

# Parking Management

Green Belt Presentation  
Onboard Training Program

Improvements made through Lean Six  
in Parking Compliance Division



An aerial view of a city skyline at dusk. The sky is a mix of blue and orange, with scattered clouds. Numerous skyscrapers are visible, many with their lights on. In the foreground, there are several multi-story buildings and a large parking lot with many cars. The overall scene is a vibrant urban landscape.

**ADMINISTRATION AND REGULATORY  
AFFAIRS**

**PARKING MANAGEMENT DIVISION**

**Parking Compliance Team**

## MISSION/ PROBLEM STATEMENT:

How can we improve and clarify the on board training for new hires.

## Objective/Target:

To create and define an on-board training program for new hires within the Parking Compliance section. It should be structured and set up in a manner which provides consistent & effective results.



## Outcome:

Pilot Implemented (July 2014), Training Institutionalized (October 2014)

## On-Board Best Practices:



Invest in Training Program- a well-developed training program is a worthwhile investment which will improve the overall outcomes of the organization. Building a rapport with the new employees and giving them the confidence in the first week that you care about their success adds leverage towards retention and employee satisfaction.

New hires should complete a thorough orientation- Training new employees bonds them with senior staff and conveys that they're a valued part of the team.

Vary the training methods- While instructor-led training is great for the delivery of key skills and concepts, nothing beats ongoing coaching for reinforcing those concepts and fine-tuning the results. Keeping sessions fun, varied and engaging solidifies the material in the new employee.

# ROOT-CAUSE ANALYSIS: THE FIVE WHY'S

The lack of organization and no consistency across the board in terms of training.

## TRAINING

CONSTANT COMPLAINTS DUE TO THE INCONSISTENCY OF TRAINERS

CONCERNS OF EVERYONE NOT DOING THE SAME THING WHICH RESULTS IN INCONSISTENT TRAINING MATERIAL

LIMITED STRUCTURE INVOLVED

## MATERIAL

CONCERNS OF VALIDITY OF MATERIAL

LACK OF KNOWLEDGEABLE ABILITY OF PERSONNEL TO COMPILE AND ORGANIZE MATERIAL

CONCERNS OF RECEIVING MOST UP TO DATE PROCEDURES, PROCESSES MATERIAL

CONCERNS OF RECEIVING INDUSTRY BEST PRACTICES

## STAFFING

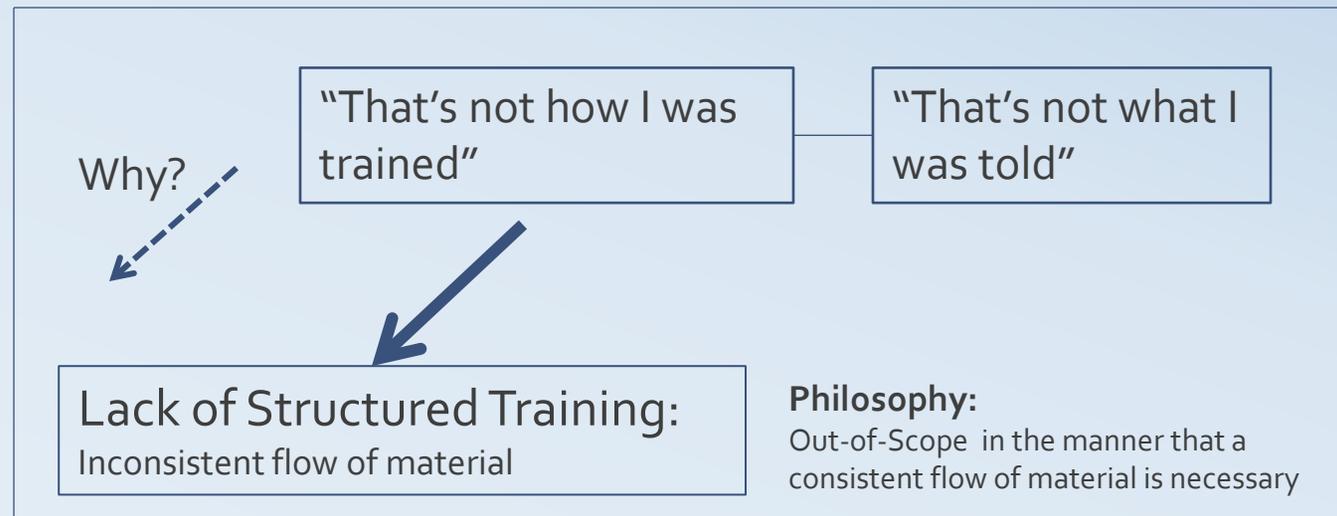
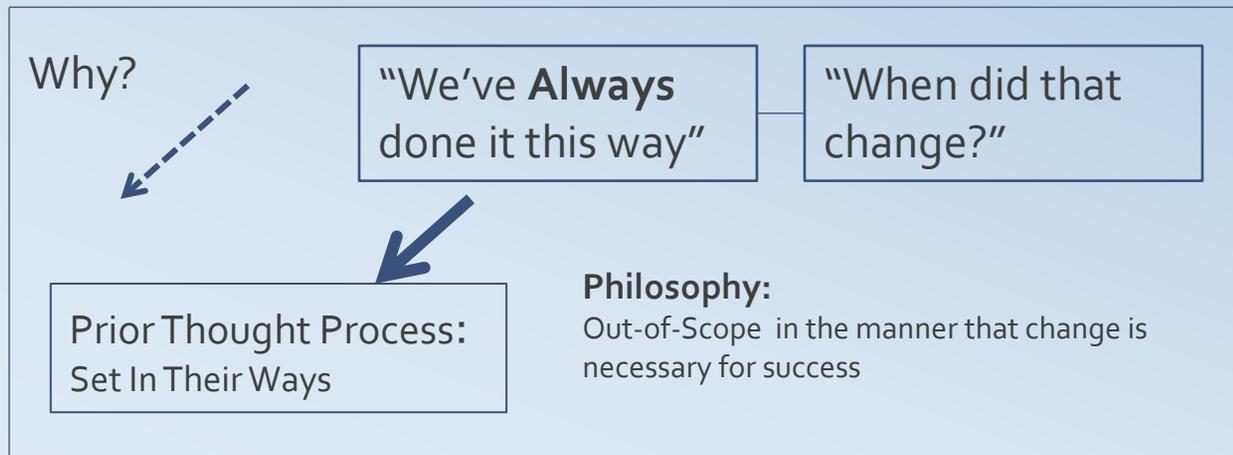
LACK OF FTE TO CONDUCT FULLTIME TRAINING

