



Lean Program Quarterly Newsletter

Fall 2017

The goal of this newsletter is to provide staff kudos, program updates, and information on upcoming trainings and professional development tools.

Staff Kudos

Big Kudos go out in this edition to the following VTTrans staff that facilitated or co-facilitated a Lean event! The facilitator for a Lean event plays a critical role in communication, support and coaching for the project team. They are dedicated change agents that support the project through implementation to ensure long term success. The co-facilitator’s role is to support the facilitator, the event, and ensure the project team is supported through implementation.

See the [Lean Facilitation Guidebook](#) for additional information related to facilitating a VTTrans Lean event!

Facilitator	Event
Eric Brooks – VTTrans, Department of Motor Vehicles	Construction Management System Replacement: 1-2 day mini-kaizens
Jason Deforge - VTTrans, Department of Motor Vehicles	Construction Management System Replacement: 1-2 day mini-kaizens
Nichole Fandino - VTTrans, Department of Motor Vehicles	Construction Management System Replacement: 1-2 day mini-kaizens
Garret Folsom – VTTrans, Finance & Administration Division	5-day Kaizen, July 24-28, 2017 Construction Project Submittals
Chris Rea - VTTrans, Finance & Administration Division	Construction Management System Replacement: 1-2 day mini-kaizens
Jordan Villa - VTTrans, Department of Motor Vehicles	Construction Management System Replacement: 1-2 day mini-kaizens
Andrea Wright - VTTrans, Highway Division	5-day Kaizen, October 2-6, 2017 Section 1111 Commercial Permit Process
Co-Facilitator	Event
Sommer Bucossi - VTTrans, Policy, Planning, and Intermodal Development Division	5-day Kaizen, October 2-6, 2017 Section 1111 Commercial Permit Process
Kay Hopper – VTTrans, Highway Division	5-day Kaizen, July 24-28, 2017 Construction Project Submittals
Rebecca Pellett - VTTrans, Highway Division	5-day Kaizen, July 24-28, 2017 Construction Project Submittals
	5-day Kaizen, October 2-6, 2017 Section 1111 Commercial Permit Process

Program Updates

Here is what's been happening in the Lean Program!

Welcome **Adrienne Gil, Lean Program Manager**



“Adrienne brings with her valuable experience in program development and operations, strategic planning, process and continuous improvement, and training program creation. In these areas, she has built collaborative relationships with key stakeholders in achieving program objectives. Most recently, Adrienne has performed great work in the nonprofit sector with a focus on the well-being of children and families, with both the Permanent Fund for Vermont’s Children and the Alliance for a Healthier Generation. Prior to this work, Adrienne served as the State’s Safe Routes to School Coordinator for the Georgia Department of Transportation.

Adrienne joins VTrans at an important time in not only the continued development and stabilization of our own Agency Lean program, but also in coordinating with the statewide continuous improvement initiatives that are high priorities of Governor Scott’s administration. Her energy, enthusiasm, and can-do attitude make her a great fit to advance Lean and continuous improvement here at VTrans and statewide, and I am excited for her to join the Performance team!” - *Mike Lozier, Continuous Improvement Manager*

Current Project Highlights

Construction Project Submittals Process

Sponsors: Wayne Gammell, Finance & Administration and Wayne Symonds, Highway Division

Champions: Maureen Parker, Contract Administration and Wendy Ducey, Construction Section



Back Row (l to r): Ryan Sengebush, Jon Winter, Patti Coburn, Rob Young, Gary Laroche, Maureen Parker, Bruce Martin, Rich Ranaldo, Sonya Boisvert

Front Row (l to r): Paul Libby, Jeff Ramsey, Wendy Ducey, Co-Facilitator Rebecca Pellett, Facilitator Garret Folsom

(Not shown: Co-Facilitator Kay Hopper)

This 5-day Kaizen event occurred July 24-28, 2017, and was conducted in support of recent changes to the construction contracting process, which has included reorganizing and splitting the construction contracting process into two parts/units: 1) Pre-contract review and proposal package preparation, now residing in the Pre-Contract and Specifications Unit (PC&S) in the Construction Section and 2) Contract procurement, remaining in the Construction Contracting Unit in Contract Administration. With any change, many challenges and questions arise. Part of the move involved going from a paper submittal process to an electronic submittal process and reorganizing where files are stored.

This event allowed for the Team to map out both the Current State and a vision for the Future State, beginning at the Final Online Shared Review (OLSR) and ending at Contract Execution.

The goals of this project include:

- Create an efficient and effective process.
- Clearly define roles, responsibilities, and accountability of process participants.
- Document Management: Finalize naming conventions, version control, submittal location, and minimizing copies on drives.
- Timelines: Solidify the timelines for each part of the process, create performance indicators/measures, identify issues when timelines are missed.
- Accuracy/Completeness: Address the quality control/errors in submittal packages and effects. Identify ways this can be improved. Define expectations for what a “complete” package is.

Section 1111 Commercial Permitting Process

Sponsors: Michele Boomhower and Joe Segale, PPID Division

Champion: Craig Keller, Permitting Services Section



Back Row (l to r): Mike Lozier, Jason Sevigny, Theresa Gilman, Amy Bell, Nate Covey, Co-Facilitator Rebecca Pellett, Shaun Corbett

Front Row (l to r): Adrienne Gil, Craig Keller, Peter Pochop, Co-Facilitator Sommer Bucossi, Facilitator Andrea Wright

This 5-day Kaizen event occurred October 2-6, 2017. Representatives from the Permitting Services Section and key participant/stakeholder groups were in attendance to map out both the Current State and a vision for the Future State, from when the Permitting Services Section receives an application for a permit until the permit is issued, denied, or withdrawn. Construction oversight and acceptance of work is outside the scope of this project.

