

Getting Results with Lean Principles in Washington State - Results Washington -

Financial Management Advisory Council
June 26, 2014



Governor Jay Inslee

A New Strategic Framework

Vision

A **Working Washington** built on education and innovation ... where all Washingtonians thrive.

Mission

- Foster the spirit of **continuous improvement**
- Enhance the conditions for **job creation**
- Prepare **students** for the future
- Value our **environment**, our **health** and our **people**

Foundation

- **Create** a responsive, **innovative** and data driven culture of continuous improvement.
- **Recognize** Washington's rich **natural resources**, diverse **people** and entrepreneurial **drive**, and build upon our legacy.
- **Operate** state government with the expectation that success is dependent on the success of **all**.
- **Create** effective communication and transparency on **goals**, **measures** and **progress** in meeting expectations.
- **Deepen** our focus, understanding and commitment to our citizens: **Know our customers**.

Goals



World-Class Education



Prosperous Economy



Sustainable Energy and a Clean Environment



Healthy and Safe Communities



Efficient, Effective and Accountable Government

Measure & Improve

Building a more responsive, data-driven state government to get results:



www.results.wa.gov

Developing and implementing a world class performance management and improvement system to achieve our vision, mission, and goals



Reporting: Results Reviews



Leader to Leader Discussions



Engaging



Engaging: Customer and culture

- Metrics
- Goals



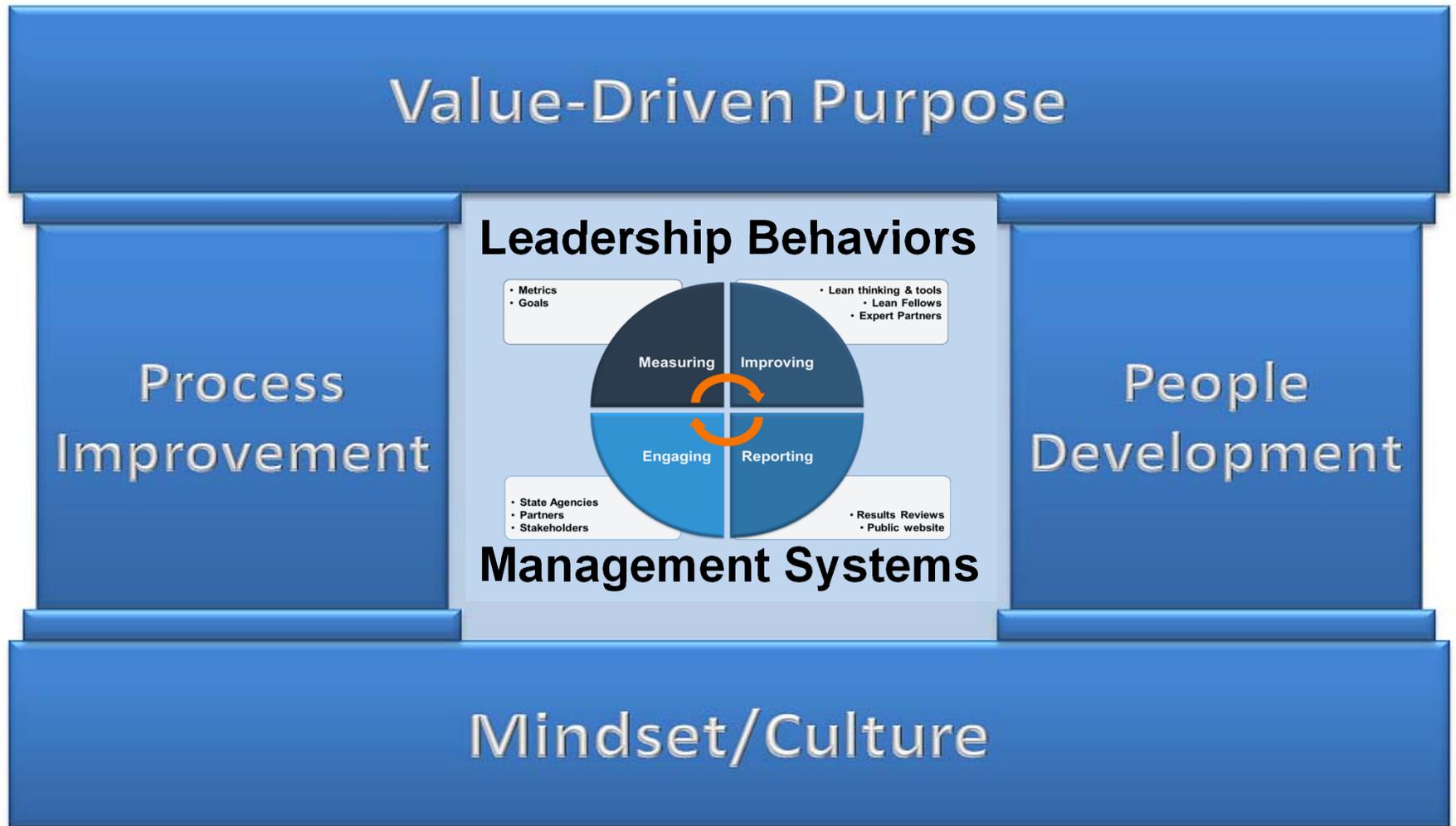
- Lean thinking & tools
- Lean Fellows
- Expert Partners

