



01: Overview: Developing a Continuous Improvement Steering Committee (CISC).

The following information, tips and suggestions are being shared by the Massachusetts General Hospital Center for Comparative Medicine to help organizations in their development of a Continuous Improvement Steering Committee (CISC).

This information will be offered exclusively to VOE-Network Members as of November 6, 2017.

The CISC #1 rule:

"If it's not fun, we're not doing it". While the CISC can't always make all aspects of Lean/CI "fun", this rule-of-thumb sets the tone for Committee activities and for how we hope to approach projects and learning to advance our culture.

CISC Composition (all roles must be represented):

- 2 facility managers (mid-managers)
 - 3 Team Leads (Team Leads get in-depth Lean Training to become TLs)
 - 1 Employee Services representative (HR or Training)
 - 1 Admin representative (currently from finance)
 - 1 Veterinary Services representative (veterinarian, vet tech or vet program manager)
 - 1 Senior Staff representative (we work for them; they do not work for us)
- Addendum: we are considering adding a front-line technician in 2018.

Nomination process for the CISC:

Candidates must:

- ...demonstrate a keen/natural interest in CI.
 - ...not be on corrective action.
 - ...be nominated by peers, supervisors or self-nominated with examples of why they would enhance the department.
 - ...commit to a 2-year minimum term with a 3-year limit to maintain committee continuity.
 - ...commit to be "the voice of their collective role group", and not express personal biases/opinions.
- All unexpected vacancies are filled once, at year's end.

CISC Alumni:

Alumni members must commit to assisting whenever needed and to audit/advise at up to 2 meetings per year. Alumni may be asked to mentor new members of the CISC.

Training:

New Committee members usually have some exposure to Lean through onboarding and can show evidence of participating in team problem-solving and the idea generation program.

New CISC members receive 2 hours of discussion with the KPO and are assigned articles and videos to review. They can be novice, but must be willing to absorb concepts quickly (they usually do).

New Committee members take around 4 months to feel comfortable with their peers on the committee. Every meeting has a fun 15-minute training component led by each member of the committee (this rotates using the committee roster).

Annual CISC Retreat:

The CISC kicks off the year with a 4-hour Retreat in December or January (started in 2017)

The CISC Mission Statement is reviewed for relevance.

The CISC discusses the gaps in the program, sets goals for the year and evaluates the resources needed to close the gaps.

CISC Meetings: (based on our personal preference)

The CISC meets every other Monday from 2-3:30pm; in-sync to end with the facility workday for hourly employees.

Minutes are taken every meeting (rotating through the roster)

The KPO/ Senior Staff member sets the agenda so they know what assignments they need to be ready to share (this can be delegated).

Some pre-work may be required for meeting discussion. If pre-work is required, each committee member will be asked for their interpretation and POV of the assignment.

Each meeting, one member of the CISC is assigned to conduct a 15-minute Lean-esque Exercise (it must be fun, informative and must have a CI tie-in). This exercise can take an unlimited form such as a:

Game

Video

Joke/riddle

Story

Slideshow

Microsoft Software or other software feature or tool

Minutes are reviewed from the previous meeting; minutes are amended/rejected/accepted

New business.

Report-outs on metrics or projects.

Individual assignments made.

Next Steps for the CISC.

Munchies or enrichment at most every meeting.

Committee members cannot miss more than 3 meetings per year.

Exhibits:

#01: Overview:

This provides a synopsis of our Committee structure, nomination process and management.

#1: GBMP Guidelines:

The Greater Boston Manufacturing Partnership (GBMP gbmp.org) provided us with these guidelines to consider while forming our own CISC (with the caveat that our Steering Committee must meet our organization needs and goals).

#2: Agenda Template:

An agenda is sent out at least 48 hours in advance of CISC meeting so members can be prepared to report-out or to assume their assigned role in the meeting. Rarely do we deviate from this format.

#3: Agenda Format:

All roles in the meetings rotate following the roster on the left column of the agenda: ie: Minutes report-out, Minutes-taker, Activity, Special tasks, Projects. Adjustments are made for absences.

#4: Annual Lean Knowledge Survey:

To gauge our progress or regression, we survey our entire staff annually to detect/inform where additional knowledge is needed or where to focus our attention.

#5: Minutes template:

Minutes are taken during each meeting and recorded in a simple format.

#6: CISC 2017 Proposals:

The CISC convenes for a 4-hour retreat at the beginning of the year to analyze our program and make recommendations for the year ahead. The recommendations must be ratified by Senior Staff on their merits and on the resources required to meet these goals.

#7: Program Attributes:

The CISC has used a “reverse fishbone” diagram to identify the existing attributes of the program and to identify which attributes need further development to enhance the culture.

#8: Term Limits:

Service on the CISC can be exhilarating for some and tedious for others. For continuity, we ask all members of the CISC to serve for 2 years minimum, with a max of 3 years. Alumni are asked to support the committee as a resource if needed and as mentors for new members.

#9: CISC Orientation:

New members of the CISC usually come prepared with a basic knowledge of our lean program and wish to advance our culture. New members meet with the KPO for 2 hours prior to their first meeting and is provided with expectations and reading material.

Our recommended readings are:

The Goal (E. Goldratt)

They Toyota Way (J. Liker)

Decoding the DNA of the Toyota Production System (S. Spear)

The High Velocity Edge (S. Spear)

Making technology and the world frictionless (D. Pogue)

Out of the Crisis (W.E. Deming)

Everything I know about Lean I learned in the First Grade (R. Martichenko)

Lexicon:

CI: Continuous Improvement

CI/Lean: “Continuous Improvement” is interchangeable for “Lean Management”

CISC: Continuous Improvement Steering Committee

KPO: Kaizen Promotion Office Manager