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

### 5.2.1 and 5.2.1.a – Lean Projects

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

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

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## Results Washington

Hollie Jensen  
Jessica Dang  
April 3, 2017




Background

## Our Lean Transformation Journey

2011-2013   
Engage and Build Capability

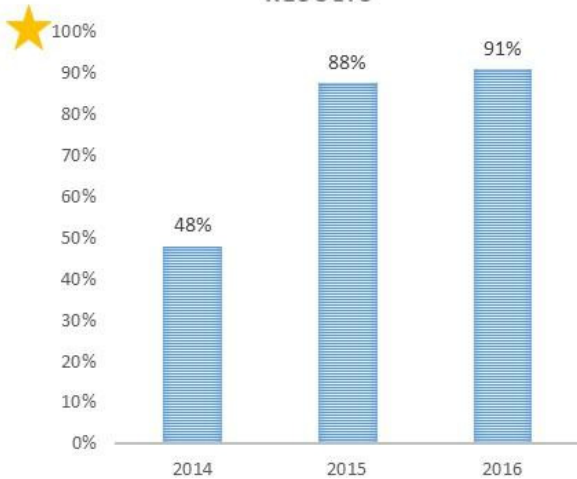
2014-2015   
Deepen Organizational Capability

2016   
Sustain and Stabilize

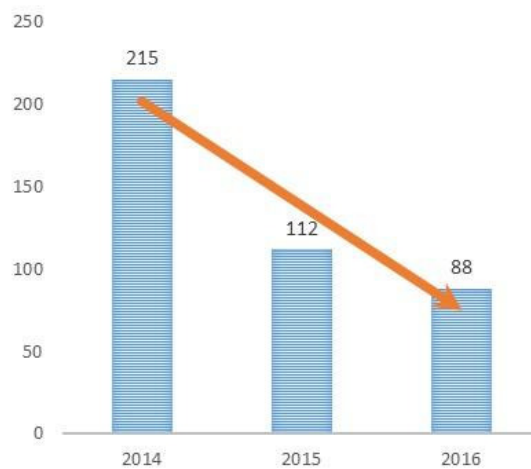
2017+   
Challenge and Mature

Current State

43% INCREASE IN MEASUREABLE RESULTS



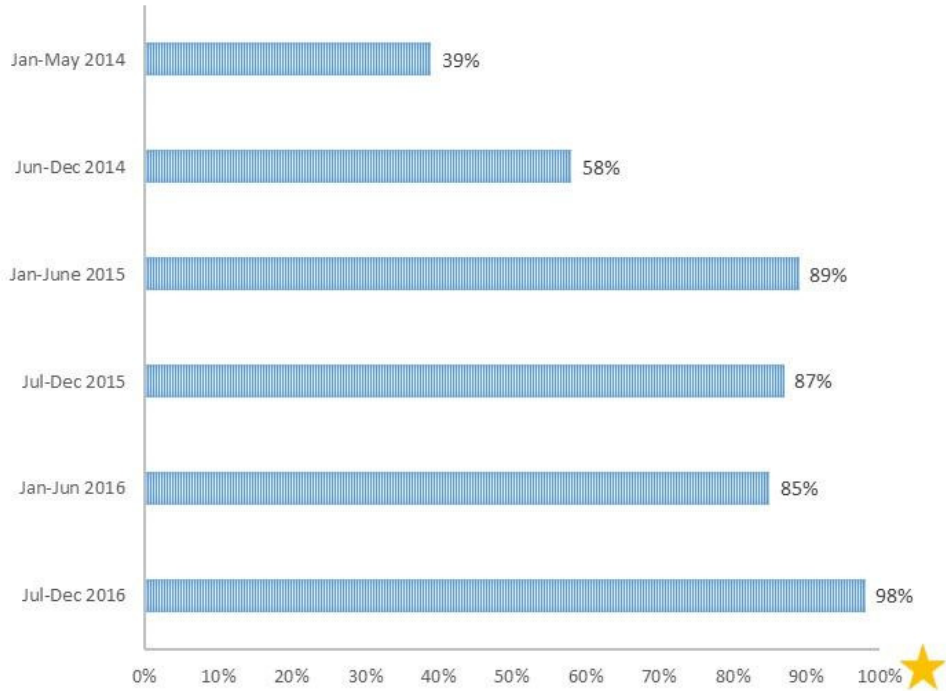
NUMBER OF REPORTS IS DECREASING



We did not meet our 100% target by the end of 2016.