- State Agencies
- Partners
- Stakeholders

- Results Reviews
- Public website



Results Model



The Results Model was adapted from The Lean Transformation Model articulated by John Shook, Chairman, CEO of Lean Enterprise Institute.



Measuring

GOAL 5: EFFECTIVE, EFFICIENT AND ACCOUNTABLE GOVERNMENT

Fostering a Lean culture that drives accountability and results for the people of Washington

CUSTOMER SATISFACTION AND CONFIDENCE <i>"I'm being served well"</i>		RESOURCE STEWARDSHIP <i>"My money is used responsibly"</i>				TRANSPARENCY AND ACCOUNTABILITY <i>"I know how my money is being spent"</i>			
CUSTOMER SATISFACTION	CUSTOMER CONFIDENCE	COST-EFFECTIVE GOVERNMENT				TRANSPARENCY	PROCUREMENT REFORM	ACCOUNTABILITY	
<p>1.1. Increase/maintain customer service satisfaction with accuracy, timeliness, respectfulness from X% to more than 90% by 20XX (June 2014)</p> <p>1.1.a. Increase number of services available online from X to X by 20XX; increase online services for mobile devices from X to X by 20XX</p> <p>1.1.b. Increase number of core services where customers are surveyed at point of service/delivery from X to X by 20XX</p>	<p>1.2. Increase Washington as an employer of choice from 63% to 66% by January 2016</p> <p>1.2.a. Increase percentage of state employees satisfied with their job from 69% to 72% by January 2016</p> <p>1.2.b. Increase percentage of state employees who respond positively to engagement questions from 64% to 67% by January 2016</p> <p>1.2.c. Increase percentage of state employees who said their leaders create a culture of respect, feedback, recognition from 68% to 70% by January 2016</p> <p>1.2.d. Increase percentage of state employees who believe we are increasing customer value from 54% to 57% by January 2016</p>	<p>1.3. Increase/maintain timely delivery for state services from X to X by 20XX (June 2014)</p> <p>1.3.a. Increase/maintain timely delivery of several regulatory/business services TBD, such as business licensing service and unemployment payments</p> <p>1.3.b. Increase/maintain timely delivery of several state services for the public TBD, such as child support payments and driver's licenses</p> <p>1.3.c. Increase percentage of agencies that practice continuity of operations plans at least annually from 74% to 100% by 2014</p> <p>1.3.d. Increase percentage of agencies with updated continuity of operations plans from 6% to 100% by 6/30/14</p>	<p>2.1. Increase the number of value added improvement ideas implemented by x% over baseline by 20XX (October 2014)</p> <p>2.1.a. Increase number of Lean projects by 25% from 321 to 400 by 2014</p> <p>2.1.b. Increase percentage of state employees completing Lean training by 20% from 11,785 to 14,200 by 2014 and increase percentage of supervisors, managers, and executives completing Lean training by 20% from 3,979 to 4,800 by 2014</p> <p>2.1.c. Increase percentage of state employees trained to be facilitators of Lean improvement projects by 20% from 402 to 480 by 2014</p>	<p>2.2. Reduce the statewide energy use index of state facilities from 120 kBtu to 106 kBtu/square foot/year by 2015</p> <p>2.2.a. Reduce energy consumption in state-owned buildings from 9,600,000 mBtu to 8,800,000 mBtu by 2013 and to 8,400,000 mBtu by 2015</p> <p>kBtu: 1,000 British thermal units mBtu: 1 million British thermal units</p>	<p>2.3. Increase the number of passenger alternative fuel vehicles placed in state fleet from 1,514 to 2,021 by July 2016</p> <p>2.3.a. Increase number of hybrid passenger vehicles from 1,508 to 2,000 by July 2016</p> <p>2.3.b. Increase number of electric vehicles from 6 to 21 by July 2016</p>	<p>2.4. Decrease the passenger vehicle lifetime cost per mile from \$0.36 to \$0.33 by July 2016</p> <p>2.4.a. Decrease state vehicle costs by increasing the number of passenger vehicles being managed by state professional fleets from 2,979 to 3,650 by July 2016</p> <p>2.4.b. Decrease percentage of SUVs purchased from 42% to 30% by July 2016</p>	<p>3.1. Increase amount of data available in downloadable and searchable format from X to X by 20XX (Mid 2014)</p> <p>3.1.a. Increase availability of spending data on statewide level, by funding source, in a downloadable and searchable format from X to X by 20XX</p> <p>3.1.b. Increase access to information on major projects from X to X by 20XX</p>	<p>3.2. Increase the percentage of contract data available on a central website from zero to 100% by 2015</p> <p>3.2.a. Increase percentage of agencies and institutions of higher education that post contract data on central website from zero to 100% by 2015</p> <p>3.2.b. Increase percentage of master contract solicitations and associated documents available on contracting portal page from 60% to 100% by July 2014</p>	<p>3.3. Increase the number of Results Washington outcome measures and leading indicators improving from X to X by 20XX (June 2014)</p> <p>3.3.a. Increase percent of unique users who access the Results Washington website by 10% over baseline year (September 2013-September 2014)</p>

