

113TH CONGRESS
2D SESSION

H. R. 5064

To require government-wide application of continuous process improvement methods to reduce waste and improve the effectiveness of the Federal Government, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

JULY 10, 2014

Mr. LATHAM (for himself, Mr. CUELLAR, Mr. COLLINS of New York, Mr. HALL, Mr. WILSON of South Carolina, Mr. BURGESS, and Mr. RICE of South Carolina) introduced the following bill; which was referred to the Committee on Oversight and Government Reform

A BILL

To require government-wide application of continuous process improvement methods to reduce waste and improve the effectiveness of the Federal Government, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “Lean and Responsive
5 Government Act”.

6 **SEC. 2. FINDINGS; POLICY.**

7 (a) FINDINGS.—The Congress finds the following:

1 (1) Nearly 100 major United States corpora-
2 tions, countless small businesses, and many govern-
3 ment entities around the world have reduced waste
4 in their operations and improved the quality of the
5 goods and services they provide by implementing
6 continuous process improvement methodologies,
7 most commonly lean six sigma.

8 (2) Use of this methodology has resulted in av-
9 erage cost reductions greater than 25 percent while
10 also improving the quality of goods and services.

11 (3) The use of continuous process improvement
12 lean six sigma within the Department of Defense
13 and several other departments and agencies has
14 demonstrated that it can successfully be applied
15 across the Federal Government.

16 (4) Continuous process improvement is essential
17 for Federal agencies to be successful in setting and
18 meeting performance goals and is a key component
19 that is missing from current statutory requirements
20 for performance improvement efforts.

21 (5) Clear direction and authority from Congress
22 is needed to ensure this innovative management
23 process from the private sector is applied across the
24 Federal Government to achieve waste reduction and
25 optimal efficiency.

1 (b) CONGRESSIONAL STATEMENT OF POLICY.—It
2 shall be the policy of the United States—

3 (1) to reduce waste and improve the effective-
4 ness of the Federal Government through the use of
5 continuous process improvement methods;

6 (2) to require each Federal agency to imple-
7 ment the necessary capabilities to fully institu-
8 tionalize such methods within such agency to reduce
9 waste while maintaining or improving the level of
10 services provided by the Federal Government; and

11 (3) that the savings from such methods may be
12 used to justify agency funding requests.

13 **SEC. 3. CONTINUOUS PROCESS IMPROVEMENT.**

14 (a) CONTINUOUS PROCESS IMPROVEMENT DE-
15 FINED.—Section 1101 of title 31, United States Code, is
16 amended by adding at the end the following new para-
17 graph:

18 “(3) ‘continuous process improvement’ means a
19 management methodology (commonly referred to as
20 lean six sigma) that combines tools to improve proc-
21 ess speed, reduce waste, and incorporate require-
22 ments with data driven project analysis to provide
23 products and services with improved quality at lower
24 cost.”.

1 (b) AGENCY PERFORMANCE REPORTING.—Sub-
2 section (c) of section 1116 of such title is amended—

3 (1) in paragraph (6)(E), by striking “; and”
4 and inserting a semicolon;

5 (2) in paragraph (7), by striking the period and
6 inserting “; and”; and

7 (3) by inserting at the end the following new
8 paragraph:

9 “(8) describe the implementation of continuous
10 process improvement, including information on each
11 of the following:

12 “(A) The extent to which employees have
13 received continuous process improvement train-
14 ing appropriate to the position of such em-
15 ployee, and its relation to the deployment goals
16 in a typical application of continuous process
17 improvement.

18 “(B) A description of the application of
19 continuous process improvement in cost-reduc-
20 tion projects, including any performance or
21 quality improvements and cost savings realized
22 as a result of such application.”.

23 (c) IMPLEMENTATION RESULTS.—Subsection (c) of
24 section 1122 of such title is amended—

1 (1) in paragraph (8), by striking “; and” and
2 inserting a semicolon;

3 (2) in paragraph (9), by striking the period and
4 inserting “; and”; and

5 (3) by adding at the end the following new
6 paragraph:

7 “(10) a description of the results of the govern-
8 ment-wide implementation of continuous process im-
9 provement.”.

