



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
DEPARTMENT OF ADMINISTRATION

OFFICE of MANAGEMENT & BUDGET
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DRAFT

Lean Steering Committee Meeting Minutes
Thursday, May 21, 2015, 1:30 p.m.
Office of Management & Budget Conference Room

Lean Steering Committee Attendance

Name	Agency/Organization	Present
Janet Coit, Chair	Director, Department of Environmental Management	Yes
Abby Swienton	Policy Advisor to the Governor	Yes
Brian Daniels	Director, Performance Management, OMB	Yes
Andrew Manca	Department of Environmental Management	Yes
Jonathan Womer	Director, OMB	Yes
Macky McCleary	Director, Department of Business Regulation	Yes
Leslie Taito	SVP, Corporate Operations, Hope Global	Yes
Jacky Beshar	VP, Groov-Pin	Yes
Robert Imbruglio	Lean Manager, Pentair Equipment Protection	Yes
Karl Wadensten	President, VIBCO	No
George Nee	President, Rhode Island AFL-CIO	No
Neil Steinberg	President & CEO, Rhode Island Foundation	No

Others in Attendance

Name	Agency/Organization
Pam Toro	Executive Counsel, Department of Business Regulation
David Heckman	Department of Health
Ann Marie Young	Implementation Aide, OMB

Abby Swienton called the Lean Steering Committee meeting to order at 1:30 p.m. and outlined the goals of the Lean Steering Committee, as created by Governor’s Executive Order 15-09:

- To monitor progress and set the pace of process improvement in all state agencies
- To provide technical assistance and guidance to the Office of Management & Budget and state agencies
- To help troubleshoot and address difficult challenges
- To assist in the selection of projects that will achieve results immediately

While waiting for all attendees to arrive, staff provided updates. Abby Swienton confirmed that the A3 Problem Solving Tool will soon be posted on the Governor’s website under the new Lean Initiative tab. A communications plan will also be put in place around the Lean initiative. Macky McCleary recommended that the communications team issue guidance to agencies for standard press release formats.

Andy Manca has been facilitating Lean trainings and provided updates. In summary, in three weeks, 97 state employees from multiple agencies have attended Lean 101 trainings. Including the DEM staff trained in the last three years, approximately 199 total state government employees have been trained on Lean techniques. Participants in Lean 101 training receive a survey for feedback following training.

Lean training and courses are being developed for additional training this year. Guidance and training materials from other states were researched and incorporated with State of Rhode Island Lean training slides. The Minnesota Office of Continuous Improvement provided slides, and included practical exercises. Andy Manca has been researching additional exercises to use in training.

Lean trainings need to be placed on a predictable schedule, since agencies want to know how to enroll their staff. Acknowledgement of participation should be considered, and directors should be made aware of who has attended training, so that as more advanced trainings are scheduled, there is a record of who has attended. Those trained, including Steering Committee members, should provide testimonials on efficiency improvements.

According to training survey feedback, some union leadership was not aware of participation in Lean training, and a suggestion was made to send out a letter to reach out to the unions. Union leaders should be invited speak at Lean trainings to emphasize the importance of the initiative. The role the union plays in any reallocation of resources was questioned. The A3 establishes that jobs will not be eliminated, but that does not mean that positions will not be moved around to make better use of underutilized talent. A recommendation was made to present a video at the start of every training from the Governor and union leadership emphasizing the importance of Lean training and process improvement.

Brian Daniels reported that 5 departments and 13 Kaizen projects have been approved for Lean consulting support, and that Purchase Orders have been finalized. Vendors have been selected. Projects are in process for the following agencies: Department of Administration, Department of Business Regulation, Department of Children Youth and Families, HEALTH, and Department of Motor Vehicles. Vendors are working with departments and developing project charters. DMV and budget process charters are scheduled for development this week, with more meetings scheduled for next week. The first project to go forward, and first Kaizen event is the Budget process, starting on 6/2/15. Tentative projects scheduled are:

- Department of Administration
 - Budget
 - Minority business enterprise certification
 - Labor grievance processes
- Department of Business Regulation
 - Legal case management
 - Professional licensing
 - Bank applications
- Department of Motor Vehicles
 - Appointment scheduling
 - Record digitization
- Department of Health –
 - Professional licensing
 - Complaint process
- Department of Children, Youth & Families – (to be finalized)
 - Child welfare intake
 - Adjudication process

Each department should start in June or July 2015. There are 3 vendors for 5 departments. OMB has SharePoint site to collect KPI information from departments.

Discussion continued around government agencies being Kaizen heavy. Heads of departments should know who their Lean Ambassador is, and Lean ambassadors should share what is going on with other agencies. Training materials for ambassadors should be provided, such as a book list, newsletters, to keep engaged. A request was made to make recommendations for handouts for lean projects (Ohio has examples, including 5s, Minnesota site as well). Customers should be invited for viewpoint. All staff should report on Lean initiatives and a press release should go out to update customers and the business community on progress thus far.

For the next agenda item, Abby Swienton provided an update regarding Lean Mentorship Initiative which will involve Jacky Beshar, Leslie Taito, and Bob Imbruglio, and suggestions are needed for mentors.

Neil Steinberg, through the RI Foundation, has offered a \$50,000 challenge grant for the Lean initiative. The matching grant will be for any amounts up to \$50,000. Match amounts can come from private donations, foundations, federal grants, or trade associations. The Executive Order targeted eight specific agencies; this funding will allow agencies to start projects sooner and complete more projects and training. Groov-Pin has donated \$10,000. Steering Committee members should offer suggestions to help with fundraising.

The final order of business was a motion was made by Macky McCleary to nominate Janet Coit as Chair of the Lean Steering Committee. This motion was seconded by Abby Swienton. All were in favor.

Janet Coit asked if there was any further business and then made a motion to adjourn, Macky McCleary seconded the motion. All were in favor. Meeting adjourned at 2:23 p.m.

Minutes prepared by: Ann Marie Young

Posted: June 3, 2015