Measuring

CUSTOMER SATISFACTION

1.1. Increase/ maintain customer service satisfaction with accuracy, timeliness, respectfulness from XX% to more than 80% by 20XX (June 2014)

1.1.a. Increase number of services available online from X to X by 20XX; increase online services for mobile devices from X to X by 20XX *

1.1.b. Increase number of core services where customers are surveyed at point of service/delivery from X to X by 20XX *

1.2 Increase Washington as an employer of choice from 63% to 66% by January 2016

1.2.a. Increase percentage of state employees satisfied with their job from 69% to 72% by January 2016

1.2.b. Increase percentage of state employees who respond positively to engagement questions from 64% to 67% by January 2016

1.2.c. Increase percentage of state employees who said their leaders create a culture of respect, feedback, recognition from 68% to 70% by January 2016

CUSTOMER CONFIDENCE

1.3. Increase/maintain timely delivery for state services from X to X by 20XX (June 2014)

1.3.a. Increase/maintain timely delivery of several regulatory/business services TBD, such as business licensing service and unemployment payments *

1.3.b. Increase/maintain timely delivery of several state services for the public TBD, such as child support payments and driver's licenses *

1.3.c. Increase percentage of agencies that practice continuity of operations plans at least annually from 74% to 100% by 2014

Measuring

COST-EFFECTIVE GOVERNMENT

2.1 Increase the number of value added improvement ideas implemented by x% over baseline by 20XX (October 2014)

2.1.a. Increase number of Lean projects by 25% from 321 to 400 by 2014

2.1.b. Increase percentage of state employees completing Lean training by 20% from 11,785 to 14,200 by 2014 and increase percentage of supervisors, managers, and executives completing Lean training by 20% from 3,979 to 4,800 by 2014

2.2 Reduce the statewide energy use index of state facilities from 120 kBtu to 106 kBtu/square foot/year by 2015

2.2.a. Reduce energy consumption in state-owned buildings from 9,600,000 mBtu to 8,800,000 mBtu by 2013 and to 8,400,000 mBtu by 2015

kBtu: 1,000 British thermal units mBtu: 1 million British

2.3 Increase the number of passenger alternative fuel vehicles placed in state fleet from 1,514 to 2,021 by July 2016

2.3.a. Increase number of hybrid passenger vehicles from 1,508 to 2,000 by July 2016

2.3.b. Increase number of electric vehicles from 6 to 21 by July 2016

2.4 Decrease the passenger vehicle lifetime cost per mile from \$0.36 to \$0.33 by July 2016

2.4.a. Decrease state vehicle costs by increasing the number of passenger vehicles being managed by state professional fleets from 2,979 to 3,650 by July 2016

