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STATE OF WISCONSIN

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Project Name: Wisconsin Lean Government Initiative

Executive Sponsor: Governor Walker

Project Leaders: Casey Himebauch, Policy Director (GOV)
Brian Wakeham, Director Lean Government Program (DOA)

Key Stakeholders: The Department of Administration; the Department of Agriculture, Trade and Consumer Protection; the Department of Children and Families; the Department of Corrections; the Department of Financial Institutions; the Department of Health Services; the Department of Natural Resources; the Department of Revenue; the Department of Safety and Professional Services; the Department of Tourism; the Department of Transportation; the Department of Veterans Affairs; the Department of Workforce Development; the Office of the Commissioner of Insurance; Wisconsin Economic Development Corporation; Wisconsin Housing and Economic Development Authority, and including voluntary participation from Employee Trust Funds, Department of Public Instruction, Department of Justice, and Department of Military Affairs.

Project Overview: In order to create jobs and promote economic growth, government must operate with business-like efficiency. State government should continuously improve its efforts to serve state residents and be a good steward of tax dollars. Lean government initiatives and other continuous improvement tools can provide the framework for making fact-based decisions, enabling a process to be improved, and driving continuous improvement using a structured approach. Lean government initiatives are a tool for state government to increase efficiencies in customer services and provide a safer and more streamlined workplace for employees. This initiative is designed to introduce and standardize continuous improvement principles in all state agencies.

Guiding Principles:

1. Expand continuous improvement methodologies in all State of Wisconsin state agencies by creating a continuous improvement culture.
2. Create a network of experts and continuous improvement champions to improve processes, products, and services in all state executive agencies and other agencies that choose to participate.
3. Establish a forum for cooperation and implementation so managers and project leaders can maximize continuous improvement tools and methodologies within and among agencies.
4. Identify areas for improvement that suffer from chronic complaints from customers and have the potential for dramatic improvement in customer satisfaction.
5. Focus on obtaining the "Voice of the Customer" (VOC) within the projects and improvement activities.

6. Seek out “low-cost” solutions before implementing technology.
7. Allow for an environment of experimentation that supports the Continuous Improvement culture.
8. Enable greater transparency with continuous improvement through executive report-outs, sharing project and activity information within the agency and with peer agencies, and mandatory reporting of projects and activities through the Lean Government Program’s database.

Project Goals:

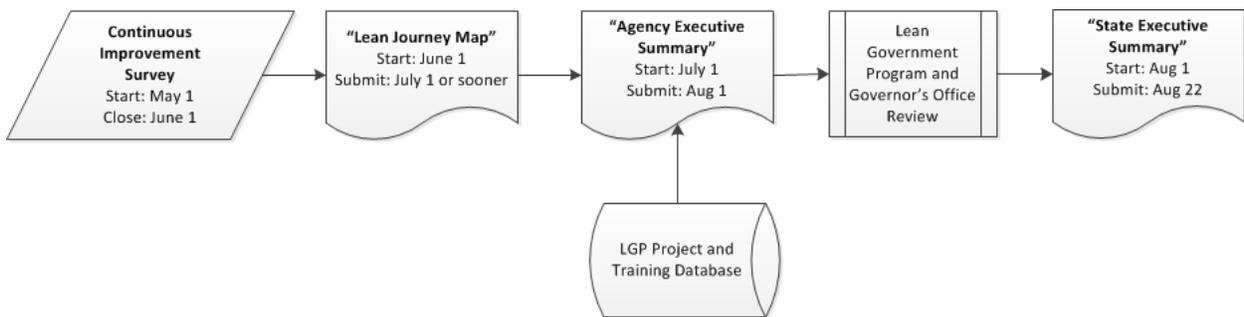
1. Standardize, streamline, and improve state agency processes to **increase customer satisfaction** and reduce costs by:
 - a. Initiating at a minimum four Lean projects annually (measured by state fiscal year).
 - b. Maintaining baselines and metrics to measure state agency’s customer satisfaction, and setting a goal of significantly improving satisfaction.
2. Continuously seek ways to **reduce the cost of government** for state taxpayers by using continuous improvement methodologies:
 - a. To achieve savings to further the mission of state agencies.
 - b. As a part of your biennial budget process and/or as part of proposing new projects which require increased funding and/or staff.
3. **Improve the working environments for our state employees** by increasing work satisfaction and creating safer working conditions by:
 - a. Establishing a baseline and metrics to measure employee satisfaction and safety.
 - b. Reporting results on a timely schedule determined by agency stakeholders.
 - c. Using the information gained from performance results to initiate activities to improve working environments for state employees.
4. **Change government culture** by engaging staff at all levels of the improvement process to understand how to apply Lean government initiatives to eliminate waste, save time, standardize workflow, and decrease process complexity by:
 - a. Making a culture of continuous improvement visible and involving agency leaders in the process by participating in continuous improvement and recognizing team leaders and project participants at department and state-level events.
 - b. Identifying continuous improvement leaders throughout state agencies, utilizing them to ensure that projects are being conducted with the right personnel at the right time and empower them to effect change.
 - c. Making a culture of data-driven decision-making and continuous improvement a normal part of doing business.
 - i. Selecting business areas and projects that have the greatest potential to create value.
 - ii. Strategically selecting staff to attend training and conduct improvements.
 - iii. Conducting quantitative improvements using the appropriate methodology.