SUPERVISORY TEAM SPLITTING THE DUTIES AMONGST TRAINING AND THEIR SUPERVISORY ROLE

PEER TO PEER TRAINING CONDUCTED TOO EARLY TO BE WORTHWHILE



# CAUSE-AND-EFFECT TREE DIAGRAM



## VOICE OF THE CUSTOMER:

- Interviews with a Focus Groups (Parking Compliance Officers, Leaders, & Supervisors)
- Gemba Walks (Walking the Beat with PCO's and shadowing the Leaders and Supervisors)
- Conversations with the Compliance Staff that has under gone the training.

## CORE

# 4

Policies and Procedures Training

Safety Training

Beat Training

Equipment Training



### Communication Plan:

**Core 4:** The Implementation of the 4 major components that each Officer needs in order to be a well rounded employee within Parking Compliance.

**Training Manual:** A manual with set information in it designed for each employee to be able to review, apply and retain during and after training as a reference tool.

## VOICE OF THE CUSTOMER: BETTER COMMUNICATION PLANS:

Creation of the program based on concerns and needs of current staff and direction of the organization.

### New Hire On-Board Training Manual

Section Mission Statement



#### Mission Statement of the Parking Enforcement Group

Our mission is to provide ambassadorial parking solutions for the safe and efficient movement of people and goods in a fair and cost-effective manner which enhances and promotes the economic vitality of the City and the quality of life of its residents.

#### Values and Ethics

**Professionalism** in the manner in which we provide our services. It is found in our clear sense of purpose, commitment, and service to our community. It is continuing to educate and evaluate ourselves and the organization to better meet the challenges facing the city. It is taking pride in ourselves, our mission, our group, and our community.

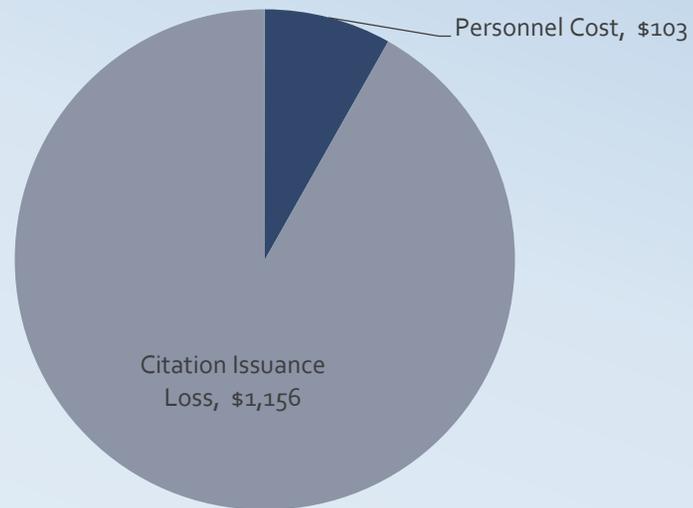
**Fair, Courteous and Impartial** in our dealings with others. It is found in the manner in which we receive criticism and complaints and our dedication to providing fair, courteous, objective, convenient and timely services in all programs from engineered regulations to enforcement.

