



Efficient, Effective  
and Accountable  
Government

# GOAL 5: EFFICIENT, EFFECTIVE AND ACCOUNTABLE GOVERNMENT

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

## GOAL TOPIC

### CUSTOMER SATISFACTION AND EMPLOYEE ENGAGEMENT *"I'm being served well"*

### RESOURCE STEWARDSHIP *"My money is used responsibly"*

### TRANSPARENCY AND ACCOUNTABILITY *"I know how my money is being spent"*

## SUB TOPIC

#### CUSTOMER SATISFACTION

#### SERVICE RELIABILITY

#### EMPLOYER OF CHOICE

#### WORKPLACE CULTURE

#### EFFECTIVE GOVERNMENT

#### FISCAL RESPONSIBILITY

#### TRANSPARENCY

#### ACCOUNTABILITY

## OUTCOME MEASURE

1.1: Increase percentage of agency core services where customer satisfaction is measured from 68% to 100% by June 30, 2020

1.2: Increase percentage of agency core services where timeliness is measured from 81% to 100% by June 30, 2020

1.3: Increase Washington as an employer of choice from 63% to 66% by January 2017

1.4: Increase percentage of state employees who respond positively when asked if their leaders create a culture of respect, feedback, and teamwork from 71% to 72% by January 2016

2.1: Increase percentage of projects with measured improvements, as reported in strategic lean project reports, in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction from 48% to 100% by December 31, 2016

2.2: Reduce the cost of energy used by state owned facilities from \$3.23 sq. ft/yr in 2012 to \$2.23 sq. ft/yr by 2017

2.3: Improve the efficiency of the state fleet by increasing the mile per gallon by 8% (from 17 mpg in 2014 to 18.4 mpg by 2018)

3.1: Increase the number of agencies reporting sustainable progress on open data from 20 to 60 by December 2020

3.2: Increase the percent of contracts with Washington Small Businesses by 3% annually by June 30, 2018 \*

3.3: Increase the percentage of Results Washington outcome measures and leading indicators on track from 20% to 65% by December 31, 2020

1.1.a: Increase percentage of agencies measuring customer satisfaction for agency core services from 85% to 100% by June 30, 2020

1.2.a: Increase percentage of agencies measuring timeliness for agency core services from 89% to 100% by June 30, 2020

1.3.a: Increase percentage of state employees satisfied with their job from 69% to 72% by January 2017

1.3.b: Increase percentage of state employees who respond positively to engagement questions from 64% to 67% by January 2017

1.3.c: Increase percentage of state employees who said their leaders create a culture of respect, feedback, and recognition from 68% to 70% by January 2017

1.3.d: Increase percentage of state employees who believe we are increasing customer value from 54% to 57% by January 2017

1.4.a: Increase the percent of employees who respond positively when asked if their supervisor "treats me with dignity and respect" from 85% to 86% by January 2016

1.4.b: Increase the percent of employees who respond positively when asked if their supervisor "gives me ongoing feedback that helps me improve my performance" from 66% to 67% by January 2016

1.4.c: Increase the percent of employees who respond positively when asked if "a spirit of cooperation and teamwork exists in my workgroup" from 70% to 71% by January 2016

2.1.a: Increase number of Lean projects by 25% from 2,531 to 3,164 by December 31, 2016

2.1.b: Increase number of state employees completing Lean training by 20% from 32,022 to 38,426 by December 31, 2016

2.1.c: Increase number of supervisors, managers, and executives completing Lean training from 7,839 to 8,162 by December 31, 2016

2.2.a: Reduce the energy use by state owned facilities from 7,580,195 mBtu/sq ft/year to 5,306,137 mBtu/sq ft/year by 2017

2.3.a: Increase the number of alternative fueled and hybrid vehicles in the state fleet from 3,393 in 2015 to 3,436 by 2020

2.3.b: Increase the number of battery electric vehicles in the state fleet from 16 in January 2014 to 611 by 2020

3.1.a: Increase the variety of data available on state portals from 1,282 to 1,877 datasets by December 2020

3.2.a: Increase utilization percentage of the Washington Small Businesses who have been awarded master contracts from 2.9% in 2015 to 5% by December 31, 2018

3.3.a: Increase the percentage of agencies with strategic plans aligned to Results Washington goals from 86% in 2013 to 100% by 2017

\*RCW 39.26.010(21)

## LEADING INDICATORS

#### Governor's Goal Council

- Department of Enterprise Services – Chris Liu
- Department of Health – Jessica Todorovich
- Department of Financial Institutions – Gloria Papiez
- Department of Licensing – Jeff DeVere
- Department of Retirement Systems – Tracy Guerin
- Environmental & Land Use Hearings Office – Nina Carter
- Health Care Authority – Susan Lucas
- Labor and Industries – Randy Warick
- Liquor and Cannabis Board – Rick Garza
- Lottery – Bill Hansen
- Military Department – Gen. Bret Daugherty
- Office of Administrative Hearings – Lorraine Lee
- Office of Financial Management – Ro Marcus
- Policy – Sheri Sawyer
- Results Washington – Pam Pannkuk, Jessica Dang, Hollie Jensen, Todd MacDonald
- WaTech – Michael Cockrill
- WaTech – Rob St. John

UPDATED

01/31/17