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Position Description
Program and Policy Analyst (07-04)
Continuous Improvement Specialist
Department of Administration

Position Number: 024251

Position Summary

This position, under the general direction of the Director, Lean Government Program, is responsible for coordinating process improvement initiatives both within the Department and its Divisions and acts as a resource for the design, implementation, and monitoring of process improvement efforts in cabinet level Departments in Wisconsin state government. This position will provide support for the introduction, implementation and evaluation of process improvement efforts using the components of Lean Six Sigma, Kaizen, and other quality improvement methodologies. These methods address identifying/defining inefficient processes, measuring/data gathering, analyzing data, selecting solutions/implementing process improvements and monitoring the improvements for effectiveness.

The goal of this process improvement initiative is to improve business practices, respond to shrinking fiscal resources and attrition, related to a workforce which is retiring in large numbers in the next decade. In addition, technological advancements have provided an opportunity for old processes to be refined and improved via quality improvement methodologies; this position will assist with integrating technological, human resource, and other administrative systems into process improvement activities in the Department. Finally, this position is responsible for transparency in tracking and reporting outcomes of the process with the goal of demonstrating via valid data, that improvements have been realized as a result of this process.

Goals and Worker Activities

40% A. Through research and analysis, assess Lean Government program needs, develop policy options, and identify and recommend new program opportunities.

- A1. Assist in the development of enterprise process improvement policy, assessment, and program recommendations to implement and monitor process improvement efforts.
- A2. Assist in the identification, design, and implementation of projects, studies, and investigations related to business efficiency development.
- A3. Identify or receive administrative changes that may affect agency policy or procedure related to state and federal laws.

30% B. Internal coordination of process improvement activities within DOA Divisions.

- B1. Introduce and continue to communicate quality improvement methodologies to Division Administrators, management, and team members.
- B2. Lead in the early stages of program deployment by educating participants through project completion cycles consistent with the goals and objectives of the agency.
- B3. Provide leadership or support role for process redesign teams/ projects that may impact Department policies, programs, or projects.
- B4. Assist with design and delivery of reporting mechanisms to provide feedback on team progress and outcomes.

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- B5. Coordinate program requests, analysis of workflow, work unit, program, or procedural efficiencies for the preparation of business process improvement reports .
- B6. Coordinate the development of metrics to track progression against improvement goals.

25% C. Provide external resource support for cabinet level Departments wanting to initiate quality improvement activities within their departments.

- C1. Provide guidance on strategies for the introduction, design, implementation, and follow through for quality improvement-type projects to administrative/executive organizations within State Government.
- C2. Assist in the early stages of program deployment by educating participants through project completion cycles consistent with the goals and objectives of the agency.
- C3. Consult agencies on how to sustain or modify Lean programs in order to continue identifying and establishing efficient processes and tools.
- C4. Establish and maintain strategic relationships with the process improvement network to promote the exchange of Lean-related information and government best practices.
- C5. Serve as a Lean Government subject matter expert or technical consultant among state agencies, various councils, committees or workgroups.
- C6. Manage a centralized system for the storing of standardized documents and reports for participating Departments.
- C7. Act as a clearing house for information that is helpful to Departments who want to commit to process improvement methodologies within their organizations.

5% D. 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 and experience with applying Lean and other quality improvement principles and tools in a service environment, including facilitation of process improvements in all stages.
- 2. Ability to utilize and / or modify quality improvement methodologies and tools when the situation or project does not follow a standard text-book practices.
- 3. Demonstrated capability to provide Lean and other quality improvement related training material to all levels of an organization.
- 4. Demonstrated experience using change management skills and practices to address organizational change.
- 5. Demonstrated skills in working with basic tenants of project management.
- 6. Experience in developing metrics and/or measures of success.
- 7. Experience in developing and maintaining databases (i.e. SharePoint, Access, or other systems).
- 8. Demonstrated experience facilitating diverse teams involved in complex projects.
- 9. Demonstrated experience coaching stakeholders and the leadership group in Lean principals and techniques.

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10. Demonstrated experience applying lean strategy deployment at different levels within an organization.
11. Strong relationship management and leadership skills.
12. Demonstrated desire and ability to motivate others and achieve results through continuous improvement.
13. Cultural competency that enables effective working relationships in cross-cultural situations and building collaborative partnerships.
14. Experience providing excellent customer service.
15. Demonstrated research and analytical skills.
16. Demonstrated ability to work independently, as well as in a team environment.
17. Ability to exercise a strong sense of priority and time management.
18. Proficiency in Microsoft Office (Basics plus Visio) and Minitab.