

# Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period



**Agency name:**

Department of Commerce

**Improvement project title:**

Cascading SP 6 – Optimizing Agency Performance

**Date improvement project initiated:** 09/04/2014.

**Summary:**

A representative team of those who have a role in agency-wide performance management went through a cascading process with this supporting process. The team identified those areas with the most non-standard work practices for future improvement.

**Details:**

Description of the problem: This supporting process intends to make visible how the over-all management system is working, specifically how we are performing against measures and achieving our outcomes. This is a new way of thinking and operating that is still in development. Providing ways to step back and assess the whole will give us direction and focus.

Description of the improvement: The team worked to develop a single list and order of the steps in the process, including common definitions of words used frequently. The team reduced the number of process steps and remaining unwanted variations identified for future improvement.

Specific results achieved: The team developed new measures to better demonstrate improvement. Implementation is just beginning, so we have no data yet.

**How we involved customers or stakeholders in this effort:**

This is about the internal management system recently deployed at Commerce. To date, we have not engaged stakeholders and will do so once there is some stability and maturity in the system.

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