

Ground-Breaking Lean Transformation Drives Major Change at the Department for Work and Pensions

Collaboration with Capgemini helps DWP design and implement its continuous improvement programme

The Situation

The Department for Work and Pensions (DWP) is one of the largest delivery organisations in government, providing products and services to more than 20 million citizens each year. DWP plays a critical role in UK society, one that has recently been thrown into sharp focus given the current turmoil in the global economy. The Department's mission is Work, Welfare, Well Delivered. Some 100,000 employees work from over 1,000 sites to achieve strategic objectives that span the elimination of child poverty and maximising employment through to security in retirement.

To move its broad and important agenda forward, DWP is constantly striving to improve customer service and looking for best practice ways to increase productivity and promote efficiency. The Department's analysis of large, complex organizations that had succeeded in achieving major change highlighted Lean as an approach with sustainable, lasting results. As a result, DWP has selected Lean as the cornerstone of its continuous improvement programme.

During 2007, DWP launched the largest Lean transformation in the UK. It chose Capgemini as its partner because of:

- Capgemini's access to the very best Lean expertise in the marketplace through a unique partnership ecosystem
- an impressive track record in using this approach to achieving successful private and public sector Lean transformation
- an approach to transferring Lean knowledge in high volumes to rapidly build a sustainable Lean capability in DWP
- commitment to the Department's goals, backed up by a risk-sharing commercial model.

The Solution

The Department's ambition is to transform itself into a "Lean organisation", realizing significant benefits in terms of customer service, productivity and culture as a consequence. DWP intends to drive this major

change with in-house expertise—with external advice being limited to Capgemini's up-front support for the first 24 months. Hence, Capgemini's solution focused strongly on building internal capability to allow self sufficiency, and on driving the early realisation of substantial benefits.

Capgemini firstly developed a bespoke DWP Lean Toolkit "The DWP Way", to tailor Lean tools and methods honed on the assembly line to the Department's office-based working environment. "The DWP Way" was refined and tested through a series of pilots to maximise both benefits potential and ease of use in a DWP environment.

Through its ecosystem of best-in-class inhouse and external Lean advisors, Capgemini then worked in partnership with the

“Lean is transforming how we serve our customers, and delivering the very significant productivity and culture benefits that the Department needs to achieve. Capgemini has played a key role in making that possible.”

Martyn Craske,
Lean Client Lead,
Department for Work and Pensions



Department to deliver a portfolio of over 30 benefit and capability creating initiatives across key areas of the Department's operations, initially targeting the six highest volume customer products.

Parallel to this frontline activity, Capgemini and DWP built a Lean Academy to drive knowledge transfer and develop internal Lean expertise. This capability growth required, by the end of the first 24 months, the development of over 300 qualified Lean practitioners and role enhancements through Lean for at least 40% of the 100,000-strong workforce in readiness to adopt Lean practices into their workplaces.

Finally, Capgemini and DWP developed a rollout programme with the DWP Businesses to carry forward Lean and complete the transformation of the Department to a Lean organisation by 2011.

The Result

Two years on, the Department is currently on track to meet or exceed ambitious targets for its Lean Transformation Programme. The original benefits case of over £600million is ahead of target. Customer benefits across the main business areas in scope are showing 20% plus improvements to relevant performance indicators, and staff and Unions are reporting positive improvements in culture and working environment.

The Department is now rolling Lean out across its main Businesses supported by the in-house experts and the established Academy infrastructure.

How DWP and Capgemini Worked Together

Throughout the engagement, DWP and Capgemini have worked in close partnership to make delivery happen. From day one, senior teams from both

organisations have demonstrated their commitment to the Programme.

Capgemini has provided input and assurance to the design, delivery and governance of the Lean Programme. Capgemini has effectively managed its unique partner ecosystem to provide a seamless team of Lean advisors. Capgemini's Programme Director is an active member of the Programme's Executive Steering Group and Management Team, working in close

partnership with the Department's own Client Lead and Senior Responsible Officer.

"We have worked with the Department to deliver substantial results and shown how Lean Transformation can achieve superb outcomes in the public sector."

John Howells,
Lean Programme,
Vice President,
Capgemini Consulting



About Capgemini

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2009 global revenues of EUR 8.4 billion and employs 90,000 people worldwide.

Capgemini Consulting is the strategy and transformation consulting division of the Capgemini Group, with a team of over 4,000 consultants worldwide. Leveraging its deep sector and business expertise, Capgemini Consulting advises and supports organizations in transforming their business, from strategy through to execution. Working side by side with its clients, Capgemini Consulting crafts innovative strategies and transformation roadmaps to deliver sustainable performance improvement.

More information is available at www.uk.capgemini.com

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In collaboration with
Department for
Work and Pensions
The Department for Work and Pensions (DWP) promotes opportunity and independence for all through modern, customer-focused services. It helps people achieve their potential through employment, so that they are able to provide for their children and to work and save for secure retirement.

Main customer groups are children, people of working age, pensioners and disabled people and their carers. DWP designs and monitors its strategies through two client groups that cover work/children/disability and pensions. DWP main businesses comprise Jobcentre Plus; Pension, Disability and Carers Service; and The Child Support Agency.

More information at www.dwp.gov.uk/