The goals of this project include:

- Clarify roles and responsibilities within VTrans Bureaus working on Section 1111 permit applications.
- Ensure applicants provide all required information on initial applications.
- Provide transparency to both internal stakeholders and external customers.
- Reduce time to issue permits.
- Align future state with residential permits implementation to the extent practicable.

Construction Management System (CMS) Replacement System

Sponsor: Wayne Symonds, Highway Division

Champion: Brigitte Codling, Construction Section

VTrans currently uses AASHTOWare’s client/server (C/S) suite of products to support highway construction projects through the entire lifecycle. As AASHTOW transitions their offering to a web based solution, they are ceasing to support the C/S suite of products. As a result, it is necessary for the Agency to procure a replacement Construction Management System (CMS) that will support construction management processing for the foreseeable future.

The scope of this project is to document Current State processes, including identifying “pain points”, “bright ideas” and “parking lot” items for the potential use in Future State design. This information will be used to identify opportunities for improvement as VTrans rolls out the replacement system functionality and related business process management tools.

The event includes a series of 1-2 day “mini-kaizens” for mapping Current State for each of the following functional areas:

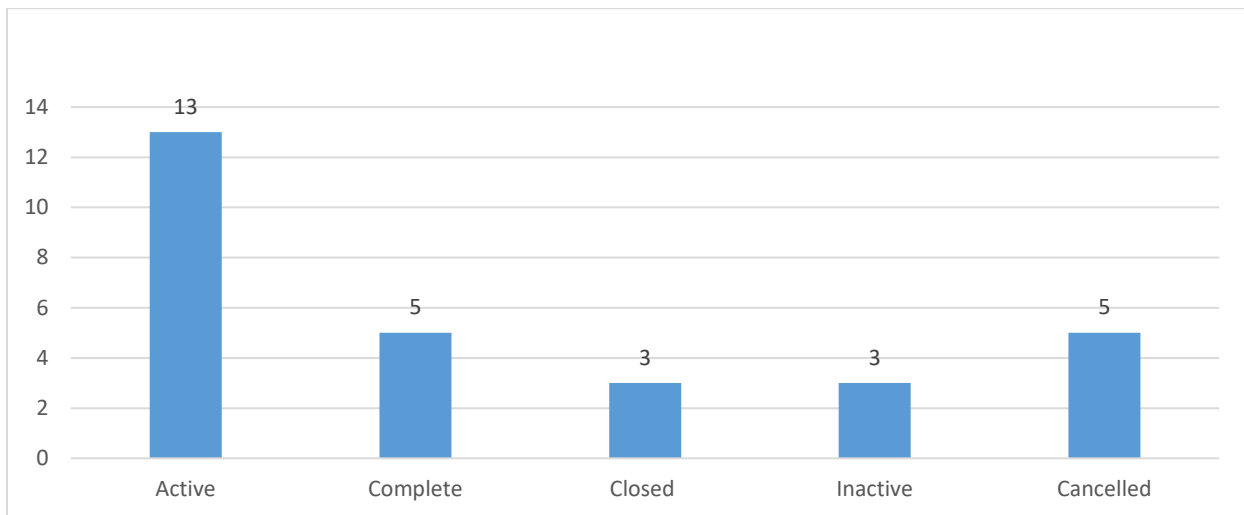
- Estimation
- Online Bidding
- Civil Rights
- Materials
- Construction
- Lab Management
- Pre-Contract

Upcoming Projects

The Lean Program is supporting Business Office Consolidation process stabilization to increase efficiencies, ensure proper cross training and create a bench-depth in staffing, all while eliminating redundancies in processes. This project supports the Governor’s Executive Order both in terms of Government Modernization and Efficiency (Executive Order 04-17-PIVOT).

First up is **Contract Administration**, which will have a 5-day Kaizen event from November 13-17, 2017. In addition, the Lean Program is currently supporting the development of Charters for **Payroll** and **Expenses**.

VTrans Lean Projects – Current Status



Definitions:

Active: Project in the pre-planning, event/engagement or implementation phase.

Complete: Implementation and process stabilization complete, ready to begin final documentation phase.

Closed: Final documentation complete. Visit the Lean [Project Portfolio](#) to view project final documentation.

Inactive: Project activity has ceased; has potential to need future program support.

Cancelled: The project or department has changed scope and/or priorities. Due to unforeseen circumstances, the project has been cancelled.

Upcoming Trainings

Classes fill up fast so sign up soon! Earlier offerings than those listed below are currently on waitlist.

Class	Date(s)	Location
Performance & Process Improvement: White Belt	March 21, 2018 & April 18, 2018	CAPS
Performance & Process Improvement: Yellow Belt	May 23, 2018	CAPS
Performance & Process Improvement: Green Belt	February 7, 2018 & June 27, 2018	CAPS

All class offerings can be found in the [Learning Management System](#), by typing 'White', 'Yellow', or 'Green' (Belt) in the "Search" field.

The Tool Box

RACI Matrix: Defining roles and responsibilities for specific TASKS within a PROCESS.



Why use RACI?

- RACI helps to ensure the proper assignment of Responsible, Accountable, Consulted and Informed roles, as defined in the diagram.
- RACI is a good communication tool; its utilization may prevent poor communication and improper definition of roles and responsibilities within business processes.
- RACI helps to ensure that each task within the process has an owner.
- RACI helps to prevent duplication of effort and misunderstanding amongst process participants.

For questions regarding the VTrans Lean Program, please contact Program Manager Adrienne Gil @ Adrienne.gil@vermont.gov or at 802-595-9956.