



Lean Program Quarterly Newsletter

Winter 2018

The goal of this newsletter is to provide staff kudos, program updates, and information on upcoming trainings, practitioner support, 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 or Continuous Improvement engagement!

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.

Facilitator	Event/Engagement
June Burr – VTTrans, Finance & Administration Division	TAMIS Illustrations Workshop
Adrienne Gil – VTTrans, Finance & Administration Division	DHR - State of Vermont Onboarding
Jonathan Griffin – VTTrans, Highway Division	5-day Kaizen, November 13-17, 2017 BOC - Contract Administration Stabilization
Michael Lozier – VTTrans, Finance & Administration Division	Performance Measure Development Plan Workshop
Andrea Wright – VTTrans, Highway Division	DHR - State of Vermont Onboarding
Co-Facilitator	Event/Engagement
Rebecca Pellett – VTTrans, Highway Division	ANR - Internship
Michael Pologruto – VTTrans, Finance & Administration Division	Lean Yellow Belt Training
John Sears – Department of Human Resources	5-day Kaizen, November 13-17, 2017 BOC - Contract Administration Stabilization
Joan Stewart – VTTrans, Finance & Administration Division	5-day Kaizen, November 13-17, 2017 BOC - Contract Administration Stabilization

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

Green Belts - please visit the SharePoint Green Belt Home to [submit](#) your own Green Belt activity, and to [view](#) the great work being performed by the Green Belt community statewide!

Program Updates

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

Current Project Highlights

Business Office Consolidation - Contract Administration Stabilization

Sponsor: Wayne Gammell, Finance and Administration

Champions: Molly Perrigo, Contract Administration and Chris MacRitchie, Accounts Payable



Left to Right: Chris MacRitchie, Doreen Carminati, Jesse Devlin, Molly Perrigo, Danielle Tucker, Linsey Burns, Thelma Nutbrown, Todd Sumner, Rich Ranaldo, Judy Gilmore, Mark Mackintosh

(Not shown: Lead Facilitator Jonathan Griffin, Co-Facilitators John Sears and Joan Stewart)

This 5-day Kaizen event occurred November 13-17, 2017 and was conducted in support of the VTrans Business Office Consolidation. Through the business office consolidation effort, it was determined that administration of a contract for services after execution would be moved to the Contract Administration Section. The new roles and responsibilities of all those involved in that process needed to be defined. In addition, the process itself needed to be outlined in order to ensure no steps were missed in the transition. In doing so, there was a significant opportunity to make the process effective and efficient.

This event allowed for the Team to map out both the Current State and a vision for the Future State, beginning from contract execution to contract closeout for all contracts for services for Project Delivery Bureau, Highway Division Retainer Contracts and the Consultant Construction Management Services Retainer.

The goals of this project include:

- Define roles and responsibilities for all duties and functions, including but not limited to work authorizations, tracking MLA and expiration, invoicing, and contract closeout.
- Develop an effective and efficient process for Contract Administration duties after execution of contract.
- Develop a tracking program/system.

Business Office Consolidation - Payroll Stabilization

Sponsor: Renae Bordeau, Finance and Administration

Champion: Garret Folsom, Accounts Payable

The payroll process at VTrans has undergone valuable improvements in the past couple of years, including documentation and distribution of best practices for, and increased use of, electronic signatures in the completion of timesheets, direct digital importing of timesheets into OnBase, and the development of file sharing tools for expediting review and processing by timekeepers.

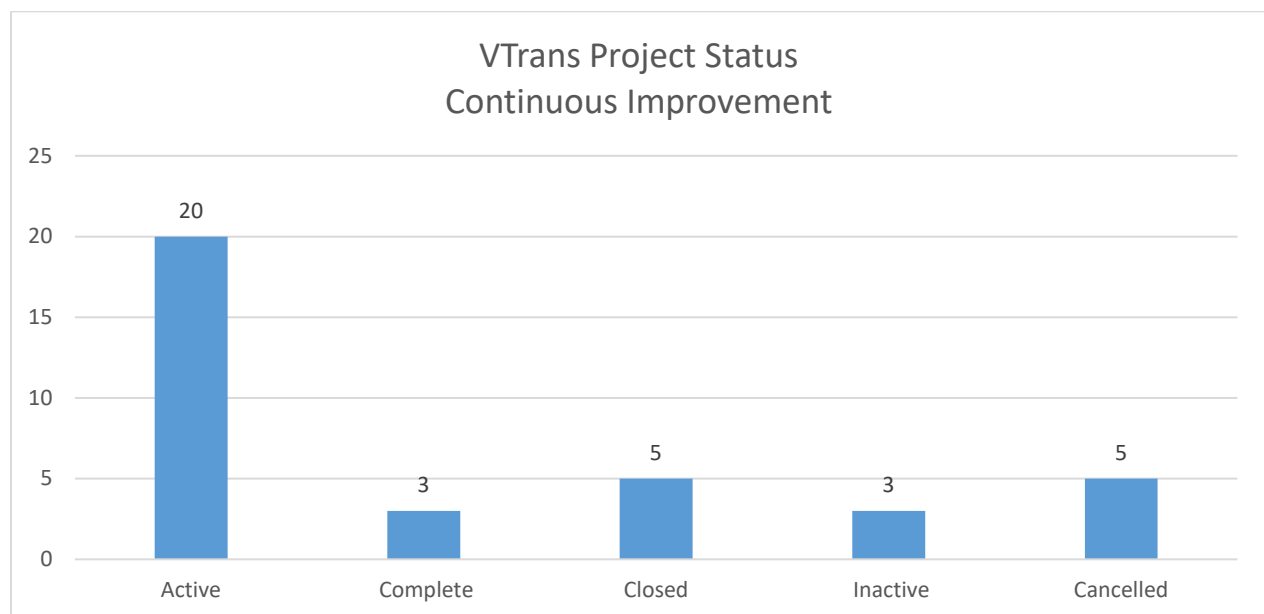
This current effort includes on-going data gathering, to be followed by targeted action to effectively reduce the most common errors recognized in submitted timesheets, to further expedite payroll processing.

