



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
**DEPARTMENT OF ADMINISTRATION**

**OFFICE of MANAGEMENT & BUDGET**

Office: (401) 574-8430

One Capitol Hill

Providence, RI 02908-5890

**Lean Steering Committee Meeting Minutes**  
**Thursday, April 14, 2016, 2:00 p.m.**  
**Department of Environmental Management**  
**235 Promenade Street, Room 425**  
**Providence, RI 02908**

**Lean Steering Committee Attendance**

<b>Name</b>	<b>Agency/Organization</b>	<b>Present</b>
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	Yes
George Nee	President, Rhode Island AFL-CIO	No
Neil Steinberg	President & CEO, Rhode Island Foundation	Yes
Abby Swinton	Chief of Staff, Department of Children, Youth and Families	No
Leslie Taito	Senior Vice President, Corporate Operations, Hope Global	No
Karl Wadensten	President, VIBCO	Yes
Jonathan Womer	Director, Office of Management and Budget	No
Elizabeth Tanner	Vice President, Client Services, Commerce Corporation	Yes

**Others in Attendance**

Rose Jones	Director of Communications, DEM	
Benjamin Shaffer	Director, Performance Management, Office of Management and Budget	
Maria Guilmette	Confidential Secretary, Office of Management and Budget	

Janet Coit called the Lean Steering Committee to order at 2:05 p.m.

Welcome and Announcements:

Maria Guilmette was introduced as a new attendee for this particular Lean Steering Committee meeting to take minutes on April 14, 2016. Also introduced was Benjamin Shaffer, Director, Performance Management, in observance and attendance.

The first order of business was to officially add Elizabeth Tanner of Commerce Department, by Governor's orders, to the Lean Steering Committee.

The Board reviewed the proposed changes made by Liz Tanner to the draft Minutes of the February 11, 2016 meeting. The Board made a motion to accept the edited changes as proposed. The final version of the Minutes from February 11, 2016 will be posted on the Secretary of State website.

Lean Mentorship Program:

Janet Coit started by saying that the Lean Executive Order Year One Review event at the Rhode Island Foundation on March 29, 2016 was a fantastic event. Discussion was raised about getting together twice a year with Lean Mentors and Mentees. These meetings would be used to hear about best practices and lessons learned from the Mentor/Mentee partnerships, as well as being a networking opportunity to share information, ideas, and observations for both Mentors and Mentees. The events could also be used to highlight what the Lean Steering Committee has achieved to date.

Janet Coit made the suggestion to hold the Lean Steering Committee meeting on a bi-monthly basis at 90-minute sessions. Also suggested was to establish A3 Tool as a standard way to report progress on the statewide Lean initiative.

Janet Coit wanted to get advice on the role of the Lean Steering Committee for the Mentor/Mentee pairings. Janet Coit would like to receive feedback from participants in order to monitor the progress of the program. Specifically, to create an outreach plan to Mentors/Mentees for connection, fit and feedback to gauge involvement of participants in the Lean Mentor Program. The Lean Steering Committee needs to create a list of specific questions for Mentors/Mentees. The answers to these questions will provide valuable feedback on how to tailor the program for participants' needs. Mentors/Mentees should have had at least one scheduled meeting to date.

Recommendation: In order to establish value in the program, participants should continue to meet at least twice a year to maintain the value. Committee will revisit this issue at the next meeting; June date to be confirmed.

Brian Daniels inquired on the Confidentiality & Conflict of Interest Agreements. Janet Coit advised that only 50% of the Agreements have been received to date. Janet Coit will follow up with Governor's Office to send them out again as a further follow up.

### Lean Events/Training/Update:

Andy Manca provided the Lean training update and schedule. Training numbers are over 1800 state employees, with training held once per week, and at times, twice per week. The Office of Management and Budget is coordinating four new departmental Lean projects, which are going through the purchasing process and will start soon. Upcoming is the Department of Health -data collection process, the Executive Office of Health and Human Services long-term services and support, the Department of Labor & Training work opportunity tax credit, and RI Public Transit Authority complaints investigation projects. These four projects were prioritized by Governor's Office to be completed by the end of the fiscal year.

