

Industry  
Public Sector

Public Sector Process and Productivity Capability Statement



**IN TUNE WITH PUBLIC VALUES  
MEETING CHANGING NEEDS**



**DELIVERING  
BETTER RESULTS**

## Introduction

Over the past 28 years Aragon Gray consultants have identified tens of millions in savings in productivity and efficiency improvement projects.

These projects have covered all aspects of the public and private sectors. In the private sector we have helped clients such as listed insurance, finance, pharmaceutical and manufacturing companies, and a range of SMEs. In the public sector we have worked with agencies like NSW RTA, Transport for NSW, NSW Police Force and a range of local Councils to improve processes and work practices.

AG specialises in improving transactional, administrative and shared service processing. Our expertise applies to a large range of activities – because of this we have developed a specialisation in managing the very difficult productivity landscape of the public sector.

Our consultants bring wide experience to bear. They apply a range of process methods, and have process improvement backgrounds that cover service industries and the public sector as well as heavy industry, chemicals and construction.

## How We Work

Our aim is to work closely with you and to minimise the risk (political and budgetary) that consulting poses to public sector agencies. We are very conscious of public sector values and concerns and frame our recommendations with that in mind.

Our consultants use whatever methods are effective in the circumstances: they range from SixSigma to Lean to MOS to TQM to basic work quantification. However, we always start with the purpose of the

process and the nature of the demand for it. In all cases our approach is collaborative and consultative, and always we ensure you get the experienced team you sign up for.

## Services

AG has a range of efficiency and (process-related) services that support managers to make major improvements.

### Productivity and Efficiency Improvement

Using data-driven analysis to identify improvements in end-to-end workflow, responsiveness to demand, work practices, agency structure, key performance indicators and risk indicators. All designed to drive better service delivery and better results.

### Executing Strategy and Implementing Change

Get things done on the ground, in a way that will work reliably, and will ensure that measures support rather than undermine the purpose of the process. Having a strategy and framework is one thing. Knowing how everything has to change and getting it done is another.

### Productivity and Consulting Training Packages

Off-the-shelf and customised training for internal consulting teams, and specialised process and productivity training for managers. This supports the execution of strategy to reach results.

### Productivity Coaching for Executives

One-on-one executive support to deal with individual and team management issues that undermine efficiency.

## Key Clients in Process and Efficiency

- NSW Police Workers Compensation Processing
- NSW Police Accounts Receivable and Accounts Payable
- NSW Police Education and Training Command NSW Police Programs Unit
- NSW Police Student Management Unit
- NSW Police Academy / CSU School of Policing
- NSW Police Forensic Services Group
- NSW Police Local Area Commands
- NSW Police Recruitment Transport for NSW Payroll Processing
- Transport for NSW Fleet
- Transport for NSW Accounts Payable and Accounts Receivable
- Transport for NSW Recruitment
- Ku-Ring-Gai Shire Council
- Liverpool City Council
- Colonial Mutual Superannuation
- Reed Exhibitions
- AAP
- SabrePacific
- Commonwealth Bank Branches
- Cancer Council Victoria
- RTA of NSW Data Processing Centres
- RTA of NSW Human Resources
- RTA of NSW Change Management Directorate
- Reed Business
- RTA of NSW Quality and Customer Services
- RTA of NSW Zone and Regional Offices
- Pharmacy Board of NSW
- Silicon Graphics Australia
- Butterworths Publishing
- Hornsby Shire Council
- AMP General Insurance

## Specialised Productivity Services for the Public Sector

AG specialises in managing the challenging productivity landscape of the public sector. We understand agencies are under pressure to find productivity savings or efficiency dividends, and to build strategies that drive Results. We also understand that our clients have limited budgets and restrictions on management flexibility.

### What we offer

AG specialises in providing short, fixed price consultancies that deliver practical, data-driven action plans to improve efficiency. Large, long term consultancies carry big budget, project and political risks, so we've built a product that minimises those risks for public sector clients.

It's simple. You give us a clear brief, and we collect the data, analyse it, find opportunities, and then build step-by-step action plans in plain English.

### Responding to Public Sector needs

We can help where process is about meeting your Results. We map needs, find annual productivity savings, develop savings Implementation plans and resolve staffing issues.