**Responsive and Effective** in our duties and stewardship of City resources. It is found in our conservation of City resources and accommodation to diverse and changing community needs.

**Innovative** in our approach to the future. It is found in our learning from our experiences, adapting to changes and new technologies, and willingness to implement new processes that will improve our services. It is being enthusiastic and motivational and approaching our work with a sense of enjoyment and excitement.



## Daily Cost of Training a Compliance Officer



- \* This chart shows the breakdown of the daily costs involved in training a Parking Compliance Officer.
- \* Personnel costs are the wages paid to the compliance officer while they're in training (and unable to write citations).
- \* Citation Issuance Loss is the "cost" in terms of citations that an officer is \*not\* writing while they are in training.

TIME = \$

Pre Onboard Training	Post Onboard Training	Savings
Time Allotted	Time Allotted	Time Saved
45	30	15

## Citations

Pre Onboard Training	Post Onboard Training	Cost	Savings (daily)
Citations Written	Citations Written on Avg.	Per Citation	Daily
31	31	\$65	\$2015
<b>F-N-L's</b>			
Found- Not-Liables Pre Onboard Training	Found- Not-Liables Pre Onboard Training		
9	3		6
\$585 lost daily	\$195 lost daily		\$390 saving
On average 31 cites written daily @ \$65 a cite for a total of \$2,015. We were losing 6 cites per day times 15 days for a total operational savings of \$5,850 when it was costing us			

## Complaints

Pre Onboard Training	Post Onboard Training	Savings
Customer Complaints		
3	0-1	2



## Annual Savings and Employee Turnover



- \* This chart takes the cost information from the previous chart and shows the savings per year.
- \* Each year we train replacement personnel based on the annual rate of turnover.
- \* As can be seen, the savings is both substantial and increasing.

# IMPROVEMENTS / KPIs

## Pre Onboard Training

- We started out with training taking 45 days on average at a cost of losing 31 citations a day for a total of 1395 citations per training period at a cost of 1395 citations and \$90,675 in revenue lost per training per employee

## Post Onboard Training

- We are able to conduct the training within a 30 day time period which constitutes 930 citations and \$60,450 in revenue lost per training period

## Savings

- A total savings of 465 citations able to be written instead of lost. And a total potential revenue gain of \$30,225 per training period. On average of 12 employees a year at \$362,700 annual savings.
- We were able to reduce time it took to train,
- Add value training material,
- Create a more better team of employees that are more knowledgeable and have a reduction in complaints from citizens

# SUMMARY

## Pre-On Boarding

- Extensive time utilized
- Results not quantified or measured

## Post On Boarding

- Structured time created
- Results measured and quantified

## Savings

- Revenue costs savings
- Expenditure costs realized
- Time savings

Regardless of the success of the program, we will continue to have a variety of results and will continue to work hard to achieve a high success rate of trained employees.

# CONTROLS: FOLLOW-UP PLANS

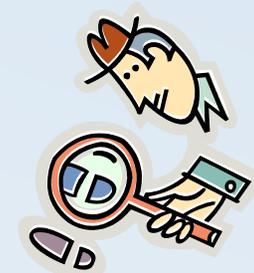
30-60-90: Evaluations at the 30, 60, 90 day points to establish key performance metrics (i.e. average citations written, found-not-liable %, employee compliance level).

Use of observations to determine best-practices for negotiating change and constant improvements efforts.

Planning to "6S" the Compliance Area.

Will monitor the volume of complaints received on employees.

Monitor the found-not-liable to improve efficiencies.



# A New Compliance Team Compliments of Lean Six Sigma

5 FTE's have been trained throughout this process



08/11/2014



08/11/2014



09/10/2014



10/01/2014



10/01/2014

"I've never worked for a City Department that has shown such concern about your success in the position"

"Awesome Training!"

"I've never been trained so thoroughly"

"I love my certificate, I feel official!"



Over Joyed with gratitude



## Value Added Additions

Training Manual  
Test

Visual Aide  
Certification/ Graduation



### **SUCCESSFUL COLLABORATION:**

THANK YOU TO EVERYONE THAT PLAYED A ROLE IN THE SUCCESS OF THE CANDIDATES, YOUR TIME AND ENERGY WAS GREATLY APPRECIATED.

# Questions and Answers