Projects that were previously funded are wrapping up. DLT is wrapping up the review of the Unemployment Insurance (UI) Call Center and will get the results summary to Andy Manca by end of April 14, 2016. The proposed changes resulting from the Lean event may reduce calls to the UI Call Center by as many as 1,000 per month and the reduced time per phone call is between 15 to 20 minutes. Janet Coit asked how do we systemize the data for Governor's review? Andy Manca advised that there will be an Ambassador meeting next week where discussion will take place to tailor response form to report out metrics data. One request from the Governor's Office, in addition to the report out, is to schedule a 30-day check in, not just for the proposed changes but to report on the actual results. Janet Coit advised that Governor's Office is also looking for data points/efficiencies.

Action: The Lean Steering Committee needs to formalize a consistent reporting format.

Andy Manca also reported that training is about to start at University of Rhode Island and has worked out a syllabus with which everyone is comfortable. There will be a 40-hour training taught over 6 weeks; currently, 20 students are signed up for the first class; Professor Doug Hales at URI will teach the class. (He is currently doing a pilot for Department of Transportation/Department of Environmental Management.). Trainees who are signed up are mostly from middle management to top line staff. A request was sent to 10 departments to send two people from each. Andy Manca received notification that training is worth 1 full incentive credit. In Rhode Island State government, if one receives 4 credits, one receives a bonus. The class starts on May 4, 2016 and goes through June 10, 2016. Andy sent a draft of Memorandum of Understanding to URI and is waiting to hear back. Janet Coit inquired on the evaluation process and long-term plan.

Andy Manca is working with Professor Doug Hales on the evaluation plan. Long-term planning will be based on the results from this pilot program, which is being paid by Office of Management and Budget. The expectation of this training is that the 20 trained people will be capable of hosting events of their own with the objective that there will not be a need to have vendors at every Kaizen event. Andy Manca will attend the training at URI in order report an evaluation to the Lean Steering Committee.

Atrion has offered to allow participants in the Lean Mentor Program to partake in, at no cost, their upcoming Symposium. Participation of state employees at no cost is currently under review by Legal for clearance before invite is sent.

The first event is on May 19, 2016, called the "Always On Symposium", and the topic of the day is "How to deal with Change". Atrion is also offering to host their two-day "Leadership Challenge" training for state employees. This training would be aimed at Lean Ambassadors, but the earliest we could offer this would be in the fall. The Leadership Challenge normally

costs \$2,000 per student but is being offered at no cost. Janet Coit will send a letter out to Department heads and Mentors to have option as well if state participation is cleared by Legal.

### Year 2 Planning:

A3: To define for the Governor and the Cabinet how the State is going to use Lean to approach opportunities for improvement. In planning for Year 2, the implementation and time lines are the focus because the goals and objectives remain the same. Janet Coit advised that there is need to review the entire A3. Andy Manca compiled some Year 2 ideas to discuss what the focus should be and to also provide specific feedback. Janet Coit will work to get a smaller working group to review feedback and finalize the A3.

Andy Manca addressed Year 2 - A3, outlining the implementation and goals /objectives. The Lean Steering Committee needs to determine what should be the focus for implementation in Year 2.

Janet Coit and Andy Manca discussed devising a tracking system. A mentor discussed creating a portal page to capture developments for businesses and achievements, as well as capturing data across all Departments. Janet Coit is proposing a public page that talks about Lean activity at Departments, as well as making sure the state has a consistent accumulation of efforts. Lean Steering Committee to consider and provide feedback to Andy Manca. One of the objectives is to clearly define the purpose of the Lean Steering Committee and to discuss in further detail the required guidance and technical support needed by the agencies from the Steering Committee.

Karl Wadensten recommended one action item for the A3 to work with Human Resources to have an onboard process for every new state employee to learn best practices. Recommendation: Every new state employee has to go through Lean training and customer service training which should be offered every month. The A3 should also reflect that in Year 2 the Lean initiative should establish a link between metrics, tools and training at each State agency.

Liz Tanner provided a brief update on municipalities: It is her opinion that the state and municipalities should work together on Lean projects, but it is too early to decide how the municipalities can work with the state as part of the Lean initiative. Liz Tanner stated that the six communities that have been through the process would like to receive additional efficiency processes. The municipalities are looking to establish a simple application process at the local level.

Karl Wadensten proposed to bring in LEI to assist with A3 at the full committee level with municipality for full-state alignment. This will be discussed further at a future meeting.

The next Lean Steering Committee meeting will be held in June. Date to be announced.

Prepared by: Maria Guilmette