



# THE CUTTING EDGE

## Sharpening Your Management Skills through KSCPM

www.KSCPM.org

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**KENTUCKY SOCIETY  
CERTIFIED PUBLIC  
MANAGERS®**

***KSCPM PROFESSIONAL  
DEVELOPMENT  
SEMINAR***

***Wednesday, May 11, 2009***

***THOMAS D. CLARK  
CENTER for KENTUCKY  
HISTORY***

***FRANKFORT, KY***

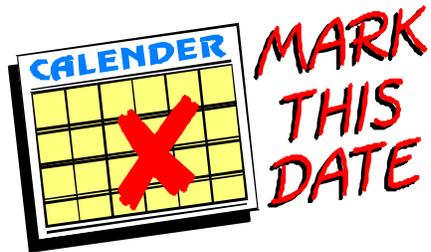
Go LEAN Without Losing Your Workforce  
by Dr. Phil Marksberry

In bad times like the current financial mess, many businesses are looking for ways to "trim the fat." For too many, that means letting go of their people.

There are problems with that approach. One is that shedding people means you're losing precious skills and know-how you may not be able to recover when times improve. You're treating your assets as if they were simply costs. A second is that you'll probably end up giving the customer less than before and may risk losing business. And third, is there shouldn't have been any fat there in the first place.

A better approach to tough times is to do more with what you have. Keep your people and ask more of them. Become a more productive enterprise by motivating your organization to aggressively eliminate the "fat" in processes and procedures, ineffective ways of doing things that waste money, materials, time effort.....

As Toyota has decisively demonstrated, lean manufacturing works. But it may not be as widely known that lean principles can be applied to any organization. For example, it's been successfully applied in hospitals to make emergency room treatment faster and more efficient without any increase in



staff or space. The U.S. Army has adopted lean principles across its supply chain to get the right material into the soldier's hands as soon as possible while reducing costs and increasing quality.

A lean transformation is a major undertaking. How will you know if it can pay off for your firm? The first step is to take a look at your work from a different angle. Determine, from the customer's point of view, which steps in your process add value. That is, what steps add things the customer is willing to pay for. You may find several that don't add value but are simply "the way we've always done it." Yet any step that doesn't add value for the customer is waste.

Next step: think about putting your people to work on how to eliminate this kind of waste. It doesn't mean they are busy eliminating their own jobs; on the contrary, the cross-training that comes from working in teams and the problem-solving skills they develop will make them even more useful in more different areas.

This is the way you can get more out of your prime asset: your people. Not by making the few worried survivors of cuts work longer hours and handle more jobs, which only hurts quality and delivery in the long run. But by helping and motivating them to become better at solving problems, increasing your efficiency and insuring the highest possible quality. Those are better ways to reduce costs.

It sounds so simple. Why doesn't everyone do it? Too often the obstacle is a blame culture that management is not really aware of. That kind of culture whose motto is "when we've found someone to blame, we've solved the problem."

It sounds ridiculous said like that. But too many organizations out there operate in just that way.

Obviously, this kind of culture will make it second nature for employees and middle manager to hide mistakes and problems from the higherups since revealing them only causes fault-finding, punishments, termination. This not only hurts morale and limits communication, it means those hidden problems will continue to drag down efficiency and quality.

This kind of culture is also a waste of your people's energy and ingenuity. By nature we're all problem-solvers. You'll never find anyone who doesn't have a better idea on how to

do his or her job... unless it's been "blamed" out of them. Then their energy goes into cover-ups instead of solutions.

How to harness potential problem-solving energy? To do that, you need to look differently at problems. First, see the problem as an opportunity for people to learn. Don't step in and solve it yourself as if they were children or slow students. Put them to work and coach them toward a solution. That is, don't ask who did it, ask what did you learn by solving it?

This approach may sound touchy-feely at first. But in fact it is more practical than the blame game or the "let me do it" because often what seems on first glance to be "operator error" is more likely a fault in the system or the procedures. Think about how many times all of us otherwise intelligent people make clumsy errors due to bad product design. For some great examples, visit

<http://www.baddesign.com/examples.html>.

