



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, February 11, 2016, 2:00 PM
Department of Environmental Management
235 Promenade Street, Room 425
Providence, RI 02908

Lean Steering Committee Attendance

Name	Agency/Organization	Present
Janet Coit, Chair	Director, Department of Environmental Management	Yes
Jacky Beshar	Vice President, Groov-Pin	Yes
Brian Daniels	Director, Performance Management, Office of Management and Budget	Yes
Robert Imbruglio	Lean Manager, Pentair Equipment Protection	Yes
Andrew Manca	Chief, Program Development, Lean Government Initiative Coordinator, Office of Management and Budget	Yes
Macky McCleary	Director, Department of Business Regulation	No
George Nee	President, Rhode Island AFL-CIO	No
Neil Steinberg	President & CEO, Rhode Island Foundation	No
Abby Swienton	Chief of Staff, Department of Children, Youth and Families	Yes
Leslie Taito	Senior Vice President, Corporate Operations, Hope Global	Yes
Karl Wadensten	President, VIBCO	No
Jonathan Womer	Director, Office of Management and Budget	No

Others in Attendance

Name	Agency/Organization
Michaela Brockmann	Programming Services Officer, Department of Business Regulation
Rose Jones	Public Affairs Officer, Department of Environmental Management
Louis Maccarone	Department of Environmental Management
Elizabeth Tanner	Vice President, Client Services, Commerce Corporation
Ann Marie Young	Implementation Aide, Department of Administration, Office of Management and Budget

Janet Coit called the Lean Steering Committee meeting to order at 2:05PM.

Jacky Beshar made a motion, seconded by Leslie Taito, to approve the minutes of the November 30, 2015 Lean Steering Committee meeting. All were in favor.

Announcements by Chair

Janet Coit announced that future Lean Steering Committee meetings will be held the second Thursday of each month from 2:00 to 4:00PM at the Department of Environmental Management, 235

Promenade Street, Room 425, Providence. Since the next Lean Steering Committee meeting is tentatively scheduled for March 31, 2016, the April 2016 meeting may be skipped. Following the March 31, 2016 meeting, there will be a meeting on May 12, 2016. Future meetings following the May 12 meeting will take place at the regularly scheduled time – on the second Thursday of each month. The Lean Steering Committee is considering hosting an event sometime in April to mark the first anniversary of the Lean Executive Order which will take place in mid-April.

Liz Tanner, Executive Vice President of Client Services, RI Commerce Corporation, introduced herself and spoke about how the Lean and E-Permitting initiatives are simplifying business processes and improving the business climate in Rhode Island. Commerce Corporation is coordinating E-Permitting efforts with the Office of Management and Budget, the Office of Digital Excellence, and the Department of Business Regulation in identifying the most popular agency forms for the E-Permitting system in an effort to simplify the process of doing business overall. The E-Permitting team has identified the top ten most used forms for use in the E-Permitting system in order to avoid overloading the system in its initial stages. Priority is being given to the most heavily used forms. The “master E-Permitting theory” is in the very early stages in expanding E-Permitting forms. Commerce has identified the first agencies and projects for the E-Permitting initiative which will include the following Lean/Kaizen process improvement projects:

- Department of Transportation - Physical Alteration Permit
- Department of Business Regulation – Letter of Good Standing
- Department of Environmental Management – Permitting Application Process

Abby Swinton noted that DEM’s E-Permitting application center is exemplary thanks to Andy Manca’s guidance.

Liz Tanner confirmed they have started to implement a “Municipalities Initiative,” and so far two communities have finished the first round; Pawtucket and North Smithfield. The Municipality Initiative is a \$3,000 collaborative investment, with \$1,000 each being contributed by the state, the municipality, and a \$1,000 match by the Rhode Island Foundation. The Municipalities Initiative involves a simple business registration process, for use with smaller businesses such as hair salons and retail shops, and it will allow an easier registration process for new business registration. The criteria that must be met for the initiative are:

- 1) It must result in a single application, and use only one face page.
- 2) It must be the most efficient process possible, in addition to assuring that the application routed to everyone that it needs to be forwarded according to what type of business is being registered.
- 3) The process must review the existing licensing and permits for that community.