Current State

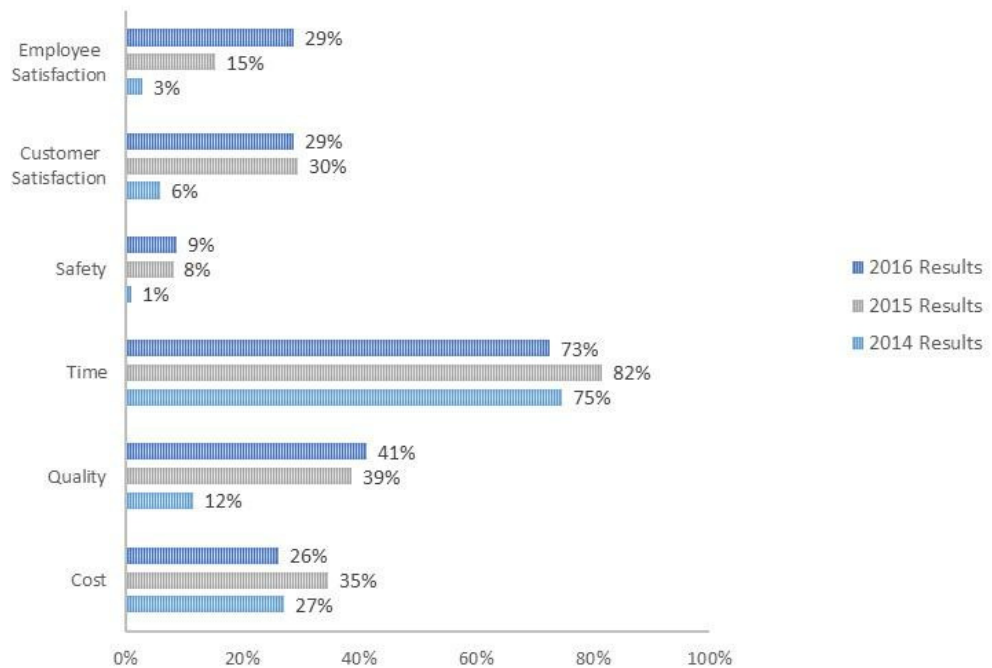
REPORTS WITH MEASURABLE RESULTS BY REPORTING PERIOD



98% percent of agency Lean projects submitted in the last cycle included measurable results.

Current State

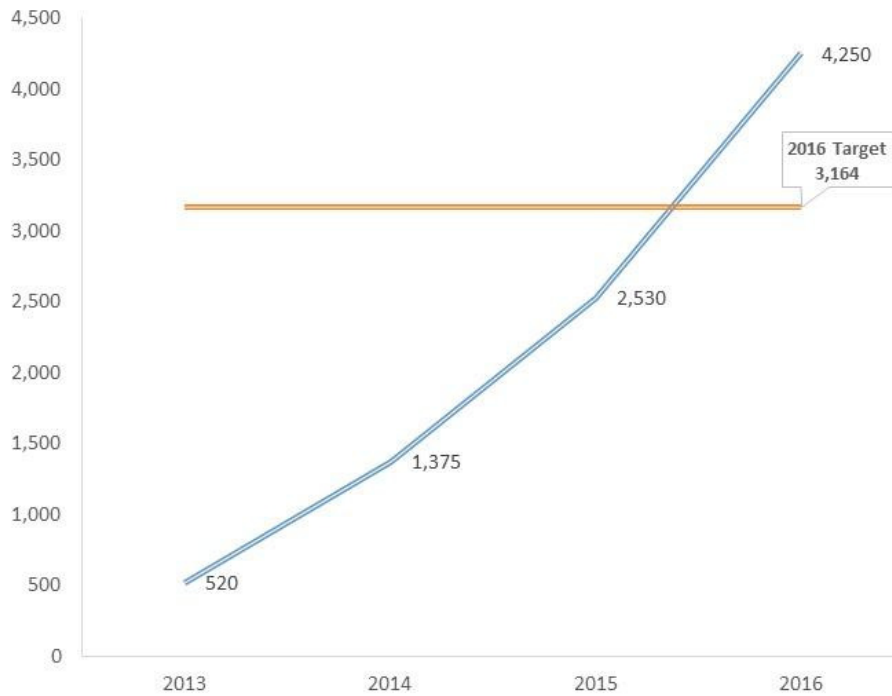
STRATEGIC LEAN PROJECT RESULTS BY TYPE



The most common improvement area is timeliness, followed by quality.