Upcoming Projects

On-going and over the next quarter, the Lean Program will provide support in the following areas:

- Business Office Consolidation process stabilization in Expenses, Accounts Payable, and Billing (Accounts Receivable).
- DMV Oversized/Overweight Single Trip Permits, Vehicle Inspection, and Form Review.
- GHSP review and updating of grant application for 2018.

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.

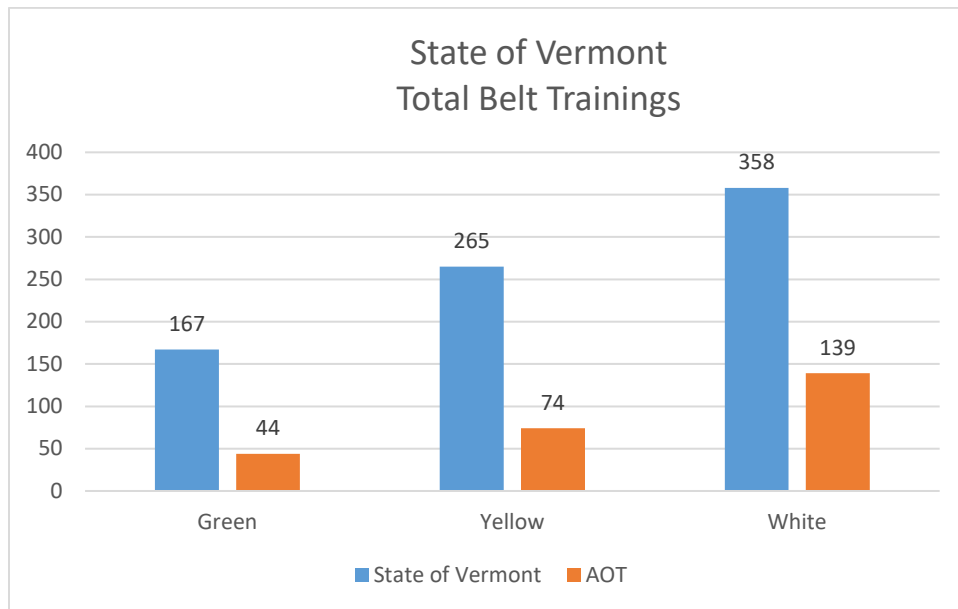
Training and Support

Training

The VTrans Lean Belt Training program concluded in September of 2017, with the final offering of Green Belt training from September 19th – 21st.

The Belt training program has gone statewide, with on-going offerings of the newly configured Performance and Process Improvement trainings. In addition to teaching Lean methodology and tools, these trainings include elements of the Results Based Accountability (RBA) framework. These new offerings align with the Governor’s Program to Improve Vermont Outcomes Together (PIVOT), which has a strong focus on Continuous Improvement.

Current Belt trainings completed are as follows:



Upcoming Trainings

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

Class	Date(s)	Location
Performance & Process Improvement: White Belt	February 21 st March 21 st April 18 th	CAPS
Performance & Process Improvement: Yellow Belt	March 28 th -29 th	CAPS
Performance & Process Improvement: Green Belt	June 27 th – 29 th	CAPS

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

Support

Statewide **Green Belt Network Meetings** have been scheduled! Network meetings are an opportunity to support and learn from one another. By sharing experiences, practicing skills, learning new tools, and staying connected, Green Belts will help develop and sustain an infrastructure for Continuous Improvement that colleagues can rely on for effective and consistent facilitation.

Dates: February 28th, April 11th, June 6th, August 1st, December 5th

Location: CAPS

Time: 11:30 a.m. – 1:00 p.m.

The Tool Box

Highlighted this quarter is SIPOC (Supplier – Input – Process – Output – Customer), which provides an effective, high-level overview of a process. Please see the following page for a description of this tool.

For questions regarding the VTrans Lean Program, or to discuss your idea for a potential project, please contact Program Manager Adrienne Gil @ Adrienne.Gil@vermont.gov or at 802-595-9956.

SIPOC

SUPPLIER – INPUT – PROCESS – OUTPUT – CUSTOMER

What is it?

A SIPOC is a high-level overview of a process that allows individuals and teams to understand their process in relation to all involved suppliers, required inputs, expected outputs, and the customers who stand to benefit. Using SIPOC helps distinguish steps in a process from one another and see the current state more specifically.

When would you use it?

A SIPOC provides an outline for defining a process before you begin to map, evaluate, or seek to improve it. It can also help you to define scope – the boundaries around the start and end of a process.

How do you use it?

A SIPOC is organized from the start of the process to the end. Suppliers provide certain inputs to steps in the process, which result in outputs – delivered benefit to customers. You can complete the SIPOC in any order that makes sense, but one recommended order is to:

1. Name the process (verb – noun)
2. Define the outputs of the process, what is actually produced
3. Define the customers of the process, who receives each output
4. Define the inputs to the process, tangible things that trigger the process
5. Define the suppliers to the process, whoever supply the inputs like information or material.
6. Define the sub-processes that make up the process, the activities that are carried out to turn the inputs into outputs for the customer.

SIPOC				
Name of Process:			Purpose of Process:	
Supplier	Input	Process	Output	Customer
<i>Who provides info or material?</i>	<i>What is the info or material?</i>	<i>What happens?</i>	<i>What is produced?</i>	<i>Who benefits?</i>