2.4.b. Decrease replacement of SUV's from 42% to 30% by July 2016

Measuring

TRANSPARENCY AND ACCOUNTABILITY

"I am being served well"

TRANSPARENCY

3.1. Increase amount of data available in downloadable and searchable format from X to X by 20XX (Mid-2014)

3.1.a. Increase availability of spending data on statewide level, by funding source, in a downloadable and searchable format from X to X by 20XX *

3.1.b. Increase access to information on major projects from X to X by 20XX *

PROCUREMENT REFORM

3.2 Increase the percentage of contract data available on a central website from zero to 100% by 2015

3.2.a. Increase percentage of agencies and institutions of higher education that post contract data on central website from zero to 100% by 2015

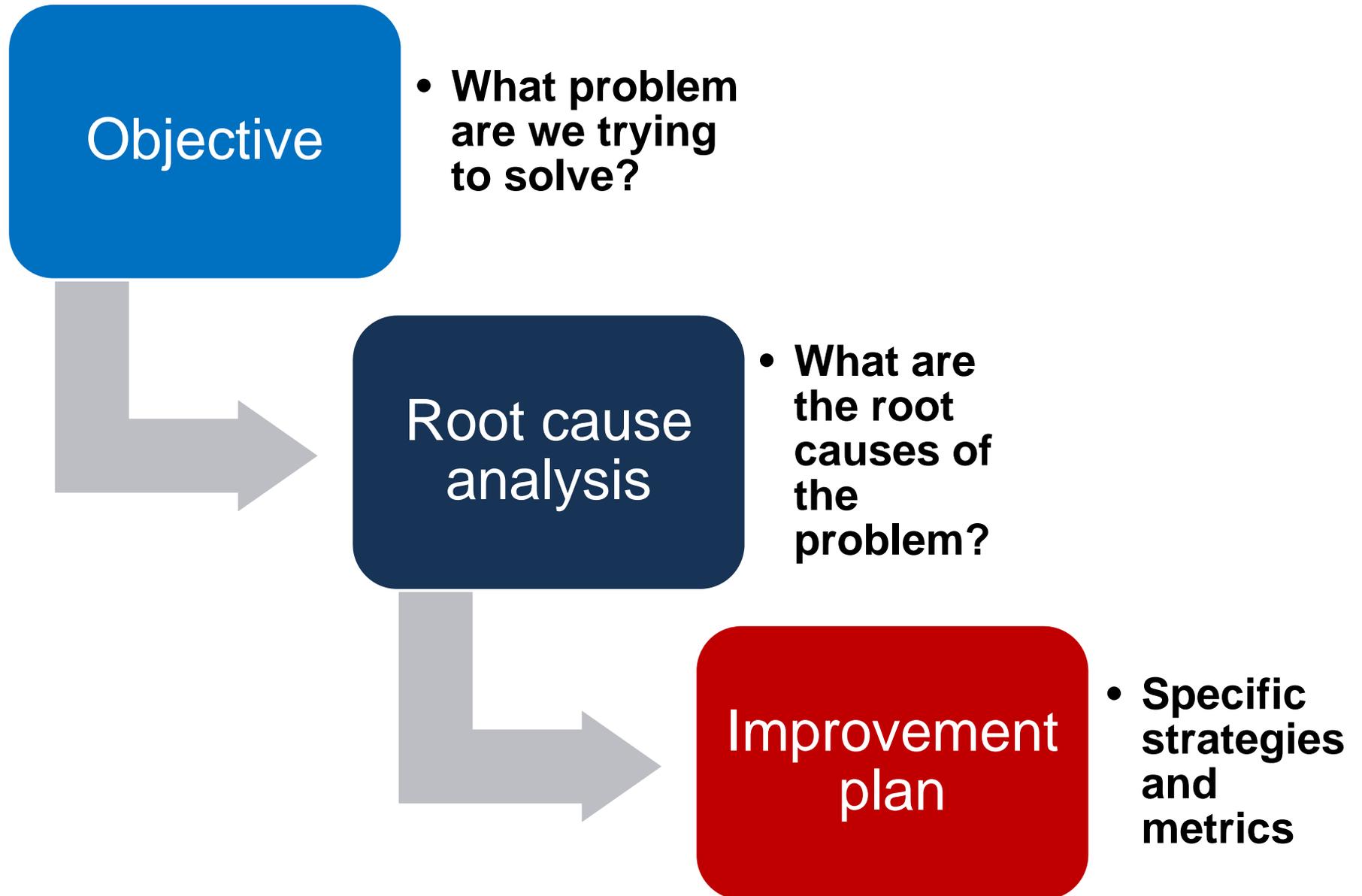
3.2.b. Increase percentage of master contract solicitations and associated documents available on contracting portal page from 60% to 100% by July 2014

