

HOUSE No. 3971

The Commonwealth of Massachusetts

PRESENTED BY:

Jennifer M. Callahan

To the Honorable Senate and House of Representatives of the Commonwealth of Massachusetts in General Court assembled:

The undersigned legislators and/or citizens respectfully petition for the passage of the accompanying bill:

An Act creating a lean enterprise department in the Executive Office of Administration and Finance.

PETITION OF:

NAME:	DISTRICT/ADDRESS:
Jennifer M. Callahan	18th Worcester
Bruce E. Tarr	First Essex and Middlesex

The Commonwealth of Massachusetts

In the Year Two Thousand and Nine

AN ACT CREATING A LEAN ENTERPRISE DEPARTMENT IN THE EXECUTIVE OFFICE OF ADMINISTRATION AND FINANCE.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

- 1 SECTION 1. Chapter 7 of the General Laws is hereby amended by adding the following section:-
- 2 1. For purposes of this section, “lean” means a performance oriented system for organizing and
3 managing public sector services, products, operations, suppliers and customer relations to create
4 measurable results, to improve public value and enhance service delivery. Such results, value and
5 delivery may be expressed as providing goods and services with higher quality and fewer defects
6 and errors, with less human effort, less space, less capital and less time than more traditional
7 systems.
- 8 2. The department of lean enterprise is established in the executive office of administration and
9 finance. The function of the department is to ensure state wide implementation of lean tools and
10 techniques as a component of a performance management system for all executive branch
11 agencies. Staffing for the department of lean enterprise shall be administered by a commissioner
12 appointed by the governor. Additional staff may be hired, subject to the availability of funding.
13 Funding for the department shall be made via annual fiscal appropriations contained within the
14 executive office of administration and finance.
- 15 3. The responsibilities of the department of lean enterprise shall include, but not to be limited to, the
16 following:
- 17 a. Create strategic and tactical approaches for lean implementation, including integration into
18 State governance and operational systems.
- 19 b. Lead and develop the commonwealth’s capacity to implement lean concepts, principles and
20 methods within existing state government entities, including design and development of
21 instructional and training materials as needed with the goal of integrating continuous
22 improvement into the state wide organizational culture.
- 23 c. Create demand for lean concepts, principles and methods across various state agencies and
24 departments. Communicate with agency secretariats, commissioners, directors, board,
25 commissions and management to create interest and organizational skills to implement lean
26 to improve specific departmental or agency results. Provide direction and advice to
27 department heads and senior management to plan and implement a departmental lean
28 program: direct and review plans for leadership and assist with the selection of process

- 29 improvement projects of key importance to agency goals, programs and missions that are
30 focused on eliminating waste and inefficiencies and improving public services flow.
- 31 d. Identify and assist departments in identifying potential lean projects, continuously evaluate
32 organizational performance in meeting objectives, identify and structure the direction the lean
33 implementation should take to provide greatest effectiveness, and justify critical and far
34 reaching changes.
- 35 e. Lead the collection and reporting data and learning related to lean accomplishments
36 throughout the enterprise. Widely disseminate lean results and learning goals with the public,
37 stakeholders and other audiences both at local and national levels to demonstrate the service
38 outcomes, public benefits and returns on investment.
- 39 f. Evaluate the effect of unforeseen developments on plans and programs and present to top
40 leadership suggested changes in overall direction or redirection. Provide input related to
41 proposals regarding new or revised legislation, regulations and related changes which have a
42 direct impact over the implementation.
- 43 g. Lead the development of alliances and partnerships with the business community,
44 associations, consultants and other stakeholders to enhance external support and advance the
45 implementation of lean concepts, principles and methods in Massachusetts state government.
- 46 h. Coordinate outreach and education efforts among the leadership and members of the general
47 court and staff to build support for and understanding of the continuous nature and efforts
48 relative to the department.