



*How I Fixed This
Webcast Series*

Leadership and Lean Tools to Transform a City: Bethany Melitz, City of Detroit

'How I Fixed This' Webcast Series



Ellen Milnes
Director of Marketing
MoreSteam

- Introductions
- Presentation
- Questions



About MoreSteam

Enterprise continuous improvement from training to project completion

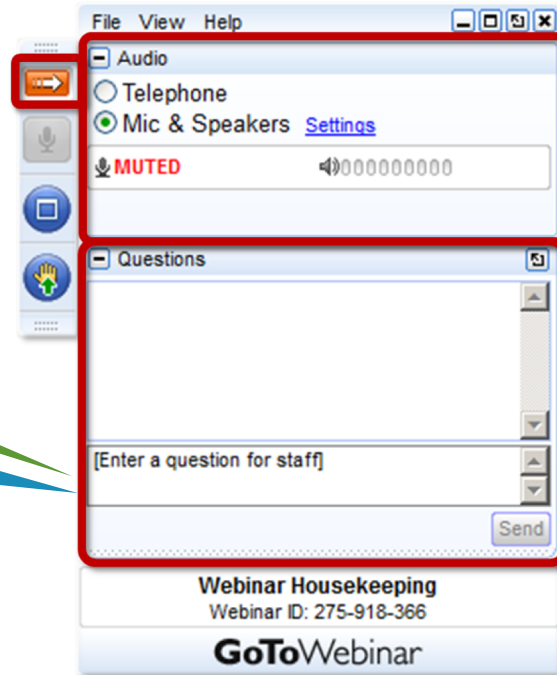
577,000+



GoToWebinar Attendee Panel

Would you explain a little more about

How have you handled

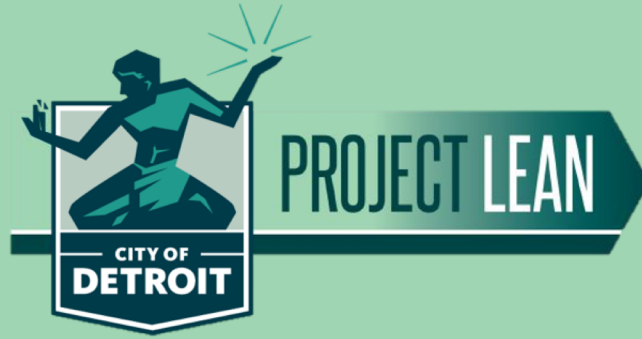


Bethany Melitz

Chief Administrative Officer, City of Detroit



- Appointed CAO in 2019 after serving as director of the city's Lean Process Improvement Team
- Previously, served as Deputy Treasurer of Clinton Township and worked as a private sector consultant
- Bachelor's degree in chemical engineering and statistics
- Master's degree in applied math



Leaning Together

How Lean Six Sigma was used to directly impact Detroit residents, and their ability to get a job

Detroit Is...



- Bankruptcy
- Abandoned Buildings
- Motown
- Failed Football
- Crime
- Cars



A.K.A....

- Comeback City
- Renaissance Region
- Culture Factory



The Detroit Lean

the department

- Launched in 2014 with business volunteers from other organizations
- 5 full-time team members hired in 2015
- As of October 2019, it includes:
 - 5 full-time team members
 - More than 60 champions
 - Over 240 trained Green Belts
 - Over 140 trained in fundamentals

For more information about the launch of the Detroit Lean Program, check out Aimée Cowher's Moresteam podcast, "Leaning Forward in Detroit"



Lean Today

As of October 2019:

- **43** Open Green Belt Projects
- **12** Lean Supported Projects
- Regular Reporting at Mayor's Cabinet
- Path to Promotion
- **60** sign ups for Green Belt Training

Directors are asking (and tapping the Lean Team to answer):

What information do I need to make the best decision?



Detroit Lean Mission



Build Capacity



Streamline Services



Develop a Culture of
Learning

Every Lean Team Action is Aligned with the Mission



History:

- Last Year, Flex-n-Gate opened the largest new Detroit auto parts plant in 20 years—500 jobs



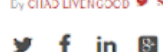
History:

April 24, 2018 12:50 a.m. | UPDATED 2 DAYS AGO

Focus: Hope operating city-funded training for Flex-N-Gate jobs

New Detroit auto parts plant got 16,000 applications for 500 positions

By CHAD LIVENGOOD



Automotive Focus: HOPE Jobs/Career More +

- Flex-N-Gate has received 16,000 applications to date for 496 jobs at new Detroit plant
- Auto supplier to stamp and mold parts for new Ford Ranger
- Focus: Hope operating city-funded training for Flex-N-Gate production workers



16,000 People Applied!!