ACCOUNTABILITY

3.3. Increase the number of Results Washington outcome measures and leading indicators improving from X to X by 20XX (June 2014)

3.3.a. Increase percent of unique users who access the Results Washington website by 10% over baseline year (September 2013-September 2014) *

Improving



Improving

Goal 5.1.2 Washington State as an Employer of Choice - Enterprise Improvement Plan

Owner: Eden Teachout Revised: 5/22/2014

Background:

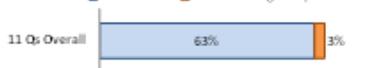
To provide effective and efficient service to Washingtonians, the state seeks to attract, optimize, and retain talented and engaged people.

There are many facets of employer of choice we could examine. We're starting with 11 survey items about employees' experience at work as a result of our efforts to engage and support them.

Our goal is a 3% increase in favorable responses by January 2016.

Favorable Responses to Survey Items

2013 Data Jan. 2016 Target Improvement



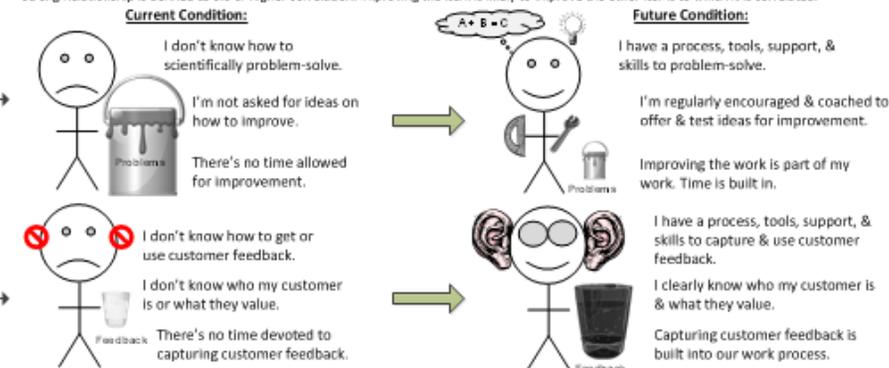
Facets of Employer of Choice			
Processes & Practices	Work Environment	Total Compensation	Branding
<ul style="list-style-type: none"> HR, IT, Ethics, Safety Policies Systems for: <ul style="list-style-type: none"> Managing Developing Improving 	<ul style="list-style-type: none"> Job/Work People Opportunity Facilities Location 	<ul style="list-style-type: none"> Salary Benefits Leave 	<ul style="list-style-type: none"> Perception of state employment
Current focus: improve how we engage people	Impacted by changes in processes & practices	Future focus: significant resources required	Future focus: little impact on current employees

Current State:

State leaders prioritized enterprise improvement related to six survey items. Two items meet criteria for where to focus resources first.

Survey Item	Favorable Responses	Range Between Agency Scores	# of Strong Relationships to Other Qs*	Rank in Agency Targets
EE: I have the opportunity to give input on decisions affecting my work.	57%	42	3	4th
EE: I have opportunities at work to learn and grow.	57%	36	4	5th
EE: I am encouraged to come up with better ways of doing things.	53%	50	7	3rd
CV: We use customer feedback to improve our work processes.	44%	55	2	2nd
CV: We are making improvements to make things better for our customers.	64%	43	2	7th
RF: I receive recognition for a job well done.	52%	40	3	1st

*Strong Relationship is defined as 0.6 or higher correlation. Improving the item is likely to improve the other items to which it is correlated.



Goals:

- By January 2016:
- Increase favorable responses with the statement "I am encouraged to come up with better ways of doing things" from 53% to 57%.
- Increase favorable responses with the statement "We use customer feedback to improve our work processes" from 44% to 47%.

