



Performance & Analytics

FACT SHEET

Overview of New OpEx Academy Initiative

The City of San Diego's OpEx Academy empowers City employees of all levels to find better ways to deliver services to all customers. The purpose of this new initiative is to deliver robust continuous process improvement training and support to City employees in alignment with City Strategic Goal 1: provide high quality customer service.

OpEx Academy provides City employees with the tools necessary to achieve the Mayor's vision of "a City government as innovative as the people we serve." In addition to the three classes described below, the initiative includes mentorship for course graduates, ongoing education, and continuing Performance and Analytics (P&A) facilitation services for larger innovation projects. This initiative is built on previous successful Operational Excellence process improvement facilitation efforts, the well-documented and proven principles of Lean Six Sigma, and lessons learned from other public entities that have built and benefitted from similar programs in recent years.

Ideal early candidates have a customer service orientation and an interest in innovating their daily work. Employees may enroll in the courses via Success Factors, and their supervisor must authorize attendance before registration is completed. For employees without computer access, P&A will confirm enrollment upon receipt of an email from the employee's supervisor. The Introductory and Advanced classes will mix personnel from across the City, where they will share ideas across functions.

Champion class. This two-hour course provides a concise introduction to process improvement methodologies for employees who have been identified as leaders of organizational change who are expected to promote and support the initiative. It covers the foundations of the lean approach and the resources employees will need to successfully implement lean projects. Participants will understand their role as Champions to ensure teams are successful in implementing innovations that will result in added value to the City. Department management with staff interested in taking either of the other two courses are expected to attend the Champion class on City time.

Introductory class. This eight-hour course, open to all City employees and provided on City time, provides an introduction to lean methodologies and some tools participants can use to improve their immediate work area and processes. Participants will also be able to support P&A staff and Advanced class graduates with larger innovation projects. To receive certification, Introductory class graduates are expected to complete one project within three months; this part-time project will be conducted on City time and approved by the individual's appointing authority. The Introductory class is not available to graduates of the Advanced class.

Advanced class. This week-long course is open to all City employees and provided on City time. Participants will learn a variety of lean tools and methodologies to improve processes in their work area. The Advanced class teaches more tools in greater depth than the Introductory class and can be taken with or without prior completion of the Introductory class. Upon completion of the course, participants will be able to return to their departments and successfully lead and participate in lean innovations. To receive certification, Advanced class graduates are expected to complete two projects within six months; these part-time projects will be conducted on City time and approved by the individual's appointing authority.