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Susanne R. Young, Secretary

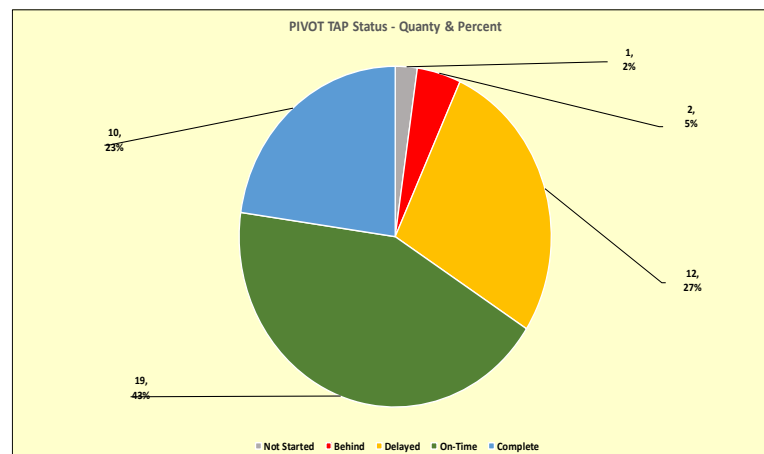
## MEMORANDUM

TO: Governor Phil Scott, Secretaries Jason Gibbs and Susanne Young  
CC: Cabinet Members, Dru Roessle, Justin Kenney, and Adrienne Gil  
FROM: Susan A. Zeller, Chief Performance Officer  
RE: PIVOT Update June 2017 – June 2018  
DATE: July 26, 2018

This memo summarizes the status/results of the **PIVOT** program for through Fiscal Year 2018 and plans moving forward. PIVOT is creating a continuous improvement culture and system which integrates Top Down Vision with Bottom Up Ideas. PIVOT is led by the Chief Performance Officer (CPO) and the 3 members of the Continuous Improvement Development Team [a.k.a. PIVOT Development Team] (Dru Roessle, AHS; Justin Kenney, AOA; Adrienne Gil, AOT). In addition, each Executive Branch Cabinet Agency and Independent Departments has an assigned PIVOT Lead with membership on the Statewide Steering Committee.

### I. 2018 Results

**Targeted Action Plans (TAPs):** On June 20, 2017, forty-four (44) Targeted Action Plans (TAPs) were submitted for Gubernatorial acceptance and approved. The purpose of developing the TAPs was to have actionable items to work on in 2017 and beyond; jump-starting our ability to act on process and results improvements, rather than waiting for training program maturity or completion of the Strategic Plan. Of the 44 TAPs, 10 are complete with the remaining in various stages of development.



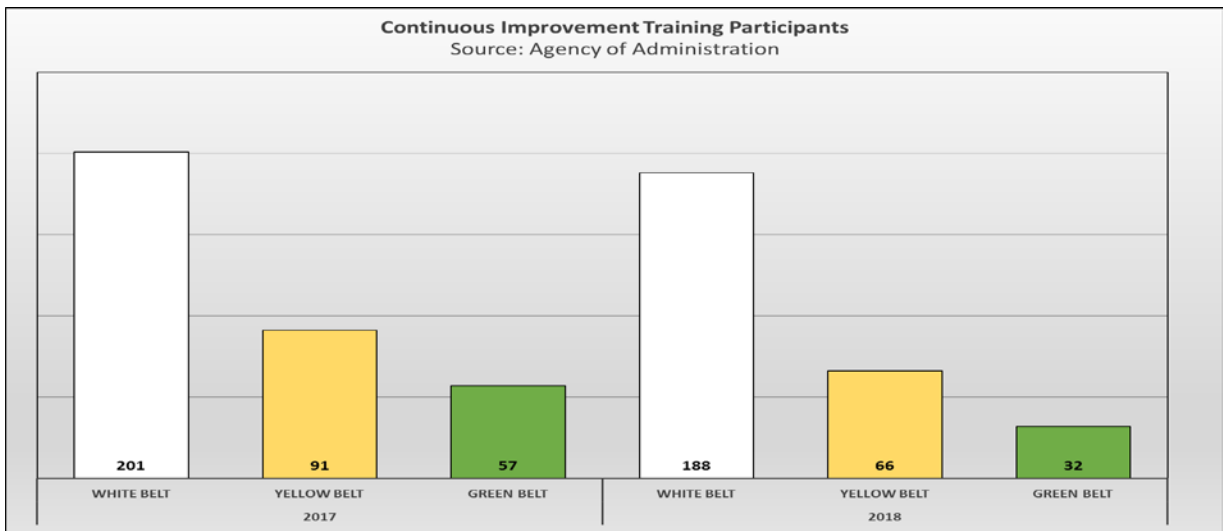
A “Dashboard” like report on the status of the initial PIVOT TAPs, as of 12/31/17 is attached. The TAPs are in various stages of development, progress and completion, etc. This document is also available electronically at:

[https://vermontgov.sharepoint.com/:b:/r/sites/AOA/CPI/PIVOTTeams/Documents%20%20Core/2018\\_PIVOT\\_TAP\\_DashboardRpt.pdf?csf=1](https://vermontgov.sharepoint.com/:b:/r/sites/AOA/CPI/PIVOTTeams/Documents%20%20Core/2018_PIVOT_TAP_DashboardRpt.pdf?csf=1)

**Continuous Improvement Projects:** In addition to TAPS, programs and staff have undertaken a variety of continuous improvement projects with both agency/department support and statewide support from the Chief Performance Office. In terms of the latter, at least 15 different projects and engagements have been supported ranging from initial scoping conversations, to half day root cause analyses, to full day strategic planning sessions, to 2-day current state and future state process mapping sessions. Many of these projects have utilized Green Belts for facilitation. Implementation of recommendations has been left primarily in the hands of the sponsoring agency and this is something that we continue to monitor as agency/department sides resources for implementation are severely limited.

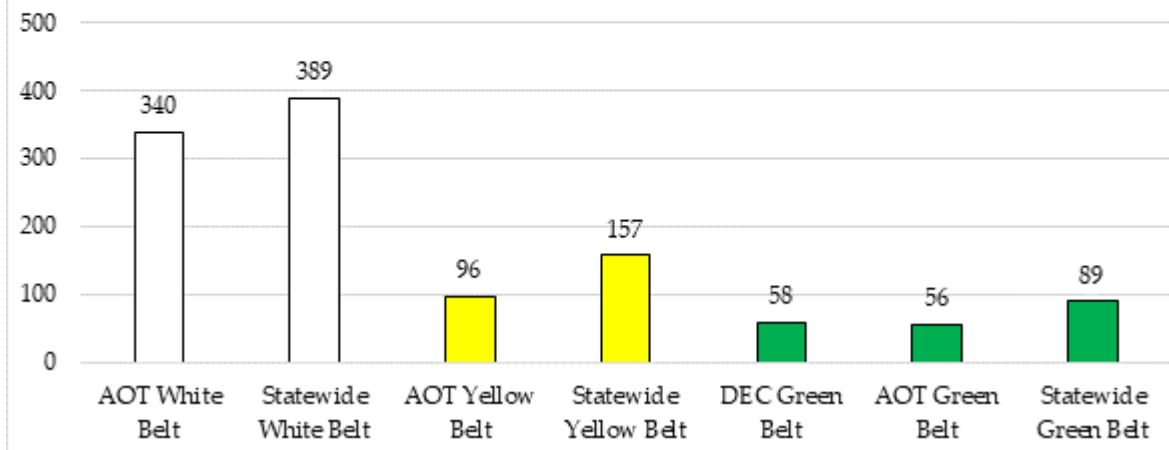
Looking ahead, we anticipate some challenges responding to needs and specific action plans related to the rollout of the statewide strategic plan. It will be difficult to provide an appropriate level of support with current resources.

**Training:** As of 6/30/18, 389 employees have attended White Belt training, 157 have attended Yellow Belt training, and 89 have reached the level of Green Belt (see chart below). Factoring in training previously conducted by DEC and AOT, roughly 750 individuals have received some form of Lean/Continuous Improvement training since 2013.



## Continuous Improvement Training Participants 2013 - 2018

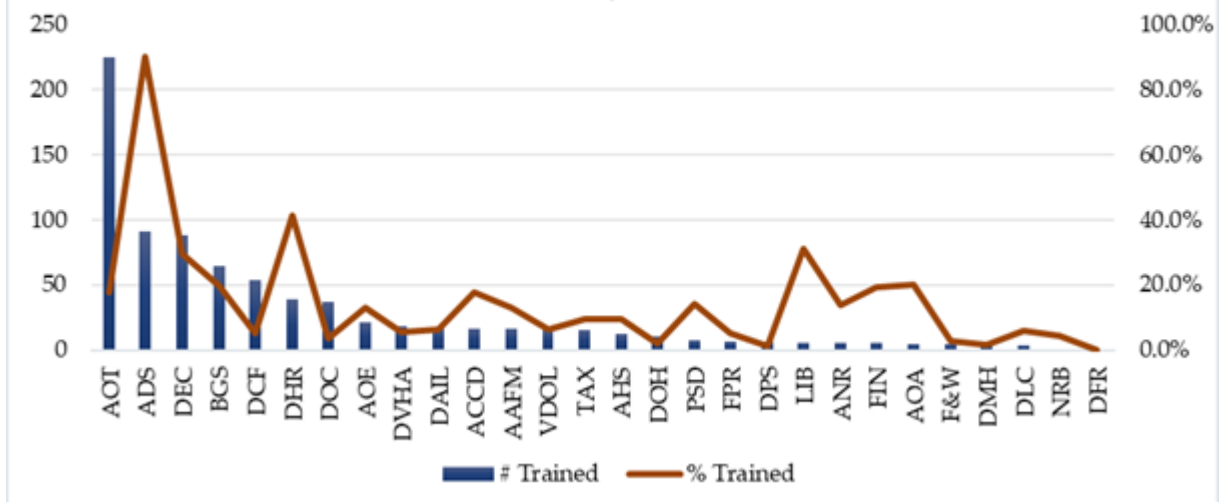
*Including DEC, AOT and Statewide (PIVOT) Trainings*



