MERCURY

Operational Excellence in the Public Sector

15 – 19 February 2027
Paris (France)



Dubai - UAE: +971 4 450 5697
Istanbul - Türkiye: +90 539 599 1206
Amman - Jordan: +962 79 712 3347

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Operational Excellence in the Public Sector

Ref: 16409_1084013 **Date:** 15 – 19 February 2027 **Location:** Paris (France) **Fees:** 5900 Euro

Introduction:

The Operational Excellence in the Public Sector course equips public institutions with the frameworks, tools, and mindset to deliver services more efficiently, transparently, and sustainably. This course addresses how government and public agencies can adopt best practices in continuous process improvement, performance management, and stakeholder value creation. Participants will explore the integration of strategic alignment, lean thinking, change leadership, and metrics into public operations.

This Operational Excellence in the Public Sector program emphasizes the particular challenges of public accountability, regulation, and stakeholder diversity. This training builds theoretical foundations and applies them via realistic case studies. Learners will lead or advise operational excellence initiatives within government, non-profit, and public services.

Targeted Groups:

This Operational Excellence in the Public Sector training targets professionals seeking specialized knowledge and skills:

- Mid- and senior-level public administrators.
- Leaders in municipal and regional governments.
- Policy and planning officers.
- Public service performance managers.
- Directors of government reform or transformation programs.
- Internal audit, evaluation, or oversight staff.
- Public sector consultants and advisors.

Course Objectives:

Participants will achieve the following objectives by completing the Operational Excellence in the Public Sector course:

- Understand core principles of operational excellence applied to public institutions.
- Analyze public service processes and detect inefficiencies or waste.
- Design metrics and performance dashboards to track service outcomes.
- Formulate strategic alignment between policy goals and operational plans.
- Apply lean, DMAIC, PDCA, and other improvement techniques to public workflows.
- Lead change initiatives and foster a continuous improvement culture.
- Assess risk, accountability, and stakeholder impact in process redesign.
- Recommend sustainable improvement plans in public sector settings.

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Targeted Competencies:

Participants will gain the following competencies during the Operational Excellence in the Public Sector program:

- Ability to map and analyze public sector processes from end to end.
- Skill in defining and monitoring key performance indicators for government services.
- Competence in applying continuous improvement tools e.g., root cause analysis, waste elimination.
- The capability to align strategic objectives with operational actions in public institutions.
- Leadership in mobilizing teams and navigating institutional resistance to change.
- Judgment to balance regulatory constraints, stakeholder interests, and efficiency gains.
- Aptitude to design phased implementation plans with capacity building and sustainment.
- Mindset to embed institutional learning, accountability, and responsiveness in public organizations.

Studying Scenarios:

In this Operational Excellence in the Public Sector training, participants will develop their skills through the analysis of the following scenarios:

- Long delays and numerous complaints plague the city government's permit issuance process.
- Municipal waste collection services suffer from inefficiencies and cost overruns.
- The patient referral process at the Regional Health Agency is fraught with bottlenecks.
- Public licensing and registration offices often suffer from manual workflow problems.
- The government grant application and review cycle is repetitive.
- The case management process at the Department of Social Services lacks transparency.

Course Content:

Unit 1: Foundations of Operational Excellence in the Public Sector:

- Definition and scope of operational excellence in government.
- Distinctions between the private and public sectors pose challenges.
- Core pillars: strategic alignment, process optimization, culture, and measurement.
- Public accountability, transparency, stakeholder trust.
- Regulatory, legal, and compliance constraints.
- Examples of successful public sector reform initiatives.
- Barriers to adoption in public institutions.

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Unit 2: Process Mapping and Diagnostic Analysis:

- Value-stream mapping in public service environments.
- SIPOC and swimlane mapping for government workflows.
- Identifying forms of waste defects, waiting, overprocessing in a public context.
- Root cause analysis: 5 Whys, fishbone, causal trees.
- Variation versus standardization in public processes.
- Benchmarking and comparative public sector best practice.
- Diagnostic tools include maturity models and gap analysis.

Unit 3: Metrics, Performance Management & Governance:

- Defining Key Performance Indicators KPIs for public services.
- Balanced scorecard and strategy maps for government agencies.
- Cascading objectives from strategic to operational levels.
- Performance dashboards, scorecards, and reporting.
- Avoiding suboptimization: aligning across units and silos.
- Governance structures, oversight, and accountability.
- Feedback loops and continuous learning systems.

Unit 4: Improvement Methodologies & Tools:

- Lean thinking adapted to public processes.
- DMAIC Define-Measure-Analyze-Improve-Control in government settings.
- PDCA cycles and Kaizen events in public agencies.
- Simplification, standardization, job aids, checklists.
- Visual management, 5S, and Kanban in administrative environments.
- Pilot testing, phasing improvements, and control plans.
- Risk management, fail-safe design, and resilience.

Unit 5: Leadership, Change & Institutionalization:

- Leadership's role in fostering an operational excellence culture.
- Change management in public institutions.
- Stakeholder engagement: citizens, employees, political actors.
- Capacity building, coaching, and skill transfer.
- Sustaining gains: governance, incentives, recognition.
- Scaling improvements across departments and regions.
- Institutionalizing continuous improvement and maturity growth.

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Final Insights & Key Takeaways:

Operational Excellence in the Public Sector empowers public institutions to deliver greater service value with constrained resources. The course equips participants to plan, lead, and institutionalize improvements in efficiency, performance, and integrity within the public domain.