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SENATE BILL 6006

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State of Washington

64th Legislature

2015 Regular Session

By Senators Jayapal, Miloscia, Fraser, Padden, and Conway

Read first time 02/16/15. Referred to Committee on Accountability and Reform.

1 AN ACT Relating to increasing the capability of state agencies to  
2 develop lean cultures and implement lean performance management  
3 strategies through the development of lean curricula and pilot  
4 programs administered by the department of enterprise services;  
5 adding a new section to chapter 43.19 RCW; and creating new sections.

6 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

7 NEW SECTION. **Sec. 1.** The legislature finds that several state  
8 agencies have embraced lean thinking, tools, and culture and are  
9 achieving important initial successes in the form of demonstrated  
10 improvement results. The legislature also finds that further lean  
11 training and lean culture development are needed to fully  
12 operationalize lean as the way of working in state agencies, and to  
13 achieve and sustain continuous improvements. The legislature further  
14 finds that agencies need expanded access to affordable training  
15 opportunities relevant to their respective core functions and  
16 missions. The legislature finds also that the department of  
17 enterprise services is charged with providing enterprise-level  
18 services throughout state government, has significant expertise and  
19 experiences with lean subject matter, houses the statewide training  
20 center, and is therefore well-positioned to develop and provide

1 resources and support to state agencies seeking to develop and expand  
2 lean culture and performance capability.

3 NEW SECTION. **Sec. 2.** A new section is added to chapter 43.19  
4 RCW to read as follows:

5 (1) Within amounts appropriated for these specific purposes, the  
6 department shall:

7 (a) Develop a suite of lean training modules for employees,  
8 middle managers, supervisors, and leaders. The training modules shall  
9 be designed to build the fundamental knowledge and applied skills for  
10 active contribution to a lean culture for the purpose of achieving  
11 measurable improvement results throughout Washington's governmental  
12 agencies. The development of training modules shall be completed by  
13 June 30, 2016;

14 (b) Develop a pilot program for a cohort of up to eight small  
15 state agencies to build and advance lean culture for the purpose of  
16 achieving measurable improvement results within the participating  
17 agencies. When selecting the cohort agencies, the department shall  
18 consider training needs, agency interest and readiness, and the  
19 potential impact and value to Washingtonians. The small agency cohort  
20 pilot shall commence August 1, 2015, and be completed by December 31,  
21 2016; and

22 (c) Conduct a pilot program, to commence August 1, 2015, and be  
23 completed by October 31, 2017, for the purpose of promoting lean  
24 culture and achieving measurable improvement results within an  
25 individual agency or within a specific program in an agency of medium  
26 or large size. The department shall consult with Results Washington  
27 when selecting the agency or program for this pilot. The pilot must  
28 be designed to:

29 (i) Advance the agency's daily practice and use of lean culture  
30 processes;

31 (ii) Achieve substantial and measurable improvement results  
32 within one or more agency programs that have a direct impact on  
33 Washingtonians; and

34 (iii) Produce a case study and roadmap for accelerating the  
35 implementation of lean culture throughout additional state agencies.

36 (2) For the purposes of this section, "measurable improvement  
37 results" can include, but is not limited to, cost reductions, cost  
38 avoidance, improved safety, decreased time, increased quality,

1 accuracy, effectiveness, improved customer satisfaction, and enhanced  
2 employee engagement and satisfaction.

3 (3) When deploying the training curriculum developed pursuant to  
4 subsection (1) of this section at the statewide training center or as  
5 part of other fee-for-service consulting assignments, the department  
6 may charge a small fee from each training participant for the purpose  
7 of creating a sustainable statewide training system. Training fees  
8 collected under this section shall be deposited into the enterprise  
9 services account created in RCW 43.19.025, and may be used only for  
10 the ongoing development and updating of curricula and for training  
11 scholarships to be made available to state agencies with limited  
12 resources.

13 (4) The department shall conduct a prepilot assessment and a  
14 postpilot assessment of each participating agency using performance  
15 metrics in the domains of leadership, workforce, management systems,  
16 planning, customer focus, process management, and measurable  
17 improvement results.

18 (5) The department shall submit, in compliance with RCW  
19 43.01.036, the following reports to the governor and the legislature:

20 (a) By January 30, 2016, a brief progress report describing the  
21 status of implementation of the pilot programs described in  
22 subsection (1) of this section;

23 (b) By December 15, 2017, a final report describing the results  
24 of the pilot programs, including:

25 (i) The measurable improvement results achieved within each  
26 participating agency;

27 (ii) For each participating agency, the prepilot and postpilot  
28 assessments described in subsection (4) of this section, as well as  
29 an overall description of the agency's progress toward lean culture  
30 maturity; and

31 (iii) Recommended strategies for accelerating the implementation  
32 of lean culture throughout additional state agencies.

33 NEW SECTION. **Sec. 3.** If specific funding for the purposes of  
34 this act, referencing this act by bill or chapter number, is not  
35 provided by June 30, 2015, in the omnibus appropriations act, this  
36 act is null and void.

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