Detroit at Work



The screenshot shows the Detroit at Work website. At the top left is the Detroit at Work logo, which features a stylized figure holding a gear and a lightbulb, with the text "DETROIT AT WORK" below it. To the right of the logo is the text "YOUR JOB SEARCH STARTS HERE". Further right is a navigation bar with links: Home, Jobs, Training, Help, Events, Locations, and News. Below the navigation bar, there is a section for "Thousands of jobs for Detroiters" and a photo of William W., a Career Seeker. To the right of the photo is another Detroit at Work logo with the text "YOUR JOB SEARCH STARTS HERE". Below the photo is a red banner with the text "Do you live in Detroit? We have jobs available for you.".

DETROIT AT WORK™

YOUR JOB SEARCH STARTS HERE

Home Jobs Training Help Events Locations News

Employer/Partner?
Want to Post jobs to this Website?

Thousands of jobs for Detroiters

William W., Career Seeker


DETROIT AT WORK™

YOUR JOB SEARCH STARTS HERE

Do you live in Detroit? We have jobs available for you.



Detroit at Work





HomeJobseekersEmployersCalendarsNews & FAQs


DETROIT AT WORK™


Explore Training and Career Opportunities


Across Metro Detroit there are opportunities available in a number of high-growth industries. Don't have the skills for one of these careers or want to upskill into a higher level position? We have hundreds of **free** training opportunities that will train you for in-demand careers in fields like healthcare, construction and IT:

CONSTRUCTION & TRANSPORTATION

INFORMATION TECHNOLOGY

MANUFACTURING

HEALTHCARE

RETAIL, HOSPITALITY & ENTERTAINMENT

If you'd like to explore what training and job opportunities are available, then click on one of the industry images above. You'll be able to learn about jobs in each sector, the training programs available and what partners are offering services. Training programs aren't just limited to those who are unemployed – if you're working part-time or in a role that leaves more to be desired, we will connect you to (and pay for) the training that will help you land a career.

Register today to take your first step on your new career path with Detroit at Work.



Fiat Chrysler (FCA): 5,000 jobs!



Hiring Detroiters First

Detroit at Work will supply a list of qualified applicants to FCA

+

FCA will interview everyone from Detroit at Work's list before anyone else



Define: Value

- **Carefully Screened List**
 - Process that can be replicated
 - Shows better acceptance than FCA's other sources
- **Supportive Services**
 - Math & Reasoning Training
 - Interview Skills
 - Clothing Closet
 - Bridging Technology Gap (Application Support)
- **Candidate Confidence Boosting**
 - In Themselves ("I'm on the List")
 - In DESC ("I know what I need to do")



Define: Qualified

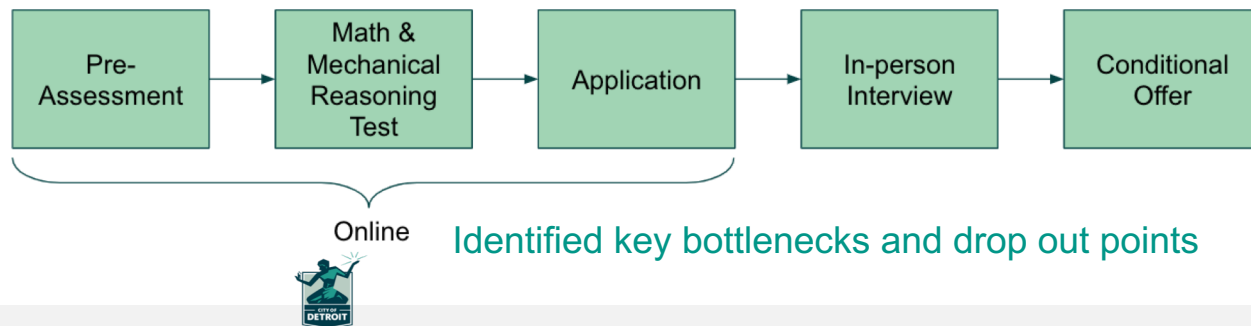
Stakeholder Analysis



Process Mapping: Application

Requirements:

- 18 years of age or older
- High School Diploma or equivalent
- Pass drug screen and physical
- Basic math / mechanical aptitude test
- ID issued by State or Federal
- Complete in-person Interview