Project Deliverables:

1. Complete the Capability Maturity Map known as “Lean Journey Map” with the Lean Government Program. This includes completing the “Proposed Plan / Activities” section that can or will serve as part of an agency’s strategic plan(s).
2. Issue the “Continuous Improvement Culture” annual survey to agency employees to ascertain awareness and knowledge of the continuous improvement program and culture.
3. Report continuous improvement projects or activities to the Lean Government Program Database on a real-time basis.
4. For state executive agencies, each secretary should be prepared to report on their Continuous Improvement initiative at their monthly update meeting and may be asked to present results/progress at monthly cabinet meetings. Included in this may be recognition of agency team leaders by the Governor.

Timeline:

1. Issue the Continuous Improvement Culture survey by May 1st of every fiscal year
 - a. Results should be submitted to the Lean Government Program by June 1st.
2. By July 1st of every state fiscal year, all stakeholder agencies shall have updated the Agency Lean Journey Map.
3. Enter continuous improvement projects or activities (“Project Charters”) into Lean Government Program database as soon as approved by agency authority. Complete process as soon as project or activity has been completed.
4. Complete Agency Executive Summary for the end of the corresponding fiscal year (August) and submit to Lean Government Program.
5. The Lean Government Program to review agency report submissions and complete the “State Executive Summary” report by Monday of the 3rd week of August.



Roles/Responsibilities:

Title	Who	Roles / Responsibilities
Executive Sponsor	Governor Walker	Ultimate decision maker of the state initiative.
Liaison to Executive Sponsor	Casey Himebauch, Policy Director (GOV)	Provide guidance and direction as it relates to Executive Order #66 as well as coordinate overall effort with the Lean Government Program.
Project Leader (Lean Government Program Team)	Brian Wakeham, Director Lean Government Program (DOA) Jacquelyn Irving, Training Officer (DOA) Hilary Bauman, Continuous Improvement Specialist (DOA)	Oversee continuous improvement initiative, offer assistance to agencies, collect agency initiative data, and report results to stakeholders.
Agency Leadership	Secretaries, Deputies, Assistant Deputy Secretaries, and all other appointed agency leaders.	Implement and support a culture of continuous improvement, conduct improvements and report on results. Complete all instructions outlined in this charter or provided by the project leaders or sponsor moving forward.
Agency Lean Points of Contact	Current list is available via the Wisconsin Lean Government Initiative webpage.	Oversee the completion of improvements within agencies. Implement the day to day tasks at the direction of agency leadership to make this initiative a success.