Current State

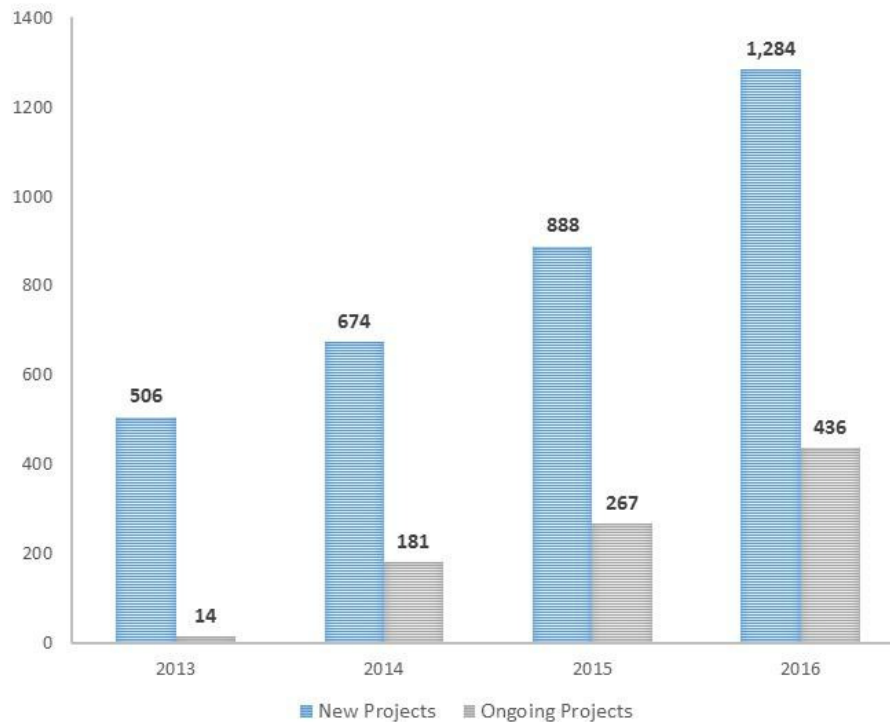
CUMULATIVE NUMBER OF AGENCY LEAN PROJECTS  
2013-2016



We exceeded the 2016 target by more than a thousand projects.

Current State

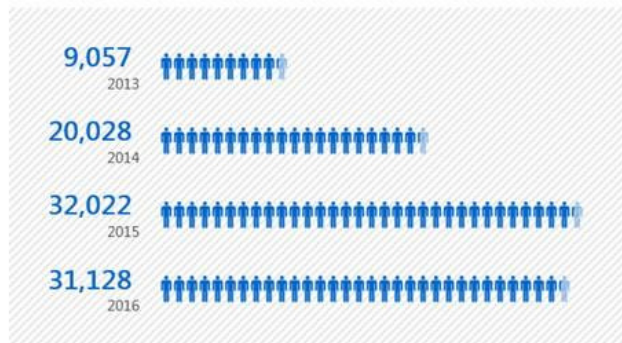
NEW AND ONGOING LEAN PROJECTS BY YEAR



Agencies reported over 3,300 new lean projects and nearly 900 ongoing lean projects in the gPDCA cycle from 2013-2016.

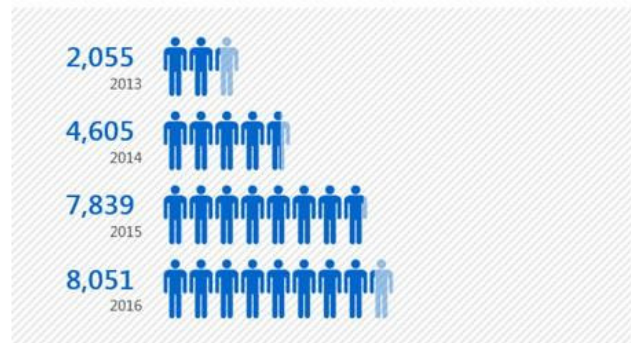
## Current State – Related Measures

### Employees with Lean Knowledge



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

### Leaders with Lean Knowledge



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

**We did not meet our 2016 goals for employee and leader lean knowledge and skill building.**

*Data note: 2016 data is still being finalized*

# AGENCY PARTNER PANEL

## Agency Lean Advisors

- Cassandra Parlee, Military Department
- Pam Singleton, Office of Financial Management
- Patrick Woods, Workforce Training Board
  - Shawn Prescher, DSHS
  - Russell Burges, WSDOT