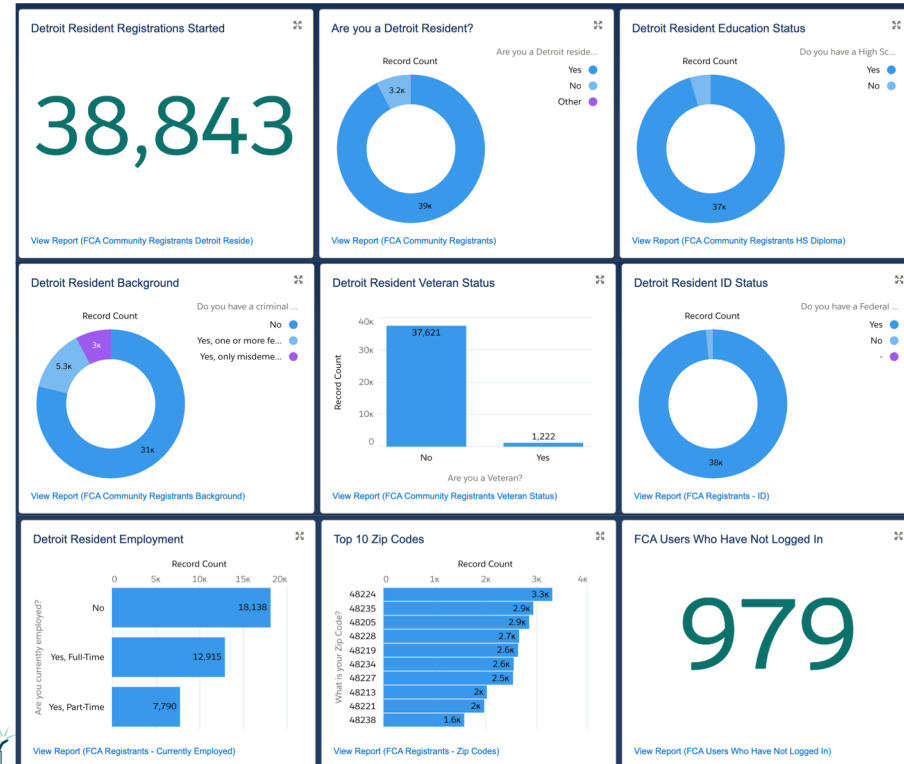
Define: Defects

- **Qualified candidates don't know about the opportunity**
- **Qualified candidates don't make the list**
 - Drop out voluntarily
 - Disqualified inappropriately
- **Non-qualified candidates make the list**
- **Non-qualified candidates don't get the resources they need to make the list**
- **People leave feeling discouraged**
- **People that can get jobs today, don't**



Baseline Data: Pre-Screening

- Who is interested in the program?
- How many events do we need to have?
- How many resources do we need?



Service Design

Job Readiness Events

Registration

Pre Registration Check-in

- FCA Application
- Requirements Video
- Working at FCA Video

Check Passport & Give Drug Screen Info

Support Tables

High School Diploma or Equivalency	State ID
Math and Logic Skill Testing	Application Practice
Physical Resources	Project Clean Slate
Transportation	Childcare Substance Abuse Support

DAW Career Center Follow-up

- DAW Career Centers
- Faith Based Partners
- Community Partners
- DPSCD

Locations and Extended + Weekend Hours

Will also have application support during the hiring process window




Detroit Job Readiness Checklist PASSPORT

Please get a completion sticker from each station.
Visit the "Check Out" station before exiting event.

Federal or state photo ID with Detroit residency



High School Diploma or Equivalent



Attended Application Info Presentation



Completed math/mechanical reasoning assessment



Drug-Free Pledge

I am applying for a job in an industry that does not tolerate drug usage, including marijuana (medical and recreational). I certify that I am drug free and/or will be at the time of my official drug screen.



(Signature)

State ID Resource Help: 888-767-6424
michigan.gov or visit a Secretary of State office

Fee for Standard ID: \$10

DOCUMENTATION NEEDED:

- 1) Social Security card
- 2) Birth certificate and State ID card OR U.S. Passport
- 3) Utility bill, bank statement, lease agreement, or high school transcript

Estimated timeframe: 30 days

Social Security Number/Card Help: 800-772-1213
ssa.gov/ssnnumber/

Take completed application and documents to SSA office
McNamara Federal Building, Room 450,
477 Michigan Avenue, Detroit, MI 48226

DOCUMENTATION NEEDED:

- 1) Application Form
- 2) Birth Certificate
- 3) State ID Card

Estimated timeframe: 21 days

Detroit High School Transcript Help: 313-576-0090
detroitk12.org/resources/students/records/transcripts

Monday-Friday, 8:30 a.m. until 4:00 p.m.
Frederick Douglass Academy, South Wing
2001 W. Warren Avenue, Detroit, MI 48208

DOCUMENTATION NEEDED:

- 1) Application Form
- 2) Birth Certificate OR State ID Card

Estimated timeframe: 10 days

Drug Abuse Help: 800-241-4949
dwma.com

Timeframe: Marijuana and other substances can remain in your urine for up to 45 days.

