

STATE OF CONNECTICUT

Continuous Improvement in Connecticut State Government





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Let's Dive In

- Why Lean/Continuous Improvement?
- Lean in CT State Government
- Lean Tools and Strategies

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Why Lean/Continuous Improvement?

- Improved Quality
- Cost effectiveness
- Service delivery and responsiveness to the public
- Frees up staff time to focus on more important activities

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The State of Connecticut Values Lean Because...

- As legislation and regulation change, we have more to do within available resources.
- Lean provides an opportunity to really invest in our workforce, our partnerships, and the people we serve.
- Directive from Governor Malloy, with support from the Office of Policy and Management.

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“Lean” in Connecticut State Government is:

- A philosophy
- A set of tools and templates
- A form of communication

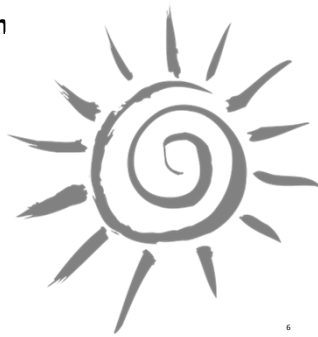


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Other Benefits of Lean

- Standard Operating Procedures
- Knowledge Retention
- Succession Planning
- Staff Development
- Team Building
- Morale
- Customer Trust-Building
- Performance Measures
- Recognition

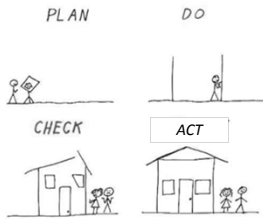


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Clear. Predictable. Reliable.

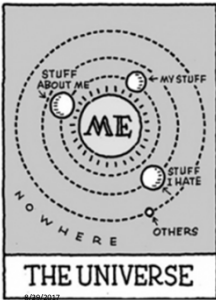
- What adds value to our customers?
- How does work get done today?
- Identify root causes of problems
- What does an "ideal" process looks like?
- How we can improve performance?
- Determine if changes were successful
- Take action accordingly



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Ok. But what's in it for me?



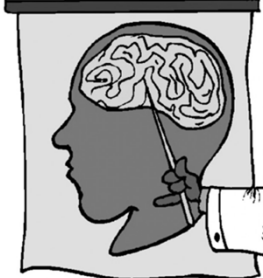
- Advance your career/professional development
- Take on an active leadership role – hone your skills!
- Learning opportunity
- Make a difference for the people you serve!

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Lean starts here

Lean Tools and Strategies



Continuous improvement by everyone. Every day.

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Problem Definition



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The 8 Wastes of Lean

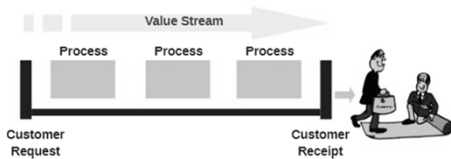


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What is a "Value Stream"?

Describes all of the activities required to fulfill a customer request from order to delivery



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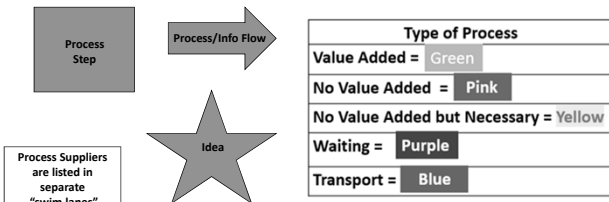
Value Stream Mapping (VSM)



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VSM Symbols and Colors



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The Three Critical Components of VSM

- Information Flow
- Service/Process Flow
- Timeline

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Use a Pull System to Establish Flow



Definition:

A method of controlling the flow of resources by replacing only what has been consumed.

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Standard Work



Develop standardized work to reduce variation, eliminate waste, and minimize excessive review.

1. Establish routine for work to be performed
2. Develop baseline for future improvements
3. Improve quality performance through repetition
4. Avoid overproduction
5. Avoid "reinventing the wheel"

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Measuring Success and Ensuring Accountability



Establishment of Specific Goals and Key Performance Indicators such as:

- Response Time
- Customer Satisfaction Surveys
- Staff Development/Training

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Accountability: Implementation Plan

Plan Do Check Act Project Plan			LEAN TEAM PLAN (Draft Plan to be Presented to)											
TASK/ACTIVITY	TASK OWNERS	PARTICIPANTS	October	November	December	January	February	March	April	May	June	July	EXPECTED RESULTS	
Create Web Page - Post Periodic Status	Carl	Carl, Jeff & Nancy												
Research other sites	Jeff	Sarah, Bob												
Flag Changes - \$\$\$ FEES	Bob	Bob/Jeff												
Create New Business Documents	Mike & Tara	Staff												
Update Revised Financial Outlook	Donna													
Policy & Procedure Manual For Division	Chris	Staff												
Develop Training For Staff	Bob/Jeff													
Pre-Application Meeting Set-up hours	Jeff & Bob									May 2018	May 2018			
IT - Hookup to Phones & Purchase?	Denise													
ASDSE Professional Obligations	Jeff & Denise	Building Management												
Create a hand-out space	Jeff & Denise	Building Management												

What is Kaizen?

改 KAI = CHANGE	改善 KAIZEN = Continuous Improvement
善 ZEN = GOOD	

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What is a Kaizen "Event"?

A communication tool which allows teams to work together to transform a process, focusing on:

1. Flow
2. Pull
3. Standard Work
4. Reducing Waste

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5 Day Kaizen "Event": What to Expect

Day 1	Day 2	Day 3	Day 4	Day 5
<ul style="list-style-type: none"> • Scope Definition • Current State Documentation 	<ul style="list-style-type: none"> • Current State Evaluation • Data Collection • Waste Identification • Brainstorm Improvement Ideas 	<ul style="list-style-type: none"> • Finalize Improvement Ideas • Future State Documentation • Feedback from Customers • Future State Adjustment (as needed) 	<ul style="list-style-type: none"> • Implementation Plan Documentation • Key Performance Measure Identification • Create Final Presentation 	<ul style="list-style-type: none"> • Deliver Final Presentation to Stakeholders • Celebration!

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For more information on
**Continuous Improvement in
 Connecticut State Government**
 please visit:
www.ct.gov/LeanCT

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