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SECRETARY OF STATE

State of Rhode Island and Providence Plantations

Gina M. Raimondo
Governor

EXECUTIVE ORDER

15-09

April 9, 2015

LEAN GOVERNMENT INITIATIVE

WHEREAS, the citizens of Rhode Island deserve a government that provides services effectively and efficiently; and

WHEREAS, cultivating a culture of continuous improvement in State government will make State programs and processes more customer service-oriented, clear, and reliable for Rhode Islanders; and

WHEREAS, State employees, from the front line to upper management, need tools and resources to implement innovative solutions, improve performance and outcomes, and focus on value-added activities; and

WHEREAS, Lean continuous process improvement activities seek to eliminate waste and backlogs and to increase efficiency by streamlining the use of staff time and resources; and

WHEREAS, Lean is a proven tool used by manufacturers to improve business processes by eliminating waste, unnecessary steps, and bottlenecks; and

WHEREAS, for the public sector, Lean process improvement reviews can ensure that State government is more responsive to Rhode Island customers, businesses, and taxpayers with transparent processes and improved service and outcomes; and

WHEREAS, empowering State employees to step back from their daily work and apply Lean methodology to review existing processes will lead to focusing on and improving the work that needs to be done; and

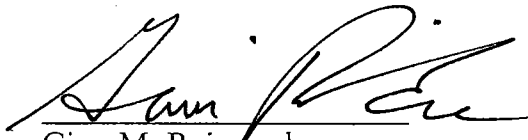
WHEREAS, State government should partner with local business leaders who have improved their own companies and draw from those leaders' expertise to improve State government processes.

NOW, THEREFORE, I, Gina M. Raimondo, by virtue of the authority vested in me as Governor of the State of Rhode Island and Providence Plantations, do hereby order and direct the following:

1. All executive branch departments and agencies in the Governor's Cabinet shall integrate Lean process improvement efforts in the following ways:
 - a. Departments with some of the most public-facing functions are required to complete initial Lean training and at least two process improvement reviews by February 2016. These departments include:
 - i. Department of Children, Youth, and Families;
 - ii. Department of Health;
 - iii. Department of Human Services;
 - iv. Department of Labor and Training; and
 - v. Department of Revenue, Division of Motor Vehicles.
 - b. The following departments will continue Lean efforts or will participate immediately by completing at least one process improvement review by February 2016:
 - i. Department of Administration;
 - ii. Department of Business Regulation; and
 - iii. Department of Environmental Management.
 - c. All departments that are required to submit an updated three-year strategic plan with their fiscal year 2017 budget submission must include a goal for completing Lean training and at least one process improvement review for each year.
 - d. The director of each department or agency shall name a Lean Ambassador as the point of contact on all Lean efforts by May 2015.
 - e. The Office of Management and Budget shall coordinate the Lean Government Initiative, in consultation with the Governor's Office. The Office of Management and Budget shall develop a Lean Training Academy to build capacity within state government and assist departments and agencies starting in the Lean process.
 - f. All participating departments and agencies are required to report on Lean process improvement efforts and lessons learned annually at the end of the State fiscal year to the Office of Management and Budget and the Governor's Office. The reports should include summaries of

- completed and pending Lean process reviews, number of trainings held, and measurable outcomes.
2. A Lean Steering Committee is established to provide guidance and technical assistance for the initiative and shall be comprised of the following members named by the Governor:
 - a. Representatives from State government with Lean experience;
 - b. Representatives from the local business community with Lean experience;
 - c. Representatives from the local labor community; and
 - d. Representatives from the Governor's Office.
 3. A Lean Mentorship Program is established to pair all Cabinet directors with members of the private sector with experience in Lean process improvement.
 4. This order shall take effect immediately.

So Ordered:



Gina M. Raimondo
Governor

Dated: 4/9/15