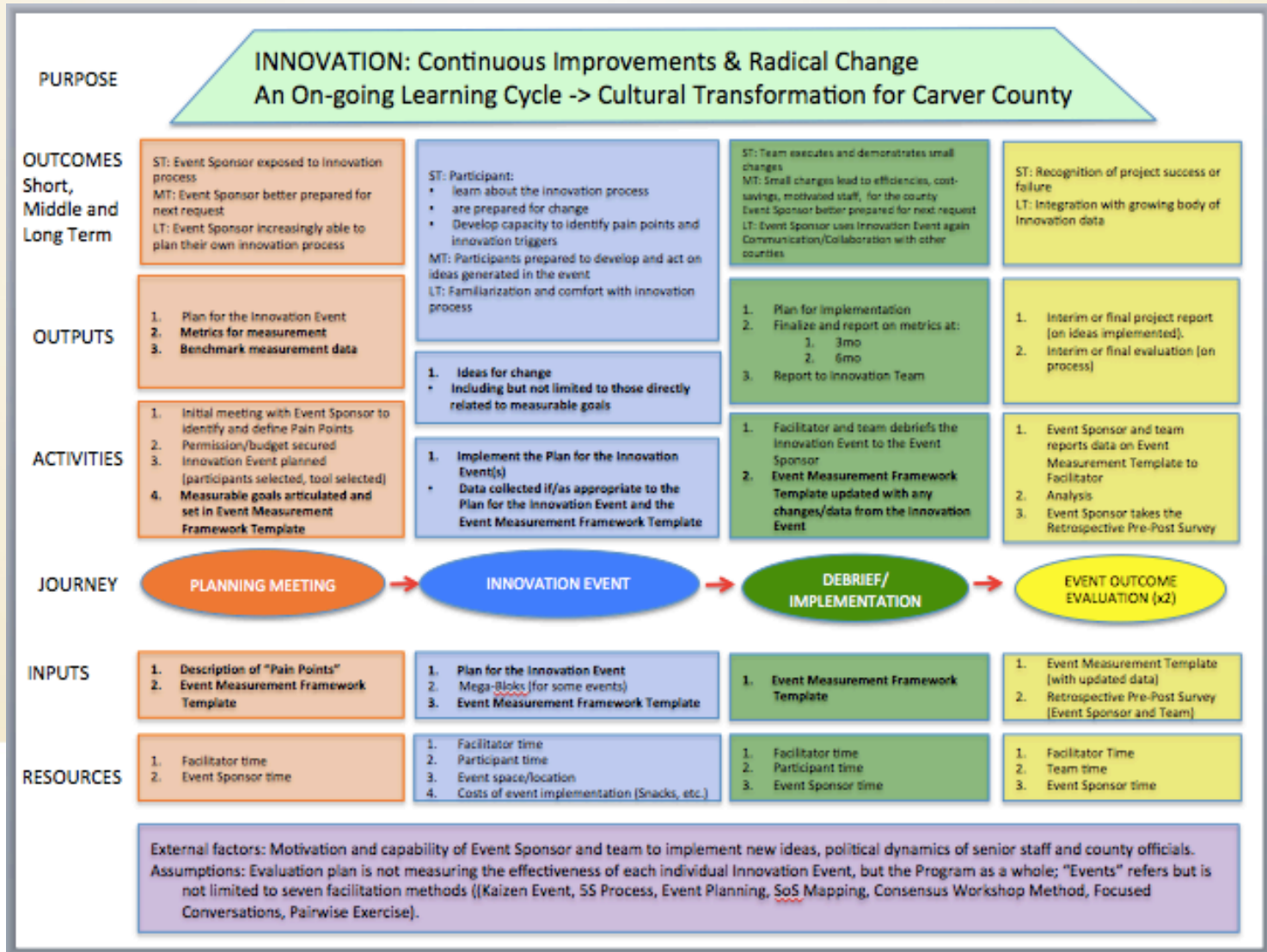
Prototype of Measurement Tool



A Change in Thinking



Final Steps – Logic Model



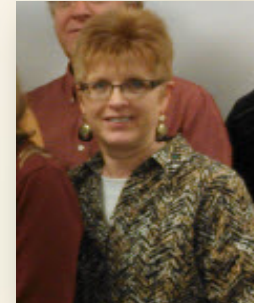
Developmental Evaluation

- The evaluation is developmental, in that “complex systems are adaptive; actors learn and coevolve as they interact.”
- A developmental evaluation is one where there is no clear cause and effect; instead the goal is to observe what emerges from the process, and study this new emergence within the context.
- This kind of evaluation represents a learning model.



