**Position Description** **Position Number: 025171**
**Policy Initiatives Advisor- Administrative (81-02)**
**Director, Lean Government Program (Career Executive)**
**Department of Administration**

**Position Summary**

Under the direction of the Administrator, this position will lead the Lean Government program in the development and administration of process improvement initiatives and innovations among Executive Branch agencies and within the Department of Administration. This position will provide direction for the implementation, continuation and evaluation of process improvement efforts using the components of Lean Six Sigma and related methodologies and support enterprise efficiency efforts in a manner consistent with Executive Order #66 relating to Lean Government initiatives. These methods address identifying/defining inefficient processes, gathering/measuring/analyzing data, identifying inefficient or ineffective customer service methods, selecting solutions/implementing process and service improvements, and monitoring improvements for effectiveness.

This position will manage operations for the Lean Government program, provide change management consulting to agencies, oversee a comprehensive training program and facilitate the process for driving accountability for process improvement initiatives. The position will advise and assist in the identification of process improvement projects that support the strategic objectives of an agency and achieve significant impact on an agency's key performance indicators. This position will establish and manage metrics to monitor and report outcomes of processes that will be shared externally and internally.

This position will work closely with the State Budget Office to identify areas for gains in efficiencies and reductions of expenses. This position will be responsible for the development of a measurement tool to capture and report such gains.

This position functions with a high degree of independence and decision making. The incumbent will provide high-level customer service and consulting, and lead or participate in projects from concept through completion. The incumbent will frequently work on projects that require strong communication skills and the ability to lead and work within a team. The success of the Director of the Lean Government program has statewide impact.

**Goals and Worker Activities**

**35% A. Manage the Lean Government program by establishing program standards and program development methodologies. Track and monitor the development, implementation and continual improvement of the Lean Government program.**

A1. Manage the delivery of the overall program and its activities through integration with Lean Six Sigma methodologies, techniques and tools.
A2. Develop and implement strategies to maximize Lean Government initiatives.
A3. Identify processes that have the potential for improvement.
A4. Ensure that key metrics are defined, developed and tracked and that improvements result in a positive impact for each project.
A5. Maintain regular and special reports relative to the effectiveness of Six Sigma and

related programs across agencies.

A6. Develop curriculum for Lean Government training and implementation plans.
A7. Conduct and direct research and analysis related to Lean Government initiatives.
A8. Identify, analyze and share emerging best practices from the public and private sectors.

**35% B. Coordinate Lean Six Sigma and related initiatives among Executive Branch agencies and provide assistance in executing Lean Government projects.**

B1. Lead the Governor's Lean Government Steering Committee and serve as the chief point of contact for the Lean Government initiative.
B2. Oversee execution of Executive Order #66 relating to Lean Government initiatives to implement workflow efficiencies, eliminate waste across agencies and improve customer service.
B3. Establish and maintain strategic partnerships with stakeholders to promote the exchange of Lean-related information.
B4. Provide technical and business support to the overall deployment of continuous Lean Government initiatives resulting in enhanced stakeholder value.
B5. Provide leadership to drive a culture across agencies for sustained improvement and continuous process improvement.
B6. Provide regular and special reports on Lean Government program initiatives.
B7. Promote Lean practices in presentations to agency partners and the public.
B8. Work with agencies to develop, monitor and improve agency performance through the use of dashboards and other measurement tools.

**15% C. Direct the planning, organization and general operations of the Lean Government program.**

C1. Make recommendations to hire, transfer, suspend, layoff, promote, discharge, assign, reward or discipline employees or to adjust their grievances, consistent with affirmative action guidelines to meet personnel requirements of the program.
C2. Establish program objectives consistent with division and department goals.
C3. Direct the attainment of program objectives and services to state agencies by program staff.
C4. Measure results relating to program objectives and provide regular updates to upper management.
C5. Assign, coordinate, plan, direct and review work of program staff.
C6. Apply the Department's Core Competencies in managing staff.
C7. Ensure staff training and development to enhance staff proficiency and encourage professional growth.
C8. Develop and administer internal operating procedures and budgets for the program.
C9. Maintain and enhance knowledge of industry operations and practices.
C10. Develop and administer program budget and other administrative reports.

**10% D. Utilize new Business Intelligence tools.**

D1. Facilitate meetings with agencies and the State Budget Office to proactively identify areas for improvement that can reduce the costs to government.
D2. Identify new Business Intelligence tool and innovations; reseach and analyze their value to further reduce costs to state government.
D3. Utilize new Business Intelligence reporting and measurement tools to capture and report gains in efficiencies and reductions of expenses.

**5% E. Other activities as directed that support process improvement initiatives, reporting outcomes and general improvement in business practices in Wisconsin State government.**

**Knowledge, Skills and Abilities**

1. Knowledge of applying Lean principles in a service environment, including facilitation of process improvement focus groups.
2. Knowledge of planning, both long-range and short-term.
3. Solid understanding of and experience applying a varied set of Lean tools.
4. Demonstrated experience using change management skills and practices to address organizational change.
5. Demonstrated experience facilitating diverse work groups and teams involved in complex projects.
6. Demonstrated experience coaching stakeholders in Lean leadership principals and techniques.
7. Demonstrated experience leading daily continuous improvement sustainment activities.
8. Demonstrated experience applying Lean strategy deployment.
9. Strong relationship management and leadership skills.
10. Knowledge of supervisory techniques and methodology.
11. Knowledge of process improvement metrics and/or measures of success.
12. Demonstrated desire and ability to motivate others and achieve results through continuous improvement.
13. Customer-focused in defining quality and establishing priorities.
14. Cultural competency that enables effective working relationships in cross-cultural situations.
15. Collaboration and partnership building skills.
16. Creative problem solver.
17. Demonstrated experience in public speaking.
18. Knowledge of governmental budgetary practices.
19. Experience with training and managing programs at a statewide government or private enterprise entity level.
20. Experience providing excellent customer service and managing quality.