



Connecticut's Lean Structure

Program Staff - LeanCT:

- Serve as point-of-contact and coordinator for all state of CT Lean efforts, including but not limited to; Agency Lean Coordinators, Commissioners, Steering Committee members and consultants/vendors;
- Lead and provide support to the Statewide Process Improvement Steering Committee;
- Research other public sector models to determine best practices for process improvement activities;
- Collect data on agency process improvement projects, including information on proposed projects, project goals, measures, and participants;
- Coordinate efforts with OPM's IT Capital Investment program and agency Savings and Transformation committees as necessary;
- Report on incremental progress and compliance with statutory requirements;
- Create a comprehensive state-wide strategy that can be executed to build capacity for the support and implementation of this effort;
- Assist in developing partnerships with private and non-profit sectors to glean information on best practices and improve the way Connecticut does business;
- Provide resource options to assist agencies in the deployment of process improvement efforts;
- Develop team building and morale through process improvement activities, recognition ceremonies and training events; and
- Encourage an organizational culture that stimulates employee creativity and problem-solving skills, empowers employees to make real and lasting changes in their agencies, fosters collaboration and teamwork in the spirit of continuous improvement, and is more efficient in its delivery of services.

Statewide Process Improvement Steering Committee:

- Assist in coordinating and establishing policies to promote and ensure the effective use of both centrally and agency funded Lean and other process improvement techniques throughout state government in accordance with the Administration's directive in this regard;

- Use a set of criteria established by committee members to review and prioritize requests from state agencies for process improvement events related to centrally funded, cross-agency, taxpayer-centered, and/or business-related activities;
- Work with the Office of Policy and Management to identify priority business processes in need of process improvement;
- Foster inter-agency collaboration by centrally funding, or seeking to jointly fund, consulting services to facilitate trainings that focus on cross-agency functions;
- Assist in coordinating the scheduling of Lean events and other process improvements to help promote an efficient use of resources;
- Assist state agency staff in developing project charters, forming teams, defining project scopes, developing metrics and setting goals;
- Develop reporting mechanisms to track process improvement outcomes resulting from both centrally and agency funded Lean process improvement events;
- Develop a documented process improvement strategy for each member agency including training and Lean event goals, budget needs, follow-up process, leadership, and items as determined by the Committee;
- Provide periodic reports to the Governor, the Secretary of OPM and agency leaders regarding Lean events and related outcomes for both centrally-funded and agency funded process improvement activities; and
- Collaborate with agency Savings and Transformation Committees to ensure communication and information sharing between efforts.

Agency Lean Coordinator:

- Represent agency at events and meetings in regard to process improvement activities;
- Develop agency Lean vision and culture in support of statewide process improvement efforts;
- Work with the agency Lean workgroup/committee to identify area of improvement and assist in developing teams;
- Create agency's twelve-month strategic plan for implementing Lean and communicate this plan with co-workers and other interested parties;
- Coordinate logistics of Kaizen events as necessary, including but not limited to; meeting space, parking, equipment and agency resources;
- Notify agency of Kaizen events and training opportunities;
- Monitor agency's progress toward achieving short and longer term Lean project goals;
- Report to Program Director of LeanCT on agency's process improvement activities and results;
- Ensure agency staff is adequately trained in the implementation of Lean tools; and
- Foster a culture of continuous improvement throughout agency.

Agency Lean Workgroup/ Committee:

- Support agency Lean Coordinator in developing an agency Lean vision and creating a strategic plan for implementing Lean;
- Review and discuss agency processes to develop a list of potential areas of improvement;
- Work with agency Lean Coordinator to develop process improvement teams;

- Develop an agency reporting and review structure for all project goals and results; and
- Foster a culture of continuous improvement throughout agency.