The point is, it's better to solve a problem once and for all, rather than solve it at a superficial level only to have it recur.

This one and for all solution comes from going deeper. How did it happen? Okay, how did that happen? Okay, then how did that happen? And so on. Until you're at the source of the problem. Not only does this approach increase quality, it makes people more forthcoming about errors and problems.

If they are rewarded and encouraged to spot and tackle problems, then they can stop wasting time and energy covering things up and put those to good use finding solutions. Result: a more engaged workforce, better communication across the organization and ultimately, increased value for the customer. A good way to hold on to your customers in tough times is to increase value to the customer without increasing prices.

There's more to it than this quick glance, of course. But books on lean enterprise are out there, lean enterprise consultants are out there. Kentuckians may not be aware that there's world-class lean systems education and advice practically on your doorstep, at U.K. Center for Manufacturing. Visit <http://www.mfg.uky.edu/to> learn more.

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Reprinted with permission Dr. Phil Marksberry of the UK Center for Manufacturing's Lean Systems Program and the reprint being sourced from the March 2009 The Goods, a bi-monthly publication of the Kentucky Association of Manufacturers (KAM).



KSCPM Annual Membership Meeting  
December 9, 2008  
KHEAA Building, Frankfort



After everyone was treated to a catered lunch, President Tony Smith called the meeting to order at Noon. He also told the group that Robinil Jameson had put together a PowerPoint presentation of KSCPM activities that would run throughout the meeting.

Tony recognized Dr. Sissy Meredith, Executive Director of GSC, and the former presidents of the Kentucky Society of Certified Public Managers®; Robinil Jameson, Larry Totten; (who was also the president of the AACPM); and Susan Smith.

**Those in attendance:** Sherman Bowman, Ande Godsey, Robinil Jameson, Bob Armstrong, Carmen Bishop, Janice Earnest, Ande Godsey, Rebe Conley, Jennifer Woods, Larry Totten, and Katy Cave, Helen Koger, Russell Wright, Jan Wright, Carolyn Schaefer, Carter Taylor, Pat Butcher, Susan Smith, Bobby Bates, Darren Burchett, Susan Hopkins, Carter Taylor, Bobby Bowe, Sanaa Ahmad, Margaret Puckett, and JoJuana Leavell-Green.

**Presentation of Minutes:** Sherman Bowman moved and Russell Wright seconded the motion that the minutes be accepted as presented. The board approved the minutes.

Tony talked about the goal to get word out to all three branches about the KSCPM, and that we did accomplish that goal during 2008.

**Treasurer's Report:** Bob Armstrong reported that the total income for 2008 was \$10,137.78; total expenses were \$10,680.99 which included \$2,000 to purchase a CD. Beginning balance was \$7,580.78 and ending balance was \$7,037.57. Carmen went over the report again when she arrived and gave the group a chance to ask questions.

Bob Armstrong went over the books and bank statements on December 4. His audit agreed with Carmen's records.

Robinil Jameson moved and Jennifer Woods seconded the motion to accept the Treasurer's report as presented. The group accepted the report.

**Committee Reports:**

**Election Committee:** Rebe Conley, Chair, collected the outstanding ballots, and the committee left to count the ballots. Rebe announced there were 35 ballots submitted and the following officers were elected:

- Ande Godsey, President-elect
- Carman Bishop, Secretary
- Larry Totten, Treasurer

Sherman made a motion to destroy the 2007 ballots. The motion was seconded and passed.

**Awards Committee:** Larry Totten, Chair of the Awards Committee announced that former GSC Executive Director, John Brock, now the manager of Pine Mountain State Park, was retiring at the end of 2008. John Brock was executive director of GSC when the 5% raise tied to completing the KCPM passed.

Larry then announced the following Award winners:

The Askew Award winner, for outstanding written project was Russell Wright.

The AACPM Scholarship winner was Rebe Conley. The Ken Henning Award nominee for 2008 was Tony Smith. Larry also announced that the AACPM Board created a foundation open to charitable donations, and that Tony Smith is one of five members on the AACPM Foundation Board.