As part of our training efforts we are aiming to ensure a reasonable saturation of trained staff across state government which we have targeted at 10%. Currently some agencies are well over that mark and others are below (see chart below). We have been discussing a variety of ways to ensure that the 10% target is hit.

## Number and Percent of Staff Belted by Agency

Source: AOA, DEC & AOT



One of the biggest challenges in the new fiscal year will be meeting the increasing demand for training which is evidenced by a growing number of waitlisted trainings. As a means of responding to this need, staff from the Center for Achievement in Public Service (CAPS) have been pulled in to assist with the training of White Belts which has allowed for additional offerings. In addition, a new Continuous Improvement Online training will be offered through the Learning Management System. The training will be roughly 45 minutes and can be taken online.

**Steering Committee:** The statewide Steering Committee has been established, consisting of the PDT members, the Chief Data Officer, and one representative from each of the 12 Cabinet Agencies and Independent departments. We will be adding a representative from the newly formed Department of Liquor and Lottery (DLL) shortly. As the program continues to evolve, the steering committee plays a critical role in guiding and supporting the PIVOT program for the State of Vermont. The purpose of the State of Vermont Continuous Improvement Steering Committee is to advance a philosophy of continuous learning and improvement throughout Vermont State Government which seeks to improve services and benefits provided to Vermonters. The vision is to provide positive professional experience and capacity building that leads to culture change. To build an accountable, operational system that builds a culture that thrives on continuous improvement, creativity and the development of opportunities for personal growth and service excellence.

**Green Belt (GB) Network.** We hosted the inaugural Green Belt Network meeting on February 28, 2018. We had over 70 State of Vermont Green Belt's in attendance, with special guest Governor Scott and Secretary Young. The goal of the network meetings is to grow a community of practitioners in the State of Vermont. These meetings allow for peer to peer sharing, professional development opportunities and learning new tools for effective and consistent facilitation. The Green Belt Network meets bi-monthly and has 160 active members.

**SharePoint Sites:** A system of SharePoint sites has been established for collaborative work, document and resource sharing, communication, and project support. Sites include:

- Statewide Continuous Improvement – open to all state employees
- Continuous Improvement Steering Committee – open to Steering Committee Members
- PIVOT Teams and Projects – open to PIVOT Teams and project team members
- Green Belt Network – open to active Green Belts

## II. FY 2019 Plans

1. Continue to support the completion of 2017 TAPs;
2. Rollout Continuous Improvement Online and various other changes to the training program in alignment with priorities and needs;
3. Support strategic planning efforts and the identification of action plans;
4. Support the identification of core services, processes and performance measures at the programmatic level;
5. Continue working on the Service Domain, Program and Activities inventory (SPA Matrix) (Critical for New Programmatic Budgeting Construct Development):
  - S = Service Domains (broad services categories provided);
  - P = Programs (deliver services through Programs);
  - A = Activities (common processes and activities used to manage Programs).

6. Work with the Enterprise Project Management Office (EPMO) to identify synergies and opportunities for collaboration and resource sharing;
7. Work with the Chief Data Officer to enhance the use of data and analytics statewide;
8. Identify and support high level, cross-agency improvement projects;
9. Continue the institutionalization of a Continuous Improvement Culture, including process improvement methodology training (RBA and Lean), driving improvement work strategically, and pairing top down vision with bottom up ideas.

We have made extraordinary progress from the inception of PIVOT in January 2017. Our progress to date leave us well positions to increase trained employees and engage in projects which will improve results, make processes more efficient, eliminate waste, improve customer service and build programmatic capacity. Challenges remaining include middle-management resistance, lack of resources (dedicated staff and ???), and diversion of Senior Leadership focus.

Attached, please find the TAPs Dashboard matrix. My Team and I wish to express our appreciation for the unwavering Executive Support we have and continue to receive. We would not have been able to achieve what we have and what we will, without it.

Please contact me with questions any questions you may have, at: [susan.zeller@vermont.gov](mailto:susan.zeller@vermont.gov).

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