

**COMMISSION ON ENHANCING AGENCY OUTCOMES
SUMMARY SHEET**

Update on Proposal #8 to Implement Lean Processes

What is Lean? A process improvement approach used to **reduce waste** and focus on **value to the customer**.

Examples of Waste				
Document errors	Completing work not needed	Waiting for the next step	Searching for information	Backlogs
Source: CT DOL				

Originating in manufacturing, lean techniques are increasingly being used to identify and eliminate redundancies, decrease the number of steps and processing time, and otherwise improve efficiency in government service and administrative processes.

What Lean efforts have occurred in CT government?

- **CT DOL** established Center for Lean Government in May 2004 * 19 lean projects at DOL to date * estimate saved \$1,199,929 in worker hours
- **CT DEP** undertook 19 lean projects * reduced processing time for loan applications for municipal wastewater treatment projects from 294 days to 113 days
- **DAS** issued RFP for procurement of professional services to facilitate lean government methodologies and services (Bid/RFP “Under Evaluation (not yet awarded)” as of 3/18/10)
- **Bill** to require state agencies to implement lean techniques to improve current processes was introduced by GAE this year (SB 467: AAC Lean Government)

Examples of Lean Projects at State Agencies	
Lean Project	\$ Saved
DOL - Streamline process to recoup Unemployment Insurance overpayments <ul style="list-style-type: none"> • Eliminated or re-engineered 18 steps • Eliminated 10,000 duplicate forms sent to employers annually 	\$13,200
DEP - Streamline Inland Water Resources Division Permit Sufficiency Review <ul style="list-style-type: none"> • Shortened response time to regulated community • Reduced # of copies CT DOT has to make for processing the permits 	\$57,000
BESB – Streamline process to deliver low-vision aids <ul style="list-style-type: none"> • Reduced time to deliver low-vision aids to Adult Services Division clients • Changed from individual to bulk ordering, with blanket purchase order approved by state comptroller's office 	\$54,000
Also: Cost per large print calendar (produced for clients) reduced from \$15 (using private vendor) to \$4.70 (using DAS print shop)	\$10,300
Source: CT DOL Report on Cost Savings Through Lean, 3/16/2010; BESB personal communication.	

Summary: The **total cost savings** that can be attributed to lean is currently **unavailable**; the above individual project savings **range from \$10,300 to \$57,000**; however, some lean projects may result in efficiencies and better customer service, but not financial savings.