Gene Childress Award, for outstanding leadership in government, goes to Leonard Cieslak, SSCII, in the Cabinet for Health and Family Services. Leonard is a 24 year state employee with Community Based Services in Floyd County. Leonard was a 2004 KCPM .

Charlotte Glaser Award winner was Helen Koger who served as secretary for many years, and attended AACPM conferences, active in the society at all events. Helen was a 2000 KCPM.

President Tony Smith thanked the board members for their strength, hard work, and sacrifice to make this year a success. He presented each board member a token of appreciation for their service to the KSCPM during 2008.

President Smith then presented Robinil Jameson the President's Award for outstanding service to the KSCPM.

President-elect, Sherman Bowman, gave Tony Smith an Appreciation Award from the KSCPM Board for serving as President for 2008.

**GSC Update:** Katy Cave, CPM Coordinator, announced that 19 people will be awarded their KCPM certificates on December 18, in the Carl Hill Student Center, at Kentucky State University. Seventeen people attended the orientation for the newest KCPM cohort group on December 4.

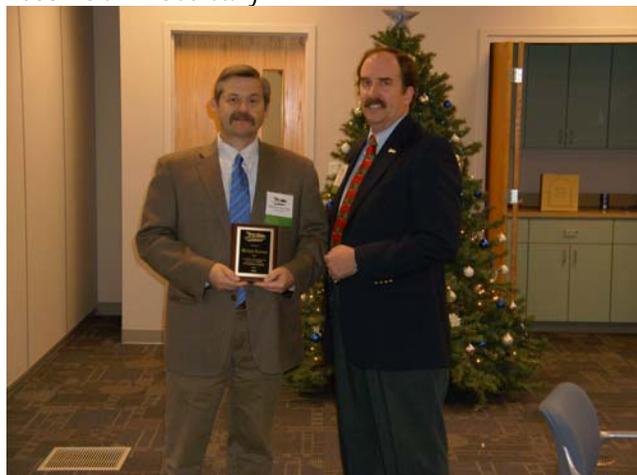
**New Business:** AACPM National Delegates meeting raised the national dues for 2009 from \$15 to \$20. The question before the group is does the KSCPM want to absorb the \$5 increase, or do we want to raise the dues to \$45? The discussion centered on the reduction in agency support and loss of 39 members. Larry Totten made a motion to increase the dues to \$45 and Carmen Bishop seconded the motion. Bobby Bowe asked how many agencies paid the dues for their employees. The answer from Carmen Bishop was that the majority of members pay their own dues. The motion passed.

Articles for the Newsletter need to be in by December 15.

Sherman Bowman, President for 2009, encouraged everyone to become involved in KSCPM because it is their organization.

The meeting adjourned at 1:00 P.M.

Minutes submitted by,  
Katy Cave  
2008 KSCPM Secretary



**Treasurer's Report  
Variance to Budget  
February 5, 2009**

Income:	
Member Dues	\$1,140.00
Lunch Income	10.00
KSCPM Seminar	00.00
Bank Interest	.87
	<u>\$1,150.87</u>
Total Receipts	\$1,150.87
Expenses:	
Website	225.00
AACPM Assessment	100.00
Print & Postage	34.41
	<u>\$359.41</u>
Total Expenses	<u>\$359.41</u>
Net Income	791.46
Beginning Balance	** 5,975.93
Ending Balance	++ <u>\$6,767.39</u>
## CD - \$2,000.00 @ 3.60%	
** CD's - \$2,137.90 @ 2.36%	
\$2,113.26 @ 2.90%	
++ Includes \$5,000/2009 projected Florida Conference HOD expenses	



**Wilkinson Scholarships**

KSCPM/AACPM members may apply for a one-year Wilkinson scholarship to support educational pursuits. The Deadline is August 1st. KSCPM member Patrick Brown, Department of Criminal Justice Training, was a 2007 Scholarship recipient and Rebecca Conley, Department of Financial Institutions, a 2008 recipient. Scholarship funds are up to \$750 per year; an application should soon be on the AACPM website:

<http://www.cpmacademy.org/pdf/Scholarship>.

