



Reenergizing a Statewide Lean Continuous Improvement Program

Colorado Governor’s Office of State Planning and Budgeting

January 2011 - June 2018

Situation

In 2011, the State of Colorado launched a Lean continuous improvement program for Executive Branch agencies, supported by members of the GPS team. Our support of the initial program included the design, delivery, and coaching of over 800 projects with measurable customer service, process, and programmatic improvements. After the first five years, the Governor’s Office contacted GPS to refresh and reenergize the State’s Lean Program, aiming for more engagement and measurable results.

Approach

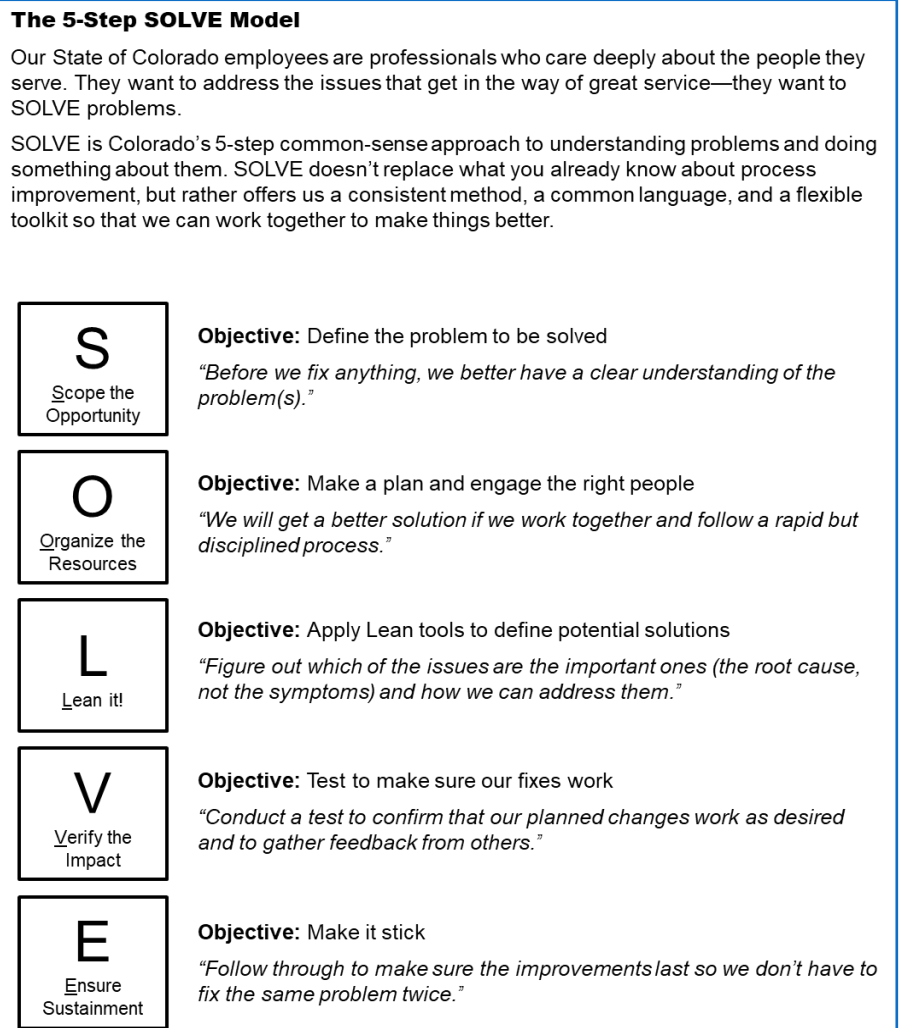
Feedback from state employees indicated that popularized process improvement methods discouraged State employees from engaging because of the unusual vocabulary, complexity, and association with the manufacturing world.

GPS developed a 5-step, practical, problem-solving approach explicitly designed to address issues and problems facing the public sector. We call it the SOLVE model.

SOLVE is an acronym for Scope the opportunity, Organize the resources, Lean it!, Verify the impact, and Ensure sustainment, and these five steps can be applied to solve problems both large and small.

The SOLVE method represents GPS’ Lean management principles and toolkit and was adopted by the State of Colorado because it removes jargon and fear: It makes all employees SOLVErs!

Figure 1: 5 Step SOLVE Model





In addition, we developed support materials and a resource guide.

GPS designed and administered a flexible training program to support employees new to process improvement, leaders working to create a culture of continuous improvement, and experienced practitioners.

Results

Using our proven method and materials, the State of Colorado engaged GPS to train and coach more than 250 state employees, resulting in more than 400 process improvements across 17 state agencies within the first three years (FY 2017-20).