How to Manage a Lean Program

Tuesday November 10, 2015

Workshop Agenda

- Management Tips

- Lean Structure

- Empire Belt Selection / On-boarding

- Empire Belt Development

- Project Selection

- Project Implementation & Reporting

- Program Visibility

- Lean Resources

Management Tips

- Get Executive Support
- Have the Right Resources
- Crawl Before You Walk Before You Run
- Develop a Sense of Community
- Instill Accountability
- Lean is not an Initiative, but "The Way"
- Continuous Improvement
- Be Flexible Where it Makes Sense
- Right Size Your Efforts

Lean Staff Structure

Champion

Executive Level

★ Oversight of Lean Program
★ Finalizes project scope
★ Finalizes Empire Belt assignments
★ Approves key solutions
★ Assists with implementation hurdles

Deployment Manager

Manager Level

★ Manages Lean Program
★ Responsible for reporting
★ Recommends projects and Empire Belt assignments
★ Assists with implementation hurdles

Empire Belts

Star Performers and representatives from all Departments / Divisions

★ Develops Charter, proposes project scope, and selects team
★ Manages Project Team through process, delegates to Project Team for data collection and implementation
★ Responsible for Executive Report-Out
★ Assists with implementation

Project Sponsor

Senior Management Representative

★ Provides necessary support needed to accomplish project and implementation
★ Approves key solutions

Project Team Lead

Program or Functional Department Staff Member

★ Responsible for data collection
★ Responsible for implementation of key solutions
★ Responsible for weekly implementation updates

Empire Belt Selection and On-boarding

Empire Belt Selection

- Select Representatives from each division, department, and / or group to not only serve as empire belts but also as Lean Program Liaisons to the various departments

- Traits & Characteristics Include:
    - Motivated & eager
    - Strong public speaker
    - High energy
    - Operationally minded
    - Sharp / intelligent
    - Star performer of that department

Empire Belt On-boarding

- Send Welcome email, including their chain of command, Co-Champions, etc.

- Meet with them for a half hour to go over the Lean program, the roles & responsibilities, the resources available, and their next steps (boot camp)

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Empire Belt Development

Succession of Projects
　　1st project - paired with a more senior Belt, usually a process they are already familiar with
　　2nd project - paired with an equal level Belt
　　3rd project - facilitate on their own
　　4th project - external certifying project

Encourage Empire Belts to attend any and all trainings and report back to the team

Lean Program Meetings
　　- Half hour meetings every other week
　　- Deployment Manager shares program updates
　　- Group discussion on Best Practices and Brainstorming. Past topics included:
　　　　- Visibility across the authority　　　　- Lessons Learned for Joint Agency Projects
　　　　- Risk Management and Mitigation　　　　- Data Analysis
　　　　- EPA Lean Government Materials　　　　- Metrics Collection

Project Selection

Start of the Program (8/2014)

Covered each department and functional area to expose all staff to Lean

Focused on processes that had:

- Long lead times

- Customer confusion

- Significant paperwork

- Several reviews

- Requesting an IT Solution

- Received customer complaints

- Not met KPI Targets

One Year Later…

More strategic focus on processes that align with our roadmap to transform our Authority not only strategically through the Clean Energy Fund but Operationally through our Operations Agenda.

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Project Implementation & Reporting

Project Implementation

- Stress that the "end" is NOT the implementation plan, but rather that it is a means to an end. Encourage the Empire Belts and Team Leads to adjust the implementation plan if necessary.
- Instill Accountability from Project Sponsor down to Team Lead.
- Champion, Deployment Manager, and Project Sponsor are Resources

Project Reporting

- Receive scoreboard metrics by 5th of every month
- For projects in Active Implementation:
    - Bi-Weekly Status Updates via Implementation Plan
    - Monthly Status Meetings with Champions, Deployment Manager, Sponsor, Empire Belt(s) and Team Lead
- For Projects in Maintenance Mode:
    - 6 Month Check-in and Analysis to Look for Areas of Opportunity
    - Champion, Deployment Manager, Sponsor, Empire Belt(s) and Team Lead

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Program Visibility Across The Organization

Lean Exposure through Projects & Empire Belts into all areas

Held a "Brown Bag" luncheon highlighting the program and operational wins for All Staff

Planning to hold tailored trainings for departments that support Lean Projects (Legal, IT, and Finance)

Present "Lean Wins" and Project Statuses at Senior Management Meetings

Develop Lean Abstracts to share and post around the Authority

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Resources for Empire Belts

We have been working to pull together various templates, guides, and resources for our Empire Belts

So far we have the following:
- Empire Belt Guidebook
- Meeting agenda and PowerPoint Templates
- Implementation & Risk Management Tables

Resources can be found at:
www.nyserda.ny.gov/LeanResources

Questions?