As an example, Liz Tanner pointed out that Commerce asked the Town of North Smithfield to address its piggery license, which resulted in North Smithfield eliminating the license (that is, eliminating pig registration at 50 cents per swine). North Smithfield acknowledged that this is one of the best things that has happened to the town (once they got past the idea of change). In light of this success, North Smithfield would like to Lean everything out, so this is positive news. Since the cost to the state is \$1,000 per community to complete, the return on investment is positive. From day one, all E-Permitting communities will be able to take the business registration form and put the form on their E-Permitting system, and this will enable registration of businesses electronically from anywhere in the country.

Lean Mentorship Initiative

Janet Coit provided an update on the Lean mentorship program, as not everyone was able to attend the TACO Lean Summit. All Lean Steering Committee members and cabinet members have been asked to complete the Gallup StrengthsFinders exercise. Mentors and mentees will be contacted, and the Lean team plans to have an informal meet-and-greet event on February 22, 2016. There will be a follow-up event with the Governor in March. During the March meeting, mentors and mentees will learn who they have been paired with. Confidentiality and conflict of interest forms will be distributed during the March 2016 meeting. The Lean Executive Order will celebrate its first anniversary on April 9, 2016, so the March meeting might be an opportunity to combine both events. Karl Wadensten is looking for a venue for the February 22, 2016 meeting. It is important to review what the boundaries are with StrengthsFinders matching. Overall, the mentorship program is an innovative approach that matches business community leaders with a platform to provide guidance to agency leaders to improve efficiencies.

Status of Lean Training

Lean 101 Update

Janet Coit reported that 10% of state employees have completed Lean 101 trainings. Half of the trainings were provided through Andy Manca, Michaela Brockmann, and Lou Maccarone, and the other half of the trainings were provided through the University of Rhode Island. Trainings are three hours long and are held two or three times per week. There is great demand for Lean training.

Training Academy Proposal

Andy Manca reported that in order for training to be effective, manager support is needed. It is also important to reinforce training with guidance to agencies as quickly as possible following training. An eight-question survey is provided to participants at the end of each training, and 95% of respondents answered that they would find additional training helpful. The next level of training proposed is the Lean Training Academy, which is a more advanced level of training. The goal is to develop a second-level Lean course and provide certification. The Department of Environmental Management and Department of Transportation are participating in Lean training pilot and certification through a forty-hour training through the University of Rhode Island. Implementing efficiencies is the next step in agency process improvements, so feedback from Lean 101 training is gathered to tailor implementation. Lean training 101 trainings have been tailored for leadership teams and agency directors.

Michaela Brockmann confirmed that the next level of training will focus on increasing engagement and will be a forty-hour training. This pilot training program will be a joint RIDOT/RIDEM Lean training and includes a project which will involve reviewing the site remediation process.

In the longer term, the state will need to identify funding sources for advanced Lean training. Some options discussed include pursuing workforce development training through the Department of Labor and Training, using federal or other available funds, or using appropriated funds. Leslie Taito pointed out that an application could be submitted through the Governor's Workforce Development for funding, however, rules apply and this would need to be verified.

Robert Imbruglio emphasized the importance of providing certification relating to Lean trainings for professional development. The Department of Environmental Management has scheduled Bob Imbruglia for A3 development, which is geared toward program managers. The goal of targeted training is to get everyone involved in problem-solving at each agency.

Abby Swienton reported that Shingo Institute training is limited to four seats per session, so the trainings need to be scheduled by agency. Andy Manca said that this should be started on March 16, 2016, and it should be complete by May 2016. The Lean Steering Committee should pursue whether Lean trainings could qualify for educational incentive payments. Janet Coit met with Deborah Dawson, director of the Division of Human Resources, to discuss making Lean training part of professional state training that occurs as part of the work day.

