

HOUSE No. 3971

The Commonwealth of Massachusetts

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In the Year Two Thousand Nine
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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
2 section:-

3 For purposes of this section, “lean” means a performance oriented system for organizing
4 and managing public sector services, products, operations, suppliers and customer relations to
5 create measurable results, to improve public value and enhance service delivery. Such results,
6 value and delivery may be expressed as providing goods and services with higher quality and
7 fewer defects and errors, with less human effort, less space, less capital and less time than more
8 traditional systems.

9 The department of lean enterprise is established in the executive office of administration
10 and finance. The function of the department is to ensure state wide implementation of lean tools
11 and techniques as a component of a performance management system for all executive branch
12 agencies. Staffing for the department of lean enterprise shall be administered by a commissioner
13 appointed by the governor. Additional staff may be hired, subject to the availability of funding.

14 Funding for the department shall be made via annual fiscal appropriations contained within the
15 executive office of administration and finance.

16 The responsibilities of the department of lean enterprise shall include, but not to be
17 limited to, the following:

18 Create strategic and tactical approaches for lean implementation, including integration
19 into State governance and operational systems.

20 Lead and develop the commonwealth's capacity to implement lean concepts, principles
21 and methods within existing state government entities, including design and development of
22 instructional and training materials as needed with the goal of integrating continuous
23 improvement into the state wide organizational culture.

24 Create demand for lean concepts, principles and methods across various state agencies
25 and departments. Communicate with agency secretariats, commissioners, directors, board,
26 commissions and management to create interest and organizational skills to implement lean to
27 improve specific departmental or agency results. Provide direction and advice to department
28 heads and senior management to plan and implement a departmental lean program: direct and
29 review plans for leadership and assist with the selection of process improvement projects of key
30 importance to agency goals, programs and missions that are focused on eliminating waste and
31 inefficiencies and improving public services flow.

32 Identify and assist departments in identifying potential lean projects, continuously
33 evaluate organizational performance in meeting objectives, identify and structure the direction
34 the lean implementation should take to provide greatest effectiveness, and justify critical and far
35 reaching changes.

36 Lead the collection and reporting data and learning related to lean accomplishments
37 throughout the enterprise. Widely disseminate lean results and learning goals with the public,
38 stakeholders and other audiences both at local and national levels to demonstrate the service
39 outcomes, public benefits and returns on investment.

40 Evaluate the effect of unforeseen developments on plans and programs and present to top
41 leadership suggested changes in overall direction or redirection. Provide input related to
42 proposals regarding new or revised legislation, regulations and related changes which have a
43 direct impact over the implementation.

44 Lead the development of alliances and partnerships with the business community,
45 associations, consultants and other stakeholders to enhance external support and advance the
46 implementation of lean concepts, principles and methods in Massachusetts state government.

47 Coordinate outreach and education efforts among the leadership and members of the
48 general court and staff to build support for and understanding of the continuous nature and
49 efforts relative to the department.