Project Clean Slate: 313-224-4550
detroitmi.gov/project-clean-slate

For help on criminal record expungement, including times and locations for services, visit the website above.

Other questions contact Detroit at Work | 313-962-WORK | detroitatwork.com




A proud partner of the American Job Center network

An equal opportunity employer program. Supported by the State of Michigan, State workforce agency, localities and area partners available upon request to individuals with disabilities. 1-800-285-0000, TDD: 711



Program

Practice Pre-Assessment



Workplace Fit

- Are you willing to work with heavy equipment or manufacturing machinery?
- Will you adhere to environmental and safety standards?
- Are you able to read, write, and speak English well?

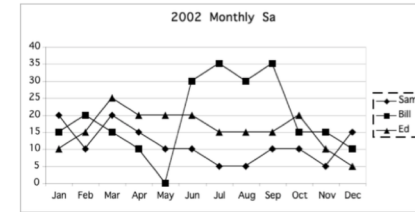
☐ Yes ☐ No

☐ Yes ☐ No

☐ Yes ☐ No



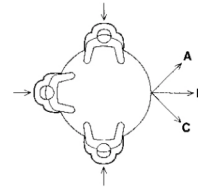
5. In the sales chart below, what were Sam's total sales for the last quarter of the year (Oct, Nov & Dec)?



- (A) 35 units (B) 45 units (C) 30 units (D) 40 units

Mechanical Comprehension: To Measure an individual's ability to solve problems using knowledge of mechanical principles and physical laws

6. Which way will the table move if all three people push on it with equal force?



- (A) Up and to the right—Direction A
(B) To the right—Direction B
(C) Down and to the right—Direction C
(D) None of the above—the forces will cancel

Pilot: PDCA

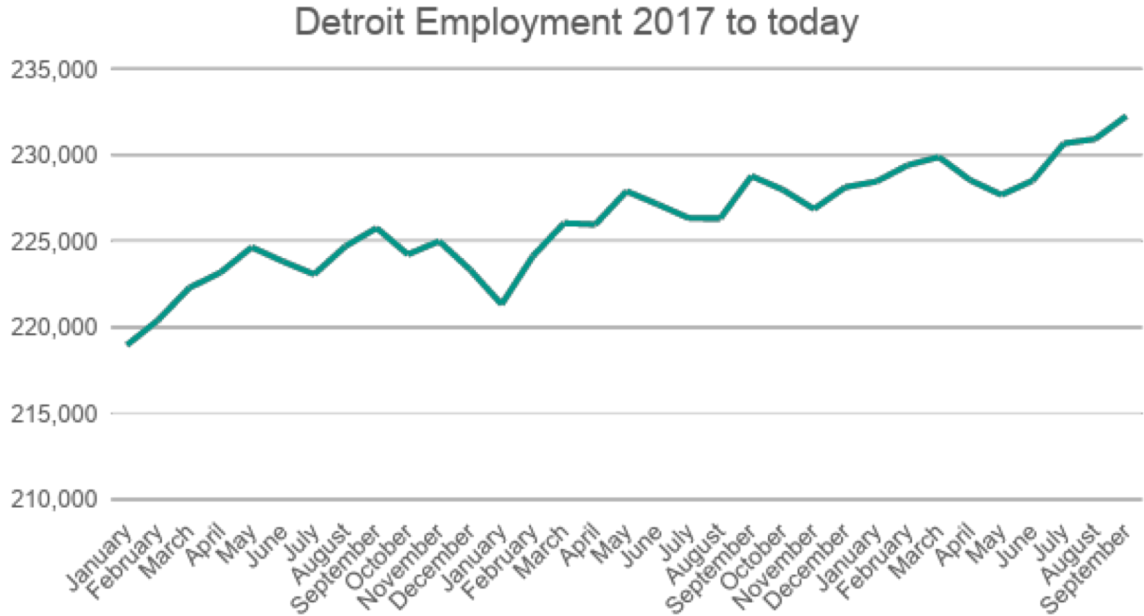


Results

- 43,000 signed up with Detroit at work
- 18,000 participants in events
 - 3,000 participated in math tutoring
 - 2,000 signed up for other-industry training
 - Almost 1000 received jobs outside of FCA
- Approximately 4,000 are interviewing for first round of FCA hires
- MORE EMPLOYERS ARE SIGNING UP FOR THE PROGRAM



Results: Employment





Bethany Melitz
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Visit us at MoreSteam.com



> **Green Belt**

Develop the skills to lead successful continuous improvement projects. Includes exercises, quizzes, and mini simulations.