### 2009 AACPM Henning Nominations

The Henning Award is presented annually to an Active Fellow who, through their efforts has made the greatest contribution to the Academy, their Society, or the prestige of the CPM public image. Named after Kenneth K. Henning, the former Director of the Georgia Certified Public Manager® Program and "Father" of the Certified Public Manager® concept, the award will be presented at the American Academy of Certified Public Managers® symposium held from Sunday, September 20, through Tuesday, September 22, 2009 in Orlando, Florida.

Former Henning Nominees from Kentucky include: Sam Bain, J. R. Brown, Robinil Jameson, Tony Smith, Pamla Wood, and the 2004 winner Larry Totten. Nominees are evaluated on their career accomplishment, Social/Academy activities, innovations/contributions to management, leadership activities, and community service.

For additional information please contact President-Elect Tony Smith at: [Tonyb2u@hotmail.com](mailto:Tonyb2u@hotmail.com)



Scenes from the 2008 AACPM Conference  
Columbus, Ohio



House of Delegates



Meet the Candidates Forum



2008 Henning Nominee Tony Smith and 2008 Wilkinson  
Scholarship Recipient Rebe Conley

### Recycle

If you enjoyed this newsletter, please share it with a CMF/CPM graduate you may know but who is not a KSCPM member - as part of our membership drive.



American Academy of Certified Public Managers

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Planning your summer travel

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- Plan the Perfect Vegas Trip



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- Passport & Visa Applications
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# Kentucky Society Year 2009 Calendar – Dates to Remember

**Annual Seminar – May 11, 2009,  
Kentucky History Center, Frankfort, KY**

**Summer Luncheon – July, 2009  
Department of Criminal Justice Training, EKU, Richmond, KY**

**AACPM Professional Development Conference – September 20-22, 2009  
Orlando, FL**

**Fall Luncheon – October, 2009  
Date & Location TBA, Frankfort, KY**

**KSCPM Annual Membership Meeting – December, 2009  
Kentucky Higher Education Assistance Authority Bldg – Frankfort, KY**



The mission of the **Kentucky Society of Certified Public Managers®** is to establish, promote, enhance, and recognize the management profession through comprehensive training, networking, professional growth, and ethical standards of behavior; to promote service consistent with efficient and effective management practices; and to demonstrate vision and competence in professional management.

KSCPM 2009 BOARD OF DIRECTORS



Sherman Bowman, CPM  
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Ande Godsey, CPM  
President-Elect



Larry Totten, CPM  
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Carmen Bishop, CPM  
Secretary

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Carmen Bishop	Secretary	<a href="mailto:carmen.bishop@ky.gov">carmen.bishop@ky.gov</a>	502-573-3390
Larry Totten	Treasurer	<a href="mailto:larry.totten@ky.gov">larry.totten@ky.gov</a>	502-564-8110
Tony Smith	Immediate Past President	<a href="mailto:Tonyb2u@hotmail.com">Tonyb2u@hotmail.com</a>	502-695-5886
Katy Cave	GSC Liaison	<a href="mailto:katy.cave@ky.gov">katy.cave@ky.gov</a>	502-564-8170
Rebecca Conley	Election Committee	<a href="mailto:rebecca.conley@ky.gov">rebecca.conley@ky.gov</a>	502-573-3390
Jennifer L. Woods	Program Committee	<a href="mailto:jenniferl.woods@ky.gov">jenniferl.woods@ky.gov</a>	502-210-5400
Robinil H. Jameson	Membership Committee	<a href="mailto:RHJCPM@aol.com">RHJCPM@aol.com</a>	502-875-5466
Russell Wright	Finance Committee	<a href="mailto:russellwright@fewpb.net">russellwright@fewpb.net</a>	502-223-2213
Tony Smith	Awards Committee	<a href="mailto:Tonyb2u@hotmail.com">Tonyb2u@hotmail.com</a>	502-695-5886
KSCPM	Web Page	<a href="http://www.KSCPM.org">http://www.KSCPM.org</a>	POB 42 Frankfort, KY 40602-0042
AACPM	Web Page	<a href="http://www.cpmacademy.org">http://www.cpmacademy.org</a>	

March, 2009

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KSCPM Newsletter  
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