

2023/2024 Mission and Definition for Operational Excellence (Op-Ex) /Continuous Improvement (CI)

Mission: *To create a statewide partnership that champions operational excellence, through continuous improvement opportunities and activities across agencies to maximize value for our stakeholders*

Op-Ex/CI Defined As:

- Op-Ex/CI is about addressing systemic issues (finding a clear definition) and finding opportunities - responding with non-judgmental/data driven decision making and problem solving
- A culture of Op-Ex/CI is one where everyone – leadership, management, and employees – are always focused on finding ways to eliminate waste and improve quality/generate value on an ongoing basis for stakeholders
- Op-Ex/CI uses a variety of tools and techniques including: standardizing work processes, visual tools for mapping and measuring work, generating and using data to drive decision making, an enhanced focus on the voice of the customer, and resource optimization
- Op-Ex/CI involves and respects the strengths of the people in the organization who perform the work (i.e., process owners)
- Op-Ex/CI is about developing an environment in which it is safe to speak up with concerns and problems, with the expectation that others will listen, and that we can challenge perspectives and develop staff in a respectful manner

Vision for Continuous Improvement 2023/2024

Focus Area of Change	Where are we coming FROM?	Where are we going TO?
Decision Making	Subjective	Data driven
Documentation	Undocumented "team knowledge" with unknown process measures	Clear, visible, and sustainable/repeatable processes with measurable outcomes
Problem Solving	Moving directly to action (reactive "fire-fighting")	Defining a problem statement and measuring the current state before proposing a solution (proactive "fire prevention")
Customer Service	A limited understanding of our stakeholders' requirements	All services being developed and delivered based on our stakeholders' requirements
Sponsorship and the Sustainability of CI	Sponsors not familiar with continuous improvement methods nor their role as sponsors	Sponsors value and require use of continuous improvement methods and actively/visibly sponsor change initiatives

GFT Vision Statement (2023/2024)

Project managers, continuous improvement practitioners, and state leadership will support and use a common set of methodologies based on industry best practices in a way that enhances data driven decision making, effectively measures outcomes, streamlines business processes, and delivers value for our stakeholders

GFT Core Values 2023/2024

- Integrity – fostering the culture of CI/Op-Ex through the dedicated advancement of professional standards and practices with the GFT
- Respect for people – seeking to understand before being understood and a willingness to challenge each other respectfully to gain deeper insight around work processes
- Courage – honesty and openness surrounding recommendations, challenges and opportunities to improve service delivery
- Responsibility – taking ownership of our CI/Op-Ex projects and contributing to the GFT’s mission, values, vision and objectives
- Stewardship – acting with care and trustworthiness to sustain long-term value delivery for our stakeholders

Strategic Objectives 2023-2024

1. Grow and develop a cross-agency community of practice that assists one another in overcoming barriers toward a culture of continuous improvement/operational excellence
2. Share, standardize, and leverage industry accepted continuous improvement ideas, process improvement methods, project management practices and associated tools
3. Provide opportunities for career growth through credentialing and advancement opportunities for skilled practitioners of CI/operational excellence methodologies

Key Performance Indicators – Moving Toward Results

2023-2024 Lead KPIs

- # of CI Practitioners trained 83
- # of Departments/Orgs represented 16
- # of GEAR Portfolio Projects 140

2023-2024 Lag KPIs

- Year over year improvement in CI practitioner skill development measured via confidence/efficacy ratings
- ROI estimates for GEAR portfolio projects (at least 80% of all projects represented by November 2023)
- Total quantifiable outcomes for GEAR portfolio projects by category with associated health
- Career growth/opportunity growth - # of CI jobs posted in GFT channel – tracking of career advancement among membership
- GFT recognition in GEAR P3 Awards program