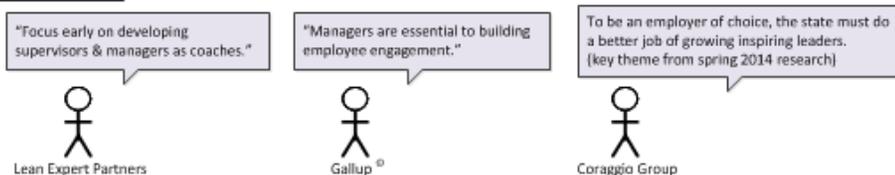
Analysis:

Employees' experiences vary within and across agencies. We do not have a clear understanding of who is experiencing what, where, or when.

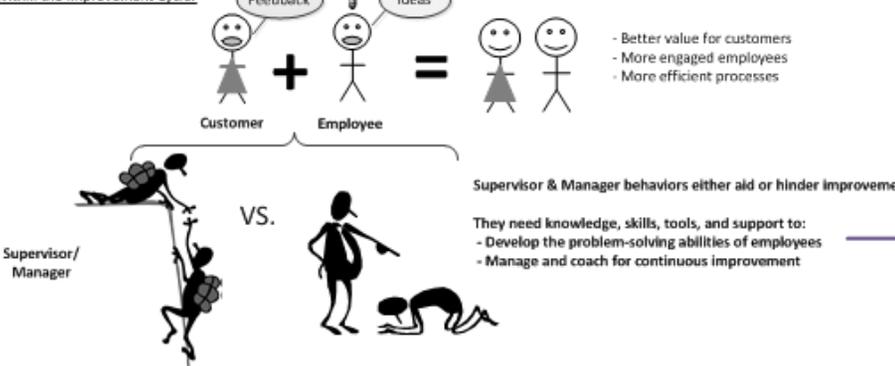
Percent Favorable Responses by Agency



What We Do Know:



Within the Improvement Cycle:



Strategies:

Action	Reason	Lead	Timeframe
Facilitate agency-level root cause analysis of prioritized items (1 or 2)	Learn more about current state	Eden Teachout	April - June
- Engage Agency Employer of Choice contacts and Lean Advisors; encourage collaboration	Align resources for Lean approach		Ongoing
- Provide opportunities & resources to conduct deeper survey data analysis	Connect strategies to data	(w/ OFM State HR)	Ongoing
- Provide tools & demonstrate root cause analysis/problem-solving techniques	Build capability for Lean thinking		Ongoing
Develop Enterprise Improvement Plan for selected items (2)	Focus resources on few key items	Eden Teachout	May - July
- Create cohorts around selected items; provide consultation as needed to cohort agencies	Test standard process & learn to ensure improved results		May
- Identify themes among root causes in cohort agencies	Discover where to focus efforts		June
- Facilitate development of proposed enterprise solutions to address common root causes	Ensure maximum ROI of solutions identified and implemented		June - July
Develop introductory training on key elements of coaching and problem-solving for supervisors and managers	Build capability for Lean thinking	Results WA Office	May - Sept

Issues to resolve:

Issue	Status
How will we communicate to agencies the progress we're making as an enterprise?	Needs work
At what level of detail do we need to know what agencies are doing? How will we find this out?	Needs work
How will we make a connection between supervisor/manager daily work and the training we're deploying? How can agencies support supervisors/managers in applying what they learn?	Needs work
What roles do Dept. of Enterprise Services and Office of Financial Management State HR play in employer of choice? How do they partner and collaborate?	Needs work
How will we align our work and priorities with the efforts led by Coraggio Group in a way that doesn't overburden agencies?	Needs work

Improving

Current Condition:



I don't know how to scientifically problem-solve.

I'm not asked for ideas on how to improve.

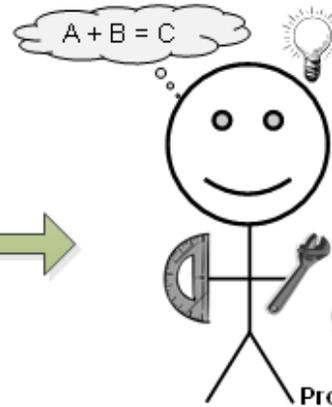
There's no time allowed for improvement.



I don't know how to get or use customer feedback.

I don't know who my customer is or what they value.

There's no time devoted to capturing customer feedback.



Future Condition:

I have a process, tools, support, & skills to problem-solve.

I'm regularly encouraged & coached to offer & test ideas for improvement.

Improving the work is part of my work. Time is built in.



