

<p>PROBLEM STATEMENT Rhode Island state government needs systems and processes in place to consistently deliver high quality services in a cost-effective, efficient, reliable, predictable way to promote economic growth and thriving communities for its citizens and businesses.</p>		<p>FUTURE STATE</p> <ul style="list-style-type: none"> • Rhode Island state government is a leader in effectively responding to customers on demand. • State employees work collaboratively to create positive internal and external customer outcomes. • Processing times are predictable and consistent. • Applications are clear, understandable, and provide examples for users. • Systems are transparent to the customer throughout the engagement process. • Lean methodologies are clearly understood and put into practice by state employees. • Public private mentorship leads to exchange of knowledge and best practices.
<p>EXECUTIVE SPONSOR Governor Gina M. Raimondo</p>	<p>PROJECT LEADERS Cabinet Directors</p>	
<p>KEY STAKEHOLDERS Rhode Island residents, including state employees, business leaders, union leaders, Lean experts, academia, Office of the Governor, Office of Management and Budget, Lean Steering Committee</p>		
<p>GOAL Develop creative problem solvers who use proven business process improvement methods to create systems and processes in state government that are clear, predictable, and reliable and achieve positive results, making Rhode Island the benchmark state in New England for Lean thinking.</p> <p>OBJECTIVES</p> <ul style="list-style-type: none"> • Train state employees in Lean methodology to foster a culture of continuous improvement • Empower the state workforce to improve every day • Create streamlined, efficient processes in state agencies • Improve customer services and customer-based outcomes • Reduce costs by achieving greater efficiency • Foster innovation • Eliminate non-value added activities <p><i>Note: It is not a goal of Lean to eliminate jobs.</i></p>		<p>IMPLEMENTATION PLAN AND TIMELINES</p> <ul style="list-style-type: none"> • Establish Lean Steering Committee to provide guidance and technical assistance by April 2015. • Establish Lean Mentorship Program pairing Cabinet directors with local Lean leaders by May 2015. • The director of each department shall name a Lean Ambassador within the department as the point of contact on all Lean efforts for the agency by May 2015. • Establish Lean Training Academy and begin training state employees by May 2015. • Contract with Lean vendor from the Master Price Agreement to lead process improvement reviews in Year 1 by May 2015. • Conduct two process improvement reviews by February 2016 in the Department of Children, Youth, and Families; Department of Health; Department of Human Services; Department of Labor and Training; Department of Revenue Division of Motor Vehicles. • The following departments will continue Lean efforts and/or will participate immediately by completing at least one process improvement review by February 2016: Department of Administration; Department of Business Regulation; and Department of Environmental Management. • Incorporate Lean into agency strategic plans by October 2015.
<p>CURRENT STATE</p> <ul style="list-style-type: none"> • Lack of standard work processes that everyone understands • Inconsistent training and performance measures • Unclear roles and responsibilities • Backlogs and bottlenecks in workflow • Underutilization of the skills and knowledge of state employees • Recreated, redundant work and long lead times to complete a process • Insufficient coordination and collaboration across and within state agencies • Lack of appropriate automation and implementation of new technologies and innovative solutions 		