10 (d) CHIEF OPERATING OFFICER REQUIREMENT.—

11 Subsection (b) of section 1123 of such title is amended—

12 (1) in paragraph (3), by striking “; and” and
13 inserting a semicolon;

14 (2) in paragraph (4), by striking the period and
15 inserting “; and”; and

16 (3) by inserting at the end the following new
17 paragraph:

18 “(5) implement continuous process improve-
19 ment within the agency.”.

20 (e) PERFORMANCE IMPROVEMENT OFFICER RE-

21 QUIREMENT.—Paragraph (2) of section 1124(a) of such
22 title is amended—

23 (1) in subparagraph (E), by striking “; and”
24 and inserting a semicolon;

1 (2) in subparagraph (F), by striking the period
2 and inserting “; and”; and

3 (3) by inserting at the end the following new
4 subparagraph:

5 “(G) advise and assist the head of the
6 agency and the Chief Operating Officer on im-
7 plementing the continuous process improvement
8 within the agency.”.

9 (f) PERFORMANCE IMPROVEMENT COUNCIL.—Sub-
10 section (b) of section 1124 of such title is amended—

11 (1) in paragraph (1)—

12 (A) by redesignating subparagraphs (C)
13 and (D) as (D) and (E), respectively; and

14 (B) by inserting after subparagraph (B),
15 the following new subparagraph:

16 “(C) an appropriate expert designated by
17 the Director of the Office of Management and
18 Budget pursuant to paragraph (4);”; and

19 (2) by adding at the end the following new
20 paragraph:

21 “(4) DESIGNATION OF EXPERT ON CONTINUOUS
22 PROCESS IMPROVEMENT.—The Director of the Of-
23 fice of Management and Budget shall appoint a
24 highly-qualified expert on continuous process im-
25 provement to serve as a member of the Performance

1 Improvement Council to advise on the implementa-
 2 tion of continuous process improvement across agen-
 3 cies.”.

4 **SEC. 4. CENTER OF EXCELLENCE FOR CONTINUOUS PROC-**
 5 **ESS IMPROVEMENT.**

6 (a) IN GENERAL.—Chapter 11 of title 31, United
 7 States Code, is amended by adding at the end the fol-
 8 lowing new section:

9 **“§ 1126. Center of excellence for continuous process**
 10 **improvement**

11 “(a) IN GENERAL.—The Director of the Office of
 12 Management and Budget shall designate a center of excel-
 13 lence for continuous process improvement training, from
 14 within the Department of Defense.

15 “(b) FUNCTIONS.—The Director shall ensure that
 16 the center designated under subsection (a) provides agen-
 17 cies with a common set of approaches to training and de-
 18 ployment of continuous process improvement.”.

19 (b) DESIGNATION.—The Director of the Office of
 20 Management and Budget shall designate the center of ex-
 21 cellence required under section 1126(a) of title 31, United
 22 States Code, as added by subsection (a), not later than
 23 90 days after the date of the enactment of this Act.

24 (c) TECHNICAL AND CONFORMING AMENDMENT.—
 25 The table of contents for chapter 11 of title 31, United

1 States Code, is amended by inserting after the item relat-
2 ing to section 1125 the following new item:

“1126. Center of excellence for continuous process improvement.”.

3 **SEC. 5. PREPARATION AND SUBMISSION OF APPROPRIA-**
4 **TIONS REQUESTS TO THE PRESIDENT.**

5 Paragraph (1) of section 1108(b) of title 31, United
6 States Code, is amended by adding at the end the fol-
7 lowing: “The head of each agency shall include informa-
8 tion on the results of continuous process improvement
9 projects in each relevant appropriation request for the
10 agency. The head of an agency may submit a proposal on
11 alternate uses of the funds that have not been used as
12 a result of continuous process improvement projects.”.

13 **SEC. 6. EFFECTIVE DATE.**

14 Except as otherwise expressly provided under this
15 Act, this Act and the amendments made by this Act shall
16 take effect 6 months after the date of the enactment of
17 this Act.

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