Our Utilization Approach

- We thought about:
 - Lorraine's Needs and Aspirations.
 - How to utilize what already exists.
 - The scope – the commonality of Innovation Events, not the minutia of implementation.
 - We expanded and then narrowed the focus to learn what was important.



Our Utilization Approach

- We incorporated:
 - Ways to categorize Goals so measurement could be aggregated across Innovation Events.
 - Mechanisms for feedback, learning and growth.
 - Relevant elements of 'Kaizen' and other types of change theories already in use.



Retrospective Pre-Post Survey Tool

Carver County Retrospective Pre-Post Survey

1. Before the Innovation Event, how much did your team **know about** innovation?
1 = My Team Knew Nothing
100 = My Team Knew A Lot

Survey for Participants

Survey for Event Sponsors

4. After the Innovation Event, how well did your team members **understand their** role in innovation?
1 = My Team Members Did Not Understand At All
100 = My Team Members Understood Very Well

5. Please **describe what your team learned** through experiencing the Innovation Event.

Example Using Online Tool

12. How much do you agree or disagree with the following statement?
"My team is now more open to change as a result of the Innovation Event process."

Strongly Disagree Disagree Undecided Agree Strongly Agree

Submit

0%

Considerations:

- Organize Complex Information into a Simple Form
- User-Friendly
- Research Based
- Incorporate Carver County Values and Culture
- Efficiency
- Utilization



Evaluation Framework Tool

MEASURING INNOVATION
Project Measurement

Framework

Project Name: (Insert Project Name)

Event Tool: [Click to choose](#) Current Status: [Click to choose](#)

Describe department characteristics, "pain points", etc.

Issues:

Scope:

Out of Scope:

Goal L...

Measure	Describe what will be measured	Current benchmark
Click to choose		

Goal L...

Measure	Describe what will be measured	Current benchmark
Click to choose		

Team Members

Important Dates

Considerations:

- Organize Complex Information into a Simple Form
- User-Friendly
- Based on Existing Form
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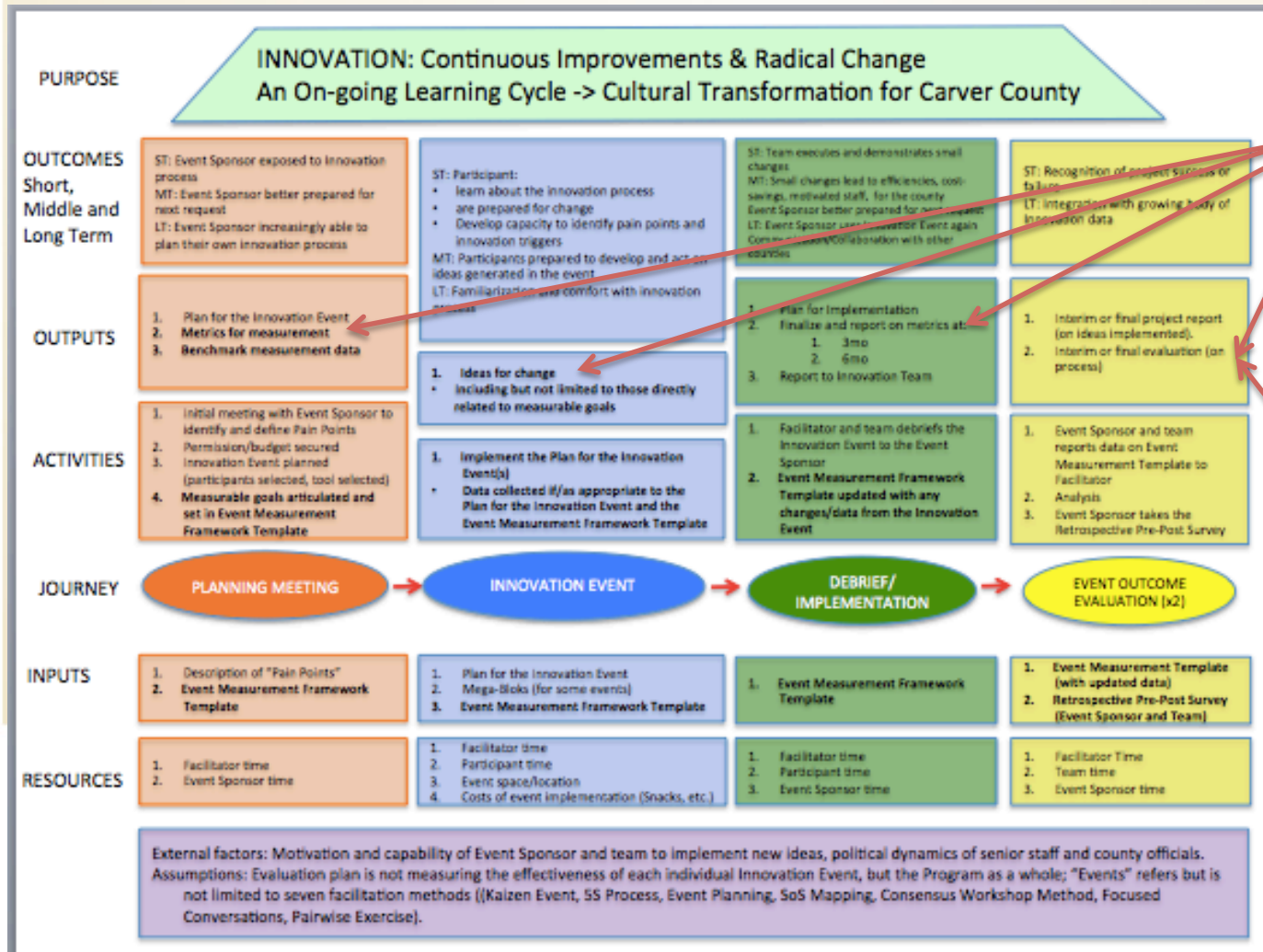