### How We Work

It sounds simple, but we:

- Get an exceptional brief
- Gather key data, including the nature of demand driving a process and the effects of targets and systemic incentives
- Build an activity list
- Map significant processes
- Analyse and identify opportunities using SixSigma, MOS, Kaizen, BPR, BPM, Systems Thinking and TQM methods
- Consult and liaise
- Support supervisors to manage for productivity

### Productivity Review Spotlight: Public Sector Efficiency Review

A large agency with regional centers needed to find productivity savings in a range of areas including frontline administration, recruitment, finance, call centres and training. Whether to centralise was a key issue. We delivered a series of projects over 18 months looking at a headcount, technology, process accuracy and possible centralisation.

- Build action plans to execute recommendations
- Support your in-house implementation and change teams.

### Keeping it simple

We're direct. We keep it simple and we speak and write in plain English. We believe that consulting is about listening, using your experience and getting to the point.

### Services

Process improvement can bring benefits in all areas of public sector activity, by using any of:

- **Business Process Improvement**  
Do more with less, orient effort to customers and results, and maintain service delivery in face of budget cuts
- **Work Quantification**  
Know exactly what staff you need and where, and make data-driven decisions
- **Process mapping**  
Identify inefficiencies and opportunities and clarify ownership of outcomes that drive results
- **Restructuring**  
Centralise or decentralise based on what works best for process outcomes
- **Training and Facilitation**  
Give managers and teams the tools they need to improve efficiency and performance
- **KPI and KRI development**  
Identify key process data and develop performance and risk indicators that reflect the real purpose of the process
- **Benefits realisation** – Make the most of the systems you have. Eliminate rework and shadow systems and grab all available KPI and KRI data.

In nine small (less than 20 day) projects we:

- Identified productivity savings of \$14m pa and once off savings of \$3m
- Provided a topline Return on Investment of 66:1 in one year, and freed resources for service delivery.

## Executing Strategy and Implementing Change

- BPI and performance management together create activities that address strategic goals
- Process improvement delivers the most when applied to high impact processes
- Strategic KPIs add most value when they lead to action
- How effectively agencies use performance measures varies widely
- A common core principle is to use key measures that link activities to strategy and agency results
- 48% of key executives surveyed stated their processes come together in a haphazard manner
- To measure process improvements agencies must link processes to strategy

Sources Aragon Gray 2009, Garner Inc. 2009 Business Pulse Survey; Align BPM to Strategy by Targeting and Measuring High Value Processes 2009

Strategies, plans and restructures may seem clear on paper. Other consultancies do a great job designing them. But just how do you actually make the changes? If you reorganise, what are the new business processes? Who does what? What level of staff do you need? How do you know if it is going to work?

### Productivity Review Spotlight: Public Sector Efficiency Review

A major NSW agency with a large workers compensation load had previously centralised recoup processing (getting payment from insurers) from a number of regional centres.

The centralisation had led to more errors and missing information, processing backlogs and an increase in staff required from 12 FTE regionally to 17.5 FTE centrally.

These concrete questions are ones we help you answer. By consulting, gathering and analysing data, and designing processes with management, we make strategies real. And we do it by engaging on-the-ground with the people who manage and do the work in question.

AG uses the same skill sets in executing strategies and plans as we do in process improvement. We get our hands dirty with the details of how people do their jobs to give you a reliable, data-driven model with a clear view of what happens and how to measure it.

### The questions we help answer

- Just how do you actually merge two units into one?
- Who does what in a restructured department? How do they know what they have to do?
- What KPIs, KRIs or volume indicators are relevant to the real purpose of the process?
- Is any process or service going to fall through the gaps?
- What staffing model should you use, and what level staff do you need to make sure you can deliver services?
- Is there value in centralising or decentralising a process or role?
- What ICT changes will make the biggest difference to efficiency?
- What improvement opportunities have staff already identified?

## Productivity Training and Coaching Packages

### Simple Facts

- Productivity projects only deliver when managers know how to manage performance issues
- Managers can manage performance issues when they have useful data
- When managers have the necessary emotional and communication tools they can manage performance issues more easily
- Appropriately trained internal staff can deliver ongoing productivity improvement
- The best system will still break down if there is poorly directed supervision
- Restructures create change. To make the change an improvement you have to upgrade work systems, eliminate rework and improve the newly created process.

Efficiency and productivity are products of processes and people. Yes, changes to systems and processes can make a huge difference and free up resources to deliver other outcomes.

But sustainable, continuing improvement is only possible when managers and supervisors have the tools they need to manage for productivity.

