



Joanna Bailey, Lean Black Belt

Court Service Representative, New Hampshire Judicial Branch

Joanna has been with the Judicial Branch since 2008, most recently with the Superior Court Center as a Court Service Representative. Joanna has always been a go getter, strong advocate for teamwork and enlists herself as an “outside of the box” thinker. Her creativity and organization alignment strategies assure support of mission critical activities for both internal and external customers to the branch. Joanna recently provided a series of Lean training at her agency to over 50 staff. This Lean foundational work is shifting the “we have always done it that way” to embracing “what works for the customer and what make sense”. Joanna’s goal has been to start the Lean cultural transformational movement within the Judicial Branch and she is making that happen. She is helping the branch by serving as a Lean resource and spreading the theme of Lean Thinkers and Lean Do-ers.

You can reach Joanna at 603-271-9838 or jbailey@courts.state.nh.us



Joanna Bailey, Lean Black Belt

Court Service Representative, New Hampshire Judicial Branch

Education

NH Bureau of Education and Training, Lean Black Belt
Granite State College, NH University System, BS, Psychology, minor in Management; *in process*
McIntosh College, Dover-Associates in Paralegal Studies

Skills

Professional presenter
Team facilitator
Project management

Experience

Court Service Representative-NH Judicial Branch

- Responsible for major projects within the Judicial Branch i.e. Jury Management System
- Writes scripts, test new technology advances and systems to streamline work
- Liaison with IT professionals to translate business needs of the program
- Performs training for call centers and other program areas

Court Monitor-NH Judicial Branch

- Responsible for recording court hearings and management of exhibits.

Lean Work

- The Shingo Model focus; Dimension 1:Cultural Enablers
- Available for mentoring
- Cultural change work through an Introduction to Lean education program for all Superior Court employees
- Provides lean presentations
- Member of the Lean Executive Committee
- Applies Lean concepts to every day problem solving and large scale projects



Heather Barto, MS, Lean Black Belt

Process Improvement Specialist, Office of Information Services

Heather has been with the department for over 16 years in key operational areas including Lean leadership, Medicaid managed care, public health programming and mental health care. Heather has always asked questions to better understand a process and embraces creativity, teambuilding, and organization that Lean work provides and supplements. Lean has been the perfect avenue for Heather to enjoy and pursue efficiencies and streamlining operations by guiding a team through the Lean process, which allows for both learning and practicing at the same time. Heather’s tool box is to encourage teams, led by example, provide support, and coaching through the entire process.

You can reach Heather at 603-271-9496 or Heather.Barto@dhhs.nh.gov



Heather Barto, MS, Lean Black Belt

Process Improvement Specialist, Office of Information Services

Education

NH Bureau of Education and Training, Lean Black Belt
New England College, MS, Management, concentration in Healthcare Administration
NH Bureau of Education and Training, Certified Public Manager
Utica College of Syracuse University, BS, Therapeutic Recreation

Skills

Team facilitation	Program management and leadership	Project management
Professional presenter	Grant and budget management	Mentoring

Experience

Process Improvement Specialist, NH Department of Health and Human Services
Administrator, NH Department of Health and Human Services, Office of Medicaid
Program Manager, Emergency Preparedness and Surveillance, NH Department of Health and Human Services
HIV Surveillance Coordinator, NH Department of Health and Human Services
Recreation Therapist, NH Department of Health and Human Services, NH Hospital Rehabilitation Services

Lean Work

- The Shingo Model focus; Dimension 3:Enterprise Alignment
- Available for mentoring
- Design, provide, and support opportunities for Lean training and development of skills
- Lean project work; NH Hospital billing and reimbursement, Medicaid Services provider credentialing process, Bureau of Improvement and Integrity technology evaluation and work flow process, Health Facilities Certification standardization of work approaches, Office of Quality Assurance and Improvement; quality service review at mental health centers & data validation, University System of NH standardized process for financial system entry, NH Department of Information Technology facilitated close out meeting for nFORM pilot project, NH Public Health Emergency Preparedness Plans; process for collection and ascertainment of state plans, NH Lyme disease surveillance system process review of multiple reporting sources, NH Women Infant Children Management Evaluation Project auditor process, and more.

Edie Chiasson, Lean Black Belt
Sales Manager, NH Lottery

Edie is the Sales Manager at the NH Lottery. She transferred to the Lottery from the Department of Safety where she was a Contact Center Supervisor for five years. She has over 20 years of experience developing professionals in customer service, sales, and operational positions for banking, insurance and other financial industries. Throughout her career she practiced various methods of process improvement. In June 2016, she earned her Lean Black Belt designation. Her specialty is selling concepts, coaching individuals, and presenting to groups.

You can reach Edie at 603-271-7151 or Edith.Chiasson@lottery.nh.gov



Edie Chiasson, Lean Black Belt
Sales Manager, NH Lottery

Education

Lean Black Belt, State of NH, Bureau of Education and Training
Granite State College, NH University System, BS, Financial Planning and Management
American College, Chartered Life Underwriter, Bryn Mawr, PA
American College, Chartered Financial Consultant, Bryn Mawr, PA

Skills

Customer Sales and Service Management	Financial Management
Small/Large Team/Group Facilitation/Presentation	Project management
Staff Development	

Experience

Sales Manager, NH Lottery
Contact (Call) Center Supervisor, NH Department of Safety, Division of Motor Vehicles
Customer Sales and Service Manager, TD Bank
Member Contact (Call) Center Manager, St. Mary's Bank
Marketing Coordinator, Lincoln Financial Group

Lean Work

- The Shingo Model focus; Dimension 1: Cultural Enablers
- Available for mentoring
- Lean coordinator at NH Lottery – Introduced Lean cultural concepts; completed Lottery's first formal project in 2015; completed a second formal project in 2016; completed many smaller, informal projects within the sales unit – improved efficiencies of process and elimination of paper/waste.
- Various Lean project roles – Facilitator, Data Manager, Participant, Observer (samples below)
 - Shared Drive Organization/Maintenance – NH Lottery
 - Attendance Tracking – NH Lottery
 - UPS Infrastructure – NH DOS
 - Handicap Placard Application/Process – NH DOS/DMV
 - Grant Relay (Tracking) – Community College System
- Member of the NH Lean Executive Committee and NH Lean Network



Jan Gugliotti, MBA, Lean Yellow Belt
Business Systems Analyst

Jan serves as a process and information technology fusion specialist. Jan came to the Commission in 2014 after a 30 year career in industry as a senior management consultant in information technology and business process reengineering. Her love for Lean developed over a two year consulting engagement at DuPont, Inc. working with a team of Computer Sciences Corp. reengineering experts and DuPont Six Sigma Green Belts and Black Belts under the sponsorship of a DuPont Master Black Belt. The project involved streamlining the complex and lengthy process of discovering new, safer and more effective crop protection agents in a global Research and Development organization. Jan's assignment was to identify technology solutions to support ambitious process redesign goals.

You can reach Jan at 603-271-6045 or Janet.Gugliotti@puc.nh.gov



Jan Gugliotti, MBA, Lean Yellow Belt
Business Systems Analyst

Education

NH Bureau of Education and Training, Lean Yellow Belt
Tuck School of Business at Dartmouth College, MBA
Michigan State University, BA, Journalism and Economics

Skills

Information technology design and deployment
Change management

Business process re-design
Project management

Experience

Business Systems Analyst, NH Public Utilities Commission
Senior Systems Analyst and Project Management, Tufts Clinical and Translational Science Institute
Partner, Computer Sciences Corporation Life Sciences Division

Lean Work

- Comprehensive process redesign across all PUC divisions with reliance on standardizing, automating and/or eliminating tasks.
- Various public sector assignments applying Lean process redesign principles and IT to reduce waste across a range of processes including:
 - Chemical/biological Research & Development
 - Basic clinical research
 - Pharmaceutical clinical trials
 - State Medicaid drug utilization review
 - Industrial refinery plant maintenance
 - Telecom industry field service operations
 - Investment banking deal preparation



Laura Holmes, MPA, Lean Black Belt

Quality Management, Division of Quality Assurance and Improvement

Laura has been with DHHS for 12 years, previously in the Division of Public Health Services (DPHS) and currently in the Office of Quality Assurance and Improvement (OQAI). For the past six years, Laura has been fortunate enough to hold positions that involve using Lean as part of her job. While at DPHS, Laura led a Division-wide transformation to institutionalize Lean and other quality improvement (QI) principles and methods within the DPHS' management practices. At OQAI, Laura is using Lean and QI principles and methods to establish quality assessment and improvement standards for the Department. Over the years Laura has facilitated and participated in a number of improvement projects, from big to small, and is experienced using a variety of tools and approaches. Laura is a strategic and systems thinker and enjoys creating order out of chaos, being an agent of change, empowering a culture of quality, and witnessing the transformative power of Lean practices.

You can reach Laura at 603-271-9091 or Laura.Holmes@dhhs.nh.gov



Laura Holmes, MPA, Lean Black Belt

Quality Management, Division of Quality Assurance and Improvement

Education

NH Bureau of Education and Training, Lean Black Belt
NH Bureau of Education and Training, Certified Public Manager
University of New Hampshire, MPA
Rochester Institute of Technology, BS, Film/TV/Communications

Skills

Quality Improvement Methods and Tools	Program Management and Evaluation
Performance Management and Measurement	Project Management
Strategic Planning and Alignment	Communications/Writing

Recent Experience

Program Planning and Review Specialist, Bureau of Quality Management, OQAI, DHHS
Chief, Public Health Improvement Section, Bureau of Public Health Systems, Policy and Performance, DPHS, DHHS

Lean Work

- The Shingo Model focus; Dimension D1: Cultural Enablers, D2: Continuous Process Improvement, and D3: Enterprise Alignment, D4: Results
- Available for mentoring
- Establishment of DPHS Lean/QI training program
- Establishment of DPHS Quality Council to facilitate Division-wide Lean transformation
- Lean facilitation: DPHS Travel Process
- Lean facilitation: DPHS Policy and Process to Establish Policies
- Lean facilitation: 5S of DPHS Shared Folder System
- Lean facilitation: DPHS Oral Health Program Site Visit Process
- Lean facilitation: DPHS Process to Identify Grant Finance Information



Felice Janelle
Program Analyst, Air Resource Division

Felice came to the Department of Environmental Services in 2010 after working 25+ years in the private sector. She received her Lean training with Sigma Breakthrough Technologies, Inc. in 2006 while an employee at Osram Sylvania. She participated in ten Kaizen events at Sylvania that ranged from manufacturing process improvement, department-wide 5s activities, the new hire process, and improvements to recycling capacity. Since coming to DES she has participated in or led several Kaizen events. Her project with the Air Resources Division that streamlined the reporting process for facility inspections received the Continuous Improvement award at DES in 2012. She is currently the acting Chairperson of the DES Lean Team.

You can reach Felice at 603-271-4848 or felice.janelle@des.nh.gov



Felice Janelle
Program Analyst, Air Resources Division

Education

NH Bureau of Education and Training, Lean Green Belt
Plymouth State College, BS, Environmental Biology
University of Massachusetts, MS, Environmental Studies
New England College, MS, Management, concentration in Organizational Leadership
Sigma Breakthrough Technologies, Inc., Lean Leader

Skills

Lean project leader
Technical writing
NH Listens trained facilitator
Data analysis

Experience

Planning Analyst, NH Department Environmental Services, Air Resources Division (NHDES-ARD)
Supervisor, Mobile Sources Section, NHDES-ARD
DERA Grant Program Manager, NHDES-ARD
Senior Safety and Environmental Manager, Osram Sylvania

Lean Work

- Strategic Plan development, NHDES-ARD Compliance Bureau
- Facility Inspection Report Development – NHDES-ARD Compliance Bureau
- Standardizing the process for submitting materials for Governor and Council approval – NHDES Commissioner’s Office
- Interagency Cooperation (DES, Fish and Game, DOT, DAMF, DRED) for receiving and approving permits for the application of pesticides in water bodies
- Interagency Cooperation (DES, DOT) for the development and approval of storm water pollution prevention activities associated with highway projects
- Standardizing the process for dealing with odor complaints related to landfills – NHDES Air Resources Compliance and Solid Waste bureaus
- Standardizing the process for responding to solid waste complaints – NHDES Spill Response and Complaint Investigation section



Angela Linke, Lean Black Belt
Employee Medical Risk Specialist

Angela has been employed by the NH DOT since 2011. She is the agency’s ADA (Americans with Disabilities Act) Coordinator. She works with those who experience issues related to domestic violence when it affects their safety at work and she serves as the agency’s Lean Coordinator. Prior to coming to the DOT, Angela served as one of two Disability Program Navigators covering the state of New Hampshire. For many years Angela managed group Long Term Disability claims or managed those who manage Long Term Disability claims for major insurance companies. Fostering teamwork and developing innovations is what Angela strongly promotes. Please don’t ever use the expression “this is the way we’ve always done it” in front of her! She truly believes that any process and procedure has room for improvement.



Angela Linke, Lean Black Belt
Employee Medical Risk Specialist

Education

NH Bureau of Education and Training Lean Black Belt
Utica College of Syracuse University, BS, Business/Economics

Skills

Leading a team through Kaizans
Fostering teamwork
Process mapping
Creating trust

Experience

Employee Medical Risk Specialist, NH Department of Transportation
Disability Program Navigator, Department of Resources and Economic Development
Many years of managing Group Long Term Disability Claims and managing claims departments for major insurance carriers

Lean Work

- The Shingo Model focus; Dimension 1: Cultural Enabler
- Computer Access Transfer process
- Discretionary Funding process
- Longevity Certificate process
- MVR process flow
- Position waiver
- Process for training funds
- Retirement Certificate process
- Supplemental sick leave process
- Surplus Property Disposal
- Payment of Toll Violations
- Transparency request
- Agency Lean Coordinator and founded DOT Lean Coalition

Michelle Marshall, BS, Lean Black Belt
Highway Safety Engineer, Highway Design

Michelle has worked for NHDOT for over 24 years as a Civil Engineer designing roadways for NH. She promotes mentoring and “improving the way we have always done it.”

You can reach Michelle at 603-271-2171 or MEMarshall@dot.state.nh.us



Michelle Marshall, BS, Lean Black Belt
Highway Safety Engineer, Highway Design

Education

NH Bureau of Education and Training, Lean Black Belt, 2015
NH Bureau of Education and Training, Certified Public Supervisors Program, 2000
NH Bureau of Education and Training, Lean Continuous Improvement Practitioner, 2012
University of New Hampshire, BS, Civil Engineering, 1991
NHDOT mentor for new Engineers since 1998
Engineering –In- Training Certificate, 2005
UNH Pathways Mentoring Program since 2007

Skills

Promotes teambuilding and inclusion	Proven Facilitator
Embraces “Out-of-the Box’ thinking	Life-long Learner
Goal orientated	Enjoys Mentoring
Analytical thinker	

Experience

Develop roadway reconstruction projects for the NHDOT using 3D software
Coordinate with other agencies and staff to ensure all interested stakeholders are aware of the proposed Design
Market design concepts of roadway reconstruction projects for consensus by stakeholders
Manage the NHDOT Road Safety Audit program that improves local roadways
Manage Highway Safety Improvement plan projects that improve the safety of the NH road network

Lean Work

- The Shingo Model focus; Dimension 2: Continuous Process Improvement
- Available for mentoring
- Assist in basic Lean training at NHDOT by facilitating example process improvement projects
- Facilitated invoice processing for NHDOT Highway Design consultants
- Fresh eyes/ facilitated training for Private company’s training exercise

Dagmar Vlahos, Lean Black Belt

Senior Process Engineer, UNH Project Management Office (PMO)

Dagmar's Lean journey began in 2005 when her manager requested she attend a White Belt class at Fidelity Investments. Dagmar was then brought through the ranks of Six Sigma training and in 2006 she received a recommendation from the Fidelity leadership team to participate in their Six Sigma Black Belt program. Dagmar managed a team of 30 Fidelity associates and applied Six Sigma in the day to day operational work of her team. In 2012, Dagmar joined the University of NH to assist UNH departments in evaluating existing processes, work with teams to recommend enhancement opportunities and to build a Lean culture. Soon after she attended the Lean training through the State of NH Bureau of Education and Training, she worked her way to receive her Lean Black Belt in 2015. She quickly recognized the need for Lean training for UNH staff and incorporates staff and leadership training into her day to day work with teams.

You can reach Dagmar at 603-862-4962 or Dagmar.Vlahos@unh.edu



Dagmar Vlahos, Lean Black Belt

Senior Process Engineer, UNH Project Management Office (PMO)

Education

NH Bureau of Education and Training, Lean Black Belt

Fidelity Investments, Trained Six Sigma Black Belt

Southern New Hampshire University, BS, Business Administration with a minor in Human Resources

Skills

Professional presenter

Team facilitator

Project management

Lean Instructor

Experience

Senior Process Engineer, University of New Hampshire (UNH)

Director, Managed Payroll and HR/Payroll Support, NuView Systems

Senior Account/Project Manager (Benefits), Workscape an ADP Company

Consultant/Project Manager, Resource Navigation, Inc.

Director, Human Resources Service Delivery Excellent, Fidelity Investments

Lean Work

- The Shingo Model focus; Dimension 1: Cultural Enablers
- Available for mentoring
- Designed and deliver course content for university system staff including Introduction to Lean, along with Lean Yellow Belt and Lean Green Belt Certification Programs
- Designed and deliver Lean for Leaders "Leading in a Lean Culture" course content for university system leaders
- Lead Organizer for the UNH / State of NH Lean Summit 2015 and 2016
- Lean Projects Include but are not limited to:
 - HR Onboarding; HRIS Production Support; Student Billing; Student Withdrawal Project; Graduating Students Project; IT Client Services Phone Scheduling; Sponsored Research Grant Billing, Proposal Development and Effort Certification; IT Knowledge Base; Dining Central Production; Navitas (International Students) Bill Project.



Candice Weingartner, Lean Black Belt

IT Manager, Department of Information Technology (DoIT)

Candice is an IT Manager supporting the Lottery Commission, Insurance Department and the NH Veterans Home. Candice began her career in DoIT eight years ago as a Desktop Technician and made the change to her current role 2 ½ years ago. Her experience with Lean began in December 2014 at a Lean Briefing for Managers event provided by BET which gave her the desire to learn more about all things Lean. She made her way through the Lean Belt classes, finishing with her Black Belt in June 2016. Candice likes to ask “why” and finds this one simple word can facilitate change, whether big or small. She enjoys facilitation of Lean events, teambuilding, thinking outside the box and learning new things as she meets and works with people throughout the state.

You can reach Candice at 271-7164 or candice.weingartner@doit.nh.gov



Candice Weingartner, Lean Black Belt

IT Manager, Department of Information Technology (DoIT)

Education

NH Bureau of Education and Training, Lean Black Belt

Southern New Hampshire University (College for America), BA, Management, concentration in Logistics and Operations; *in process*

Skills

Team facilitator

Presenter

Project management

Strong Information technology background

Experience

IT Manager, Department of Information Technology

Technical Support Specialist, Department of Information Technology

Computer Lab Instructor, Southwick School, Winnisquam Regional School District

Lean Work

- The Shingo Model focus; Dimension 3: Enterprise Alignment
- Available for mentoring
- Lean Executive Committee designee and NH Lean Network member
- Roles with Lean: Facilitator, Data Manager, Fresh Eyes, Participant (projects below)
 - DoIT A&E process
 - Lottery Attendance Tracking
 - Lottery S Drive Organization/Maintenance
 - DOT/DES RFMI project
 - DHHS Public Health request process
 - DOI Time and Expense Tracker
 - Banking Time Card Project
 - DoIT/DES Computer Equipment Procurement/Deployment



Roberta Witham, MBA, Lean Black Belt
Business Systems Analyst, Department of Safety

Roberta has been using Lean as part of her daily work and facilitating Lean events for over 8 years, completing over 30 events. As a Business Systems Analyst, she deploys Lean Thinking and Lean Culture among Safety and often facilitates at other Departments. Roberta's standardized Lean approach has been proven to work and adopted as the norm among the Department by using 4 half consecutive half day sessions, with a "sell" with in just two business days.

You can reach Roberta at 603-223-8852 or Roberta.Witham@dos.nh.gov



Roberta Witham, MBA, Lean Black Belt
Business Systems Analyst, Department of Safety

Education

Southern NH University, MBA
Troy State University, BS, Business Administration; Marketing
NH Bureau of Education and Training, Lean Black Belt

Skills

Professional public speaker Computer systems expert
Team facilitator Proven group facilitator

Experience

Business Systems Analyst and Lean Coordinator, Department of Safety
Works collaboratively within several professional networks; city administrators, Injury Prevention professionals, legislative constituents and associated law enforcement personnel for combined efforts and understanding workloads.

- Teach and facilitate employees on process improvement strategies and tools.
- Lead Lean and Strategic Planning initiatives for the Department via Black Belt certification through our Bureau of Education and Training and Balanced Scorecard respectively. Progression is measured in dollars, time and morale; track record's foundation is substantiated by going, asking why and showing respect.
- Prepare and deliver presentations for both safety agendas and process improvement models.
- Report regularly to the Governor's Taskforce and Highway Safety Agency in efforts to reduce highway fatalities/injuries.

Lean Work

- The Shingo Model focus; Dimension Enterprise Alignment
- Available for mentoring
- Devised a computerized "walkthrough" to process mainframe crash data. Worked with Department of Information Technology to upload data for analysis within 24 hours of input. Redundant entry was eliminated. Able to respond to questions timely and accurately within minutes as opposed to months.
- Member of the Lean Executive Committee