Upcoming Lean events were discussed. Andy Manca reported that fifteen Kaizens have taken place by February 2016. The next Kaizen will be at Department of Labor and Training, and all departments will have achieved their requirements of the Governor's Executive Order. Andy Manca listed examples of Lean/Kaizen successes:

- Department of Public Safety - Reduced ticket citation steps from twelve steps and three weeks' duration to six steps in two or three days' duration.
- Public Safety, the Deputy Fire Marshal - Reduced the identification card process from eight steps to four steps.
- Department of Health - Successful in office organizing and file reduction improvements.

Andy Manca outlined further big Kaizen wins, including nurse licensing improvements at the Department of Health, and application processing at Department of Labor and Training. It would be great to outline two or three big wins that resulted from a Lean or Kaizen event.

The Lean Steering Committee should provide examples of Lean improvements to Brenna McCabe, the Department of Administration's new Public Information Officer, so that press releases can be issued outlining successes. Once agencies recognize successes in other agencies, competition among agencies fuels additional positive change. It would be helpful to provide ways for agencies to be recognized for their efforts by publishing their successes – for example, by recognizing DEM's improved permitting application process. Those agencies and staff making progress should be rewarded and recognized. Some ways to accomplish this might include placing a team's photo in a newsletter or by rewarding with pizza or an ice cream social.

Abby Swienton reported that Department of Children, Youth, and Families completed a Kaizen event that included childcare licensing. In the past, 90% of applications were returned due to missing information. Department Of Children, Youth and Families' Childcare application process was reduced from 120 steps down to 20 steps. Staff are recognizing change as something that is possible and they do not want to go back to the old way of doing things, so Lean is effective in changing attitudes and provides staff with empowerment to effect process improvements that in turn change the culture of agencies in a positive way.

Janet Coit would like to have Jamia McDonald, Director, Department of Children, Youth and Families and Scott Jensen, Director, the Department of Labor and Training, capture their Lean success stories, since the stories are more powerful than metrics in most cases. Additional Lean success stories should be captured from Department of Transportation (Physical Alteration), Department of Environmental Management (Permitting Application Process). Leslie Taito would like Taxation's Letter of Good Standing success story publicized, since it is a big improvement that will help businesses. The Department of Motor Vehicles made improvements with its title run process and improving wait times.

Abby Swienton offered that another way to get the message out about Lean successes and competition might be to use MailChimp or Paystub RI announcements to all staff.

Jacky Beshar pointed out that most government work is form-based, so any forms should be reviewed to reduce redundancy and improve efficiency. Report-outs should be done every 30, 60, and 90 days to track progress.

Leslie Taito stated that the business community is eager to support E-Permitting and E-Commerce solutions to improve efficiencies and wait times. Communication is key to guiding improvements between agencies and businesses.

Jacky Beshar emphasized the importance of having the customers be part of Kaizen events and the report outs. Peer-to-peer training is important among supervisors. Human Resources is working with Mark Dingley to improve the performance evaluation process so that it can be used a professional development tool. Master Price Agreements are also being reviewed for approval process flow. Currently, purchasing processes and procedures are not included as part of standard training for Directors or staff. Leslie Taito pointed out the importance of having purchasing and general training, or training manuals available to outline what a Director will need to know within the first 45 days of service. Brian Daniels confirmed that an onboarding manual can be done on NeoGov, the state's job application and hiring system.

Brian Daniels reported on the Rhode Island Foundation \$111K Lean grant has partially been distributed A3 winning agencies: Department of Transportation's Physical Alteration Permit and Taxation's Letter of Good Standing.

Jacky Beshar said that the recent TACO Lean Summit was very valuable and that much was learned in that one afternoon at the Summit.

Lean Conference

The Lean Committee discussed possible plans for a nationwide Lean summit for next April 2017, to mark the two-year anniversary of the Lean Executive Order, after E-Permitting is rolled out. This event would provide a sales pitch opportunity to show progress made with its ability to reach federal, state, and private stakeholders. Karl Wadensten will get the Shingo Institute to participate in this event.

Janet Coit asked if there was any further business, and then made a motion to adjourn, Jacky Beshar seconded the motion. All were in favor. Meeting adjourned at 3:55 p.m.

Minutes prepared by: Ann Marie Young

Posted: 4/1/16