



Department of Environmental Management

Spotlight on Environmental Protection

Lean Government Initiative

Initiative Started
November 2012

What We've Done

13 Facilitators Trained

6 Major Kaizens

- Site Remediation
- Wetlands PD Process
- Air Resources Pre-Construction
- Minor Source Permits
- Underground Storage Tank Fund
- Natural Resources Warehouse
- Marine Fisheries Rules Promulgation Process

Lean Solution

Design New Permit Application Center

Interagency Kaizen

Tier 2 Community Right to Know

What is Lean?

Lean is a production approach and set of methods that seeks to eliminate all non-value added activity from a process. Lean was originally developed for a manufacturing setting, most famously at Toyota. Over the years it has been adapted and applied to office environments, service delivery processes, and administrative processes such as permitting. At DEM the Lean Government initiative involves comprehensively mapping



DEM staff create a "current state" value stream map.

regulatory processes to define and understand what is really happening now and identifying "waste" in those processes.

Why Use Lean at DEM?

The DEM Lean initiative is part of the overall effort to improve customer service. The key to improving customer service is processes which are clear, predictable, and reliable. Lean helps our programs to identify waste and formulate plans to eliminate that waste. Lean provides the frontline staff an opportunity to develop solutions to improve the processes they work on everyday.



Process reviewed! A future state map (bottom) with all of the waste removed from the current state (top).



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“Groundbreaking” “Innovative” “Outstanding”

- Responses from
CommerceRI board members
following an October presentation
by the DEM Lean Team
on DEM's Lean effort.

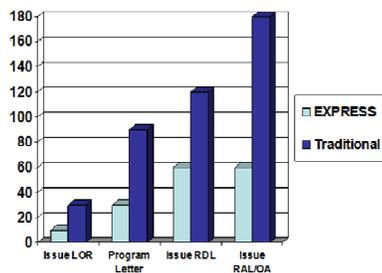


Chart showing the difference between the traditional process and the EXPRESS process for site remediation.

For additional information,
please visit:

www.dem.ri.gov/lean

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Closing the Gaps

During our Lean reviews, common solutions to remove waste included getting supervisors out of the business of conducting basic administrative work; standardizing work with templates and checklists; clearly identifying roles and responsibilities for staff; and improving communication with our customers.

Two major results to come from the DEM Lean effort so far are the Permit Application Center (PAC) and the site remediation EXPRESS policy.

- The PAC is designed to be the gateway into DEM for applications and people. The PAC will decrease the administrative burden on our technical staff and improve communication with our customers.
- In certain circumstances the EXPRESS policy allows less complicated sites to be expedited through the review process so that staff can focus their efforts on sites that require more attention.

Continuing the Effort

A culture of continuous improvement is one in which individuals are constantly growing, learning and contributing to the overall goal of the organization. It is important to keep the momentum moving forward in 2014. The Lean Team has recently concluded a mapping exercise with the Marine Fisheries program in April, and is now entering the implementation stage with this program. Additional facilitator training will be conducted during the summer 2014. In addition, the Lean Team will continue to assist with the roll out of the PAC, follow-up on action items from previous Lean events, and take on new opportunities as they are identified.