> **Blended Black Belt**

Combine eLearning with study halls, personal coaching, and practice. Covers advanced quantitative tools.



> **Master Black Belt**

MoreSteam partners with the Fisher College of Business at The Ohio State University to present an innovative Master Black Belt development program.



> **eLearning Course Catalog**

With over 200 hours of training to choose from, browse through the entire belt curriculum to find the courses you need.

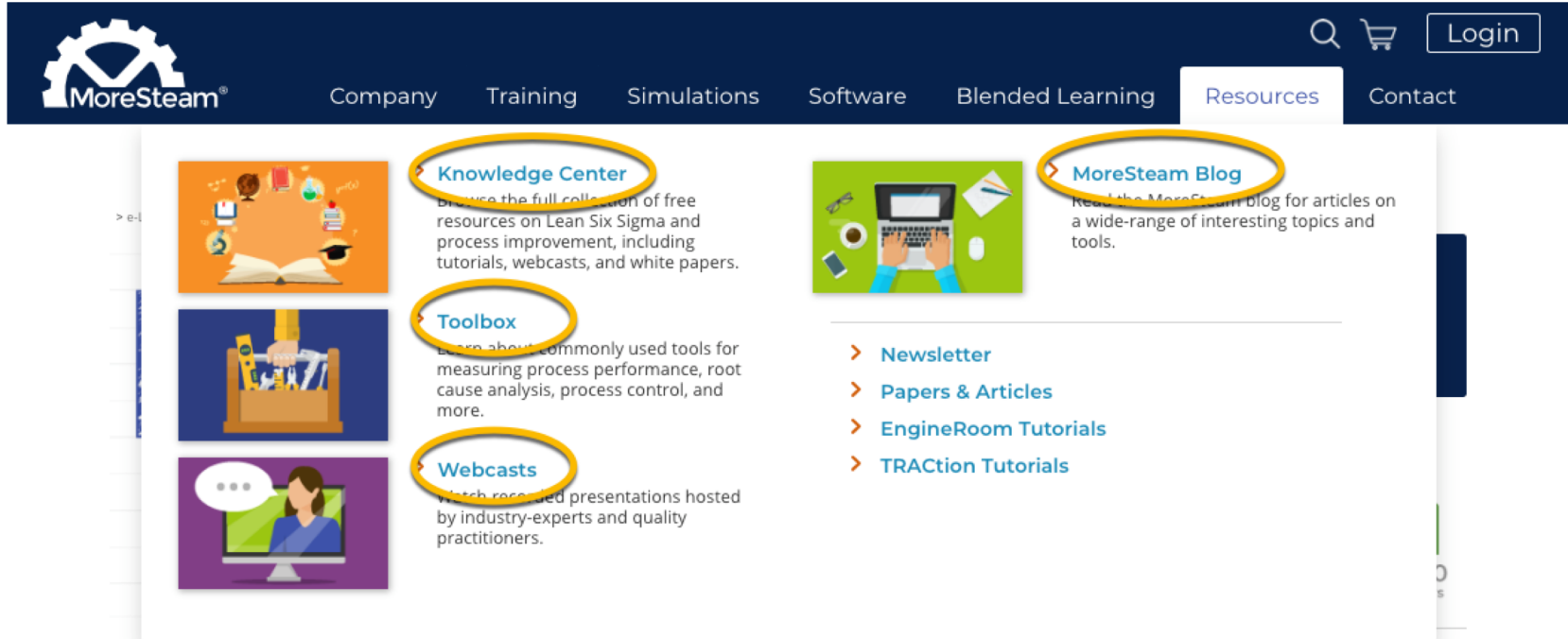
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Visit us at MoreSteam.com



How to Keep in Touch



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Mark Your Calendar to Join Us:

- December 5 & 12: Alexander Silantyev, PwC
- January 30: Ruben Del Toro, Southwest Airlines