Analysis Tools

	A	B	C	D	E	F
1	Money Category					
2	Project Title	Land & Water Permits for Public Works Process	Insured Assets Process			
3	Planning Date	1/1/14	1/1/14			
4	Measure 1	A/R +60	Ins. Cost/mth			
5	Benchmark	17000.00	8000.00			
6	Date Measured	3/14/14	3/14/14			
7	Eval 1 Date	6/14/14	6/14/14			
8	Eval 1 Measure					
9	Eval 2 Date	Analysis Plan for Survey Data				
10	Eval 2 Measure					
11	Change in Measure	Number	Question	Data Analysis Method(s)	Examples	What do we hope to learn?
12	% Change	1	Before the Innovation Event, how much did you know about innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after
13		2	After the Innovation Event, how much did you know about innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after
14	Money Outcome	3	Before the Innovation Event, how well did you understand your role in innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after
15		4	After the Innovation Event, how well did you understand your role in innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after
16		5	Please describe what you learned through experiencing the Innovation Event.	Inductive	Emergent themes	Can we develop any categories?
17		6	Can you describe in three words how you felt after the Innovation Event?	Inductive	Emergent themes	Can we develop any categories?
18	Time Category	How much do you agree or disagree with the following statement?				
19	Project Title	7	After the Innovation Event, our team collaborates better.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving this?
20	Planning Date	8	I feel more able to communicate new ideas with my team.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving this?
21	Measure 1	9	I have gained new skills as a result of participation in this Innovation Event.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving this?
22	Benchmark	10	If agree or strongly agree, please describe these new skills. (open ended)	Inductive	Emergent themes	How do participants describe this?
23	Date Measured	11	My team is now more open to change as a result of the Innovation Event process.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving this?
24	Eval 1 Date	3/14/14	3/14/14			
25	Eval 1 Measure	15 hours/wk	34 hours/wk			
26	Eval 2 Date	9/14/14	9/14/14			
27	Eval 2 Measure	17 hours/wk	32 hours/wk			
28	Change in Measure	-1	-8			
29	% Change	-0.06	-0.20			
30						
31						
32	Time Outcomes		9 hrs/wk time reduction			
33						



Fitting the Tools Into the Existing Process



Event Measurement Framework

Retrospective Pre-Post Survey



Cultural Change

Discussion



ANY QUESTIONS?



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