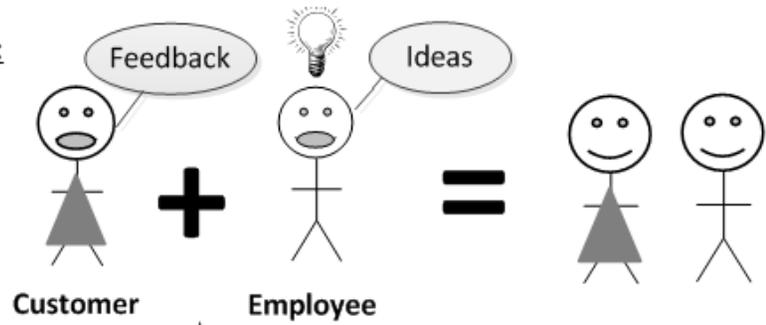
I have a process, tools, support, & skills to capture & use customer feedback.

I clearly know who my customer is & what they value.

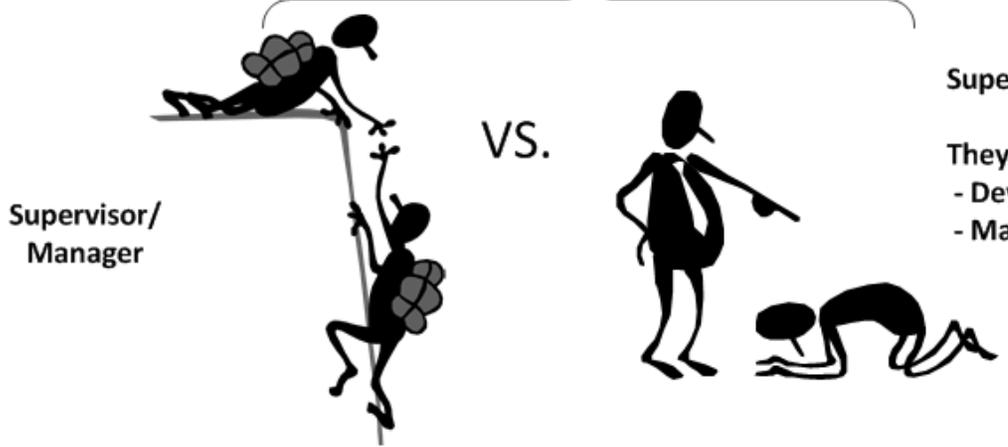
Capturing customer feedback is built into our work process.

Improving

Within the Improvement Cycle:



- Better value for customers
- More engaged employees
- More efficient processes



Supervisor & Manager behaviors either aid or hinder improvement

- They need knowledge, skills, tools, and support to:
- Develop the problem-solving abilities of employees
 - Manage and coach for continuous improvement

For more information

- Results@gov.wa.gov
- (360) 902-0591
- www.results.wa.gov

The screenshot shows the homepage of the Results Washington website. At the top left is the logo for Results Washington, featuring a green outline of the state of Washington and the text "RESULTS WASHINGTON" with a green upward-trending arrow. To the right of the logo are links for "governor.wa.gov", "fiscal.wa.gov", and "contact us", followed by a search bar with a "Search" button. Below the logo and links is a navigation menu with "Home", "What We Do", and "Resources" in green text. The main content area has a dark blue header with three items: a Twitter icon and the text "Answers to frequently asked questions and questions.", a calendar icon and the text "Review feedback and ideas on how Results Washington measures progress.", and a video camera icon and the text "Video message from the Governor". Below this header is a row of five white icons on a blue background: a person reading a book, a construction worker with a shovel, a fish, a family of three, and the Washington State Capitol building. Under each icon is a label: "World Class Education", "Prosperous Economy", "Sustainable Energy and a Clean Environment", "Healthy and Safe Communities", and "Efficient, Effective and Accountable Government". At the bottom are three colored boxes: a green box for "Lean conference materials" with a link to "See videos, presentations and presenter information from our most recent Lean conference.", a blue box for "Learn about Results Washington" with text about Gov. Inslee's data-driven performance management system and links to "Learn more... (PDF)" and "Gov. Inslee's new strategic framework (PDF)", and an orange box for "Get engaged and stay connected" with a link to "Learn more about past feedback opportunities and our plan to respond to feedback." The background of the page is a scenic view of a field of yellow flowers under a blue sky.