Those tools can include, for example:

- Recognising their role in managing and improving processes
- Knowing how to manage and own processes and identify the difference between value demand on your processes, and failure demand driven by previous process failures
- Knowing how to identify process issues like rework, bottlenecks, excess checking and shadow systems
- Having the skills to confront under-performance in a timely and effective way
- Managing people and personalities in the way that motivates them and that they understand.

### Combine for greater effect

When training and one-on-one coaching is combined with our productivity services, you get consultancy outputs and skills transfer that supports sustainable change. As a package the two services address the data and the people issues in productivity.

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- **Internal Productivity Teams**  
AG train, mentor and supervise internal productivity consulting teams.
- **Executive Coaching for Productivity**  
Get one-on-one advice on managing productivity and performance issues
- **Supervisor Training and Group Coaching for Productivity**  
Train key supervisors to manage work allocation and workflow for high productivity

## Creating Internal Productivity Consultants

A major NSW agency with a large workers compensation load had previously centralised recoup processing (getting payment from insurers) from a number of regional centres.

The centralisation had led to more errors and missing information, processing backlogs and an increase in staff required from 12 FTE regionally to 17.5 FTE centrally.

In a single 5 day project we:

- Quantified productivity savings of \$1m pa ongoing (constraints reduced realised savings)
- Identified other productivity savings of substantially more than \$1M, from reduced staff cost, increased insurance reimbursement, eliminating unnecessary paper files, reduced repeat follow up and so on.
- Provided once off savings of \$250k
- Identified losses in reconciliation to insurer of \$3.2m pa

## What Makes Us Different

### It's All About Execution

We provide the data and the means **to get things done**. Whether it is finding productivity savings or efficiency dividends, implementing a strategy or agency reorganisation, we provide the concrete data and concrete steps to complete the project.

We don't like fluff. Often we provide the means to execute other consultants' strategies when they have a vision but don't want to get their hands dirty. We don't mind that.

### Fixed Price, Low Risk

Our focus is on small scale, achievable projects in the public sector that are low risk to our clients. We recognise the limits our public sector clients work under and have tailored our consultancy to address those limits.

Our fixed price consultancies deliver practical, data-driven action plans to improve efficiency. They're designed to allow for fast, in-house execution if required, which keeps costs and political risks small.

### Our People

Each project is unique. We choose consultants from our pool based on the special skills required. Need sensitivity for an area in turmoil? That's a different skill set from improving processes for an IT upgrade. Need workers comp or business planning expertise? Whatever the change need, we bring the right consultants managed under a proven process improvement and project management model.

And you will always get the team you sign up for.

### Our Principal, Cindy Tonkin

*Cindy Tonkin* has consulted in BPI and productivity for more than 15 years. She has worked in Public Sector, Council, Manufacturing, Information Technology, Data Science, Administration, Insurance, Banking, HR, Sales, Resources and Industrial environments.

As an author she has written more than a dozen management books, including the AIM bestseller *Australian Consultants' Guide*, which has been used as a prescribed university text.

Former Big 4 consultant, she is an internationally certified Master Trainer Candidate in NLP (Copenhagen 2001) and is accredited in multiple training methods, group and personality diagnostics. She has presented at training and facilitation conferences in Australia and overseas. This combination of hard and soft skills is unique in productivity consulting.

### Public Sector Specialisation

AG has consulted to private and public sectors and has deliberately specialised in the public sector. We understand the frameworks and the issues that govern public sector management. And we recognise that it isn't about "cutting to the bone", it's about efficient service delivery.

### Willingness to ask hard questions

We focus on process productivity. But sometimes service or cost issues can be driven by the management structure itself: the system of targets, reporting, evaluation and compliance that drives behaviour.

We know our public sector clients may not be able to change this, but we will ask the difficult questions when the data points us in that direction.

### Our Values

What makes us who we are in business is our values. We believe we should:

- Be down to earth
- Put relationship first
- Do it right
- Focus on service, not sales
- Be ethical
- Have a life.

For more information, please contact:

**CINDY TONKIN**

+61 412 135 426

Email: [cindytonkin@aragongray.com](mailto:cindytonkin@aragongray.com)  
Please visit our site [www.aragongray.com](http://www.aragongray.com)



# Call us. We'll be happy to help Productivity. Reliability. Relationship

PRODUCTIVITY CONSULTANTS TO THE PUBLIC SECTOR

## EMAIL

cindytonkin@aragongray.com

## PHONE

+61 412 135 426 Mobile

## ADDRESS

PO Box 1123, Newtown, NSW 2042

## ABN

50 058 095 631

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ARAGON GRAY PTY LTD  
WWW.ARAGONGRAY.COM