State of New Hampshire

Lean Continuous Process Improvement
Annual Report

http://lean.nh.gov

Prepared by Heather Barto, MS, LSSGB, Lean Black Belt
Contributions from the NH Lean Executive Committee
March 4, 2019
<table>
<thead>
<tr>
<th>AGENCY NAME</th>
<th>LEAN EXECUTIVE COMMITTEE MEMBER</th>
<th>CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking Department</td>
<td>Michelle Kelleher, Paralegal</td>
<td><a href="mailto:Michele.Kelleher@banking.nh.gov">Michele.Kelleher@banking.nh.gov</a></td>
</tr>
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<tr>
<td>Services</td>
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<tr>
<td>Technology</td>
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<td>Diane Dawson, Assistant Project Manager</td>
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<tr>
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<td></td>
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<td>Department of Transportation</td>
<td>Angela Linke, Employee Medical Risk Specialist</td>
<td><a href="mailto:Angela.Linke@dot.nh.gov">Angela.Linke@dot.nh.gov</a></td>
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<tr>
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</tr>
<tr>
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<td>Public Utilities Commission</td>
<td>Jan Gugliotti, Business Systems Analyst</td>
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EXECUTIVE SUMMARY

The State of New Hampshire has been using Lean methodology to analyze and efficiently manage business process improvements since 2009. Lean is a process improvement method used to establish standard work, streamline inefficient processes, and analyze workflows. Critical components in process improvement includes cultural engagement, establishing baseline data, and over time measuring results. Together, these areas can provide a solution to create and support a more efficient state government. Lean has proven sustainability and effectiveness in both private industry practices (i.e. automotive, manufacturing, and etc.) and not for profit (i.e. healthcare, higher education, and community services), as well as in state government. Many state governments, including Washington, Pennsylvania, New York, Ohio, Colorado, Vermont, Rhode Island, and, Connecticut have successfully used Lean to simplify their workflows.

Organizationally, the State of New Hampshire houses a consortium of volunteer state agencies to serve as Lean Coordinators. These Lean Coordinators meet once a month and form the NH Lean Executive Committee. The New Hampshire Lean Executive Committee is comprised of 15 State agencies and has received charter and mission support from current and previous governors. However, there is no official capacity for a statewide Office of Process Improvement in NH state government with allocated resources.

The number of agencies involved in and supporting Lean efforts statewide continues to grow. As of 2018, a total of 1,649 state employees, non-profits, and local municipalities have been trained in Lean through the NH Bureau of Education and Training. The training department is continuously evolving programming to meet the unique needs of state employees, community non-profits, and municipality staff. The first iteration of Lean training included trained staff under the title of Continuous Improvement Practitioner. The current structure of training includes use of a “belt” system; Lean White Belt, Lean Yellow Belt, Lean Green Belt, and Lean Black Belt. Training participants are invited to complete additional Lean training after the Yellow Belt, which allows for program advancement at the agency level. State employees work with the agency human resources coordinator to request training funding.

Major highlights for advancing Lean communication and culture across state agencies include; development of the State’s Lean Network which has partnered with both State’s Lean website, organization and execution of New Hampshire Lean Summits, continued running of the Quarterly Lean Network Meetings, the mentoring program, and peer facilitator support and assistance. The Quarterly Lean Network meetings are organized and facilitated by members of the NH Lean Executive Committee where a variety of topics are presented. The network meetings serve as resource for ongoing support and collaboration for all levels of Lean practitioners statewide. The updated website is compiled with committee member input and support from the Department of Administrative Services. The 2018 NH Lean Summit was held in October 2018 by the University of New Hampshire in collaboration with the State of New Hampshire. The forum had over 250 attendees and all professionals involved in Lean look forward to each year.

The work of a Lean facilitator is multi-faceted. While, the primary role is to manage and facilitate process improvement projects, very often there are also roles indirectly involved. This may include roles or tasks with communication, marketing, training, leadership, project management, role modeling, change management modeling, technical advisory skills, as well as integration of programs to exchange information and ideas.

The projects included in this report were initiated and/or completed during calendar years 2009-2017. While there are a total of 249 projects reported, the true value of Lean work is realized through the culture advancements that continue to grow. With the uptake of the Balanced Scorecard methodology, the Lean Executive Committee has developed and summarized a list of statewide projects conducted using the process improvement methods.
LEAN PROGRAM DEVELOPMENT BACKGROUND

ROLES AND RESPONSIBILITIES OF THE AGENCY LEAN COORDINATOR
A Lean Coordinator role is either a volunteer role or full time position that an agency elects to support the Lean efforts organizationally as well as statewide. Each agency participating in Lean process improvement attends the monthly NH Lean Executive Committee meeting to contribute to statewide efficiency efforts. Additionally, the Lean Coordinators share updates and connect project resources.

At this time, there is no statewide standard of the agency Lean Coordinator role. For this reason, an agency may elect to spend a varying amount of time on project solicitation, organization of resources and materials, as well as general program development. A sample agency Lean Coordinator job description is available as Appendix A.

METHODS FOR PROCESS IMPROVEMENT
State agencies deploy various types of process improvement tools, depending on the type of project. The primary methods and approaches include, Kaizen (or Rapid Improvement Cycle), Value Stream Mapping, and Lean Six Sigma, among other tools.

TRAINING
Training services for State agencies is conducted at the NH Bureau of Education and Training through a belt system. The belt system includes; Lean White Belt, a self-guided online module system, Lean Yellow Belt, which is conducted over 3 days in the training classroom or customized for onsite modules at an agency, Lean Green Belt, for facilitation and more advanced training that performs a deep dive into tools and approaches. Finally, Lean Black Belt concludes the state program which contains methods, theories, and a culminating capstone project. Lean belt instructional designs are continuously evaluated and modified for maximum transfer of learning and effective lean skill application in the workplace. This includes greater emphasis on informal practice and use of the Learning Transfer Evaluation Model (LTEM) to assess and improve learning effectiveness. Additional training is available both in the classroom and online for Lean Six Sigma certifications.

CUSTOMER SERVICE
Customer service should be at the forefront of what each process improvement project addresses. Much of the process improvement projects completed and reported involve a critical piece of information; the customer. How a customer is impacted by process challenges is vital to any process improvement project. Information collected to represent the customer impact of process work may be in various forms. These forums may include focus groups, general listening sessions, interviews, use of a structured tool such as Voice of the Customer, swim lane process work, etc.

MENTORING
Mentoring and peer support services were initiated in 2017. This model was created for new and seasoned professionals as a mechanism to retain and grow skills with facilitation and project work. Primarily Lean Green Belts and Lean Black Belts access mentoring services. The value for mentors and mentees is a bidirectional relationship where often times, strategies and approaches are exchanged to support efficiency and innovative new process methods. Additional time was invested into developing the Lean Agency Profiles to collect programmatic highlights from various state agencies. The Lean Mentor Profile and Lean Agency Profile can be found at http://lean.nh.gov.

COMMUNICATION METHOD
The Lean Executive Committee created a blog in November 2017. This platform is used to share updates, learning opportunities, quarterly meetings, and project successes. In 2018, a total of 6,493 views of the blog posts were recorded as well as 3,415 visitors. Four Lean Executive Members support the blog. Support activities include coordination and development of publications, editing, and posting materials.
Social media accounts are created at each individual agency. While, this is only a snap shot of the total work compiled for the state, it is an inexpensive and professional method to share highlights for Lean work. The NH State Police has just under 34,769 Likes on Facebook and nearly 7,860 followers on Instagram, and 6,869 on Twitter.

The primary method to share information about events, trainings, and project outcomes is through email. In 2018, the Lean Executive Committee created a group mailbox to use for large scale communications. The Lean Executive Committee continues to explore communication options.

COMMUNICATION EXAMPLES
Information is shared on various platforms regarding progression toward continuous process improvement work.

Examples
NH State Police Facebook post sample:
COMMUNICATION SAMPLES CONTINUED

NH Lean blog sample

Source: https://prd.blogs.nh.gov/das/NHLEAN/

Local Lean Publication with Kate McGovern, MPA, Ph.D.
Posted by Heather Earls on March 26th, 2019

The Public Sector Journey to Lean written by former New Hampshire Bureau of Education and Training (BET) professor, Kate McGovern offers a walk through the many contributions made to process improvement efforts. The book details vignettes and in-depth perspectives on the unique work of government.

Kate McGovern, MPA, Ph.D., Trainer, Professor

The book celebrates the accomplishments and challenges of New Hampshire’s Lean work. Kate’s book vividly renders through the tough fight of public service in a state of constant change. The story affirms the creativity and diligence of our Lean practitioners, documenting multiple counternarratives to merit, and the innovations on the New Hampshire approach.

Heather Earls is innovative Lean推行的东南模型和New Hampshire Lean网站 redesign的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的领导，以及 Lean推行的 leadership, State of New Hampshire Lean website redesign, 2019

Source: http://lean.nh.gov
COMMUNICATION SAMPLES CONTINUED
A Lean infographic was created in 2017 to efficiently and effectively communicate the valuable work of the NH Lean Executive Committee. Statewide; organizations, agencies, state employees, local municipalities, and citizens have benefited from process improvement efforts.

STATE OF NEW HAMPSHIRE
LEAN EXECUTIVE COMMITTEE

21 LEC Members Representing
16 State Agencies And 1 University

Lean Executive Committee (LEC) Mission Statement:
To promote a stronger more efficient New Hampshire the Lean Executive Committee provides education, innovation, advocacy and facilitation of Lean process improvement.

Balanced Scorecard Alignment

Employee Training and Growth  Finance Fiscal Responsibility  External Customer Service  Internal Process Control / Lean

"Since Lean’s inception at the Department of Safety we have appreciated 3 very marked benefits, increased employee morale, customer time and financial savings. To quantify, we have saved 3.6 years of customer wait time and 4.8 million dollars in savings. Each has been an investment to public safety for all New Hampshire citizens and those visiting our state."

"The Lean project enabled New Hampshire Hospital to get a clear understanding of our workflow. Reimbursements have increased and the process is more efficient because of the teams’ efforts" - Jamie Dali CFO New Hampshire Hospital

2017 / 2018 Goals

- Expand the Lean network membership & participation to more state agencies & community partners
- Standardize balanced scorecard for enterprise-wide use
- Outreach to Governor, executive leadership and directors
- Adopt set of core standardized tools and methods
- Serve as guest facilitators and speakers
- Expand mentoring services
- Offer White Belt through online training system
- Facilitate high-impact multi-agency projects
- Improve capabilities for collecting and reporting projects
- Continue working with UNH to strengthen our partnership and communicate a consistent message

MORE INFORMATION  http://lean.nh.gov/
PROCESS IMPROVEMENT PROJECT TRACKING AND REPORTING*

Historically, the collection and dissemination of projects has been a challenge for the Lean Executive Committee. In absence of a state budget for the Lean efforts or support for a software collection tool, the committee has relied on Microsoft Excel to analyze data and information. In 2014, a project listing was uploaded to the State’s Lean website. The simple file was the first roll out effort to place projects in a centralized location. The second iteration is this report, whereby projects are reported as well as additional quality material. The limitations continue to be present with the lack of a project report standards and a data collection software system.

*Represents only the projects reported. Data is supplied on a volunteer basis. This report is among the first iteration to display the State of New Hampshire’s Lean efforts. Reporting is a 100% manual process and is supplied on self-reporting basis. Data is managed through Microsoft Excel in absence of a reporting software solution.

Total Lean Projects By Agency, 2009-2017

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<tbody>
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<td>Department of Administrative Services</td>
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<td>Lottery Commission</td>
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PROCESS IMPROVEMENT PROJECT TRACKING AND REPORTING CONTINUED

Total Lean Projects by Agency, 2009-2017

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n=249

Total Lean Projects By Agency and By Year, 2009-2017

n=249
PROCESS IMPROVEMENT PROJECT TRACKING AND REPORTING* CONTINUED

Total Lean Projects by Implementation Status, 2009-2017

- Completed: 85%
- Incomplete: 5%
- Work In Progress: 10%

n=249

Total Lean Projects By Year Completed, 2009-2017

- 2009: 13
- 2010: 28
- 2011: 21
- 2012: 34
- 2013: 31
- 2014: 36
- 2015: 33
- 2016: 19
- 2017: 32

n=249
BRIEF DATA SUMMARY
Over an eight-year period there were a total of 249 projects reported with an average of 19 per an agency. The largest number of projects reported was in 2014 with a total of 36, followed by 2016 with 33 projects. Of the total reported, a large proportion (95%) have been Completed (85%) or are a Work in Progress (10%).

While there is a presence of Lean work from the 13 agencies who reported projects, there are many more state agencies to invest in both training and resources for continuous process improvement.
BALANCED SCORECARD
The Balanced Scorecard is a performance management model used to display an organization’s progress toward strategic goals. In lieu of a strategic plan, the Lean Executive Committee has adopted a four quadrant Balanced Scorecard in the program’s charter. This visual display links Lean strategy goals at a statewide level. Lean projects support the model’s goals within finance, internal employee training and development, external customer services, and process improvement.

Definitions are used to deploy the Balance Scorecard concept to Lean projects in an effort to display the current structure with Lean outcomes. The idea behind the Balanced Scorecard is to have a balance of investments in an organization.

**Finance** is defined as a monetary savings, cost avoidance, or reallocation of funding in a program area.

**Internal Employee Training and Development** is the investment and/or development for employees. This is intended to increase employee morale and to offer the employee a personal trajectory goal.

**External Customer Service** refers to improving or establishing a type of return to the customer. By way of other matrixes, the customers can clearly understand that state agencies are conducting mission critical work efficiently and appropriately.

**Process Improvement** is the method of streamlining a business process that may add clarity, transparency, increase communication and/or standardize operations, etc.

Lean Executive Committee Balanced Scorecard Visual Display

<table>
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<th>Finance</th>
<th>Internal Employee Training and Development</th>
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<tr>
<td>• Spend the right amount of money</td>
<td>• Outreach to directors, executive leadership and Governor</td>
</tr>
<tr>
<td>• Monitor and adjust budgets progressively</td>
<td>• Expand mentoring services</td>
</tr>
<tr>
<td></td>
<td>• Adopt set of core standardized tools and methods</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Customer Service</th>
<th>Process Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Standardize balance score card for enterprise wide use</td>
<td>• Facilitate high-impact multi-agency projects</td>
</tr>
<tr>
<td>• Continue working with UNH to strengthen partnership</td>
<td>• Improve capabilities for collecting and reporting projects</td>
</tr>
<tr>
<td>• Expand the Lean network membership</td>
<td></td>
</tr>
</tbody>
</table>

**Data is broken down by a ranking system using the Balanced Scorecard quadrants. Many projects were ranked in two or more categories. Data represented is displayed using the definitions of the Balanced Scorecard quadrants and the type of project.**
BALANCED SCORECARD CONTINUED

Total Lean Projects by Balanced Scorecard** Type, 2009-2017

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>31</td>
</tr>
<tr>
<td>Internal Employee Training and Development</td>
<td>11</td>
</tr>
<tr>
<td>External Customer Service</td>
<td>84</td>
</tr>
<tr>
<td>Process Improvement</td>
<td>116</td>
</tr>
<tr>
<td>Not Reported</td>
<td>7</td>
</tr>
</tbody>
</table>

Percentage of Projects by Balanced Scorecard** Quadrants, 2009-2017

- Finance: 34%
- Internal Employee Training and Development: 12%
- External Customer Service: 47%
- Process Improvement: 3%
- Not Reported: 5%

(Rounded up for percentage) n=249
SUMMARY OF RECOMMENDATIONS

- Create, fund, and develop a NH statewide Office of Continuous Process Improvement with full time staff. This will aid in the development of a statewide Lean transformation plan, and adoption of process improvement tools and measure results.
- Adopt an Executive Order to detail specifics to create a whole state government culture approach with process improvement integrated into each service of state government to support a customer and operational excellence model.
- Fund training for each state employee to attend the Lean Program. Employee training is a lifelong investment in foundational skills for customer and operational excellence.
- Invest in a reporting software solution for statewide collection of Lean projects, begin to form a performance management plan, and develop strategic alignment goals for coming years.
- Develop a concise strategic plan to align and weave process improvement in each aspect of New Hampshire State government.
- Allocate an annual budget to support the New Hampshire Lean Summit in partnership and collaboration with the University of New Hampshire.
Appendix A: Sample Lean Coordinator Role and Responsibility Summary

OVERVIEW:
The Lean Coordinator is an essential role within all state agencies to support and lead efforts towards operational excellence. The Lean Coordinator responsibilities are an integral part of the process improvement delivery system in New Hampshire. The Lean Coordinator leads planning, facilitation, and management of Lean process improvement projects to meet the agency’s strategic and key performance management goals. The Lean Coordinator serves as the organization’s primary point of contact and coordination for all Lean activities. The position participates in the NH Lean statewide network for the advancement of Lean standards, training and to promote a Lean culture within state government and private sector organizations. The Lean Coordinator directs project teams and resources within the agency. The Lean Coordinator actively fosters mentoring and training opportunities for Lean facilitators and Lean champions. The position supports and serves as a change agent for the deployment of process improvement initiatives. The position presents regular updates including recommendations for strategic alignment and improvement models to senior management. The position directs and tracks the work of the Lean facilitators at the agency.

KEY RESPONSIBILITIES:
- Manages small and large scale, agency-wide simultaneous process improvement projects to meet business objectives, while delivering the highest levels of quality solutions, innovation, operational performance and customer satisfaction.
- Maintains and manages the central list of all process improvement initiatives within the agency.
- Evaluates, prioritizes and resources Lean projects to meet operational goals of the department.
- Responsible for implementing an effective method for continually communicating the status and results of improvement efforts throughout the organization.
- Formulates improvement opportunities/proposals into project charters and work plans.
- With senior management support, is responsible for leading and creating a Lean culture within the agency.
- Works with the State Lean Network to develop standards, provide enrichment, leverage solutions and promote a Lean culture within state government and member organizations.
- Provides comprehensive Lean expertise, consultation, modeling, support, and professional presentations.
- Stays current with industry-wide advances in Lean standards and trends to continually leverage the best Lean practices and tools within the agency.
- Continuously works to recruit and mentor individuals with demonstrated exemplary interpersonal, listening and problem solving skills to build Lean capacity within the agency.

The Lean Coordinator supports the community of practice through attending, contributing, and participating in;
- Monthly State of NH Lean Executive Committee meetings.
- Quarterly State of NH Lean Network meetings.
- Mentors and coaches Lean Green Belt and Lean Black Belt students for projects and general support.
- Engages in or aids in planning with other training or invited opportunities for professional growth and development.
- Participation and contributions with strategic planning and training program development.
- Contributes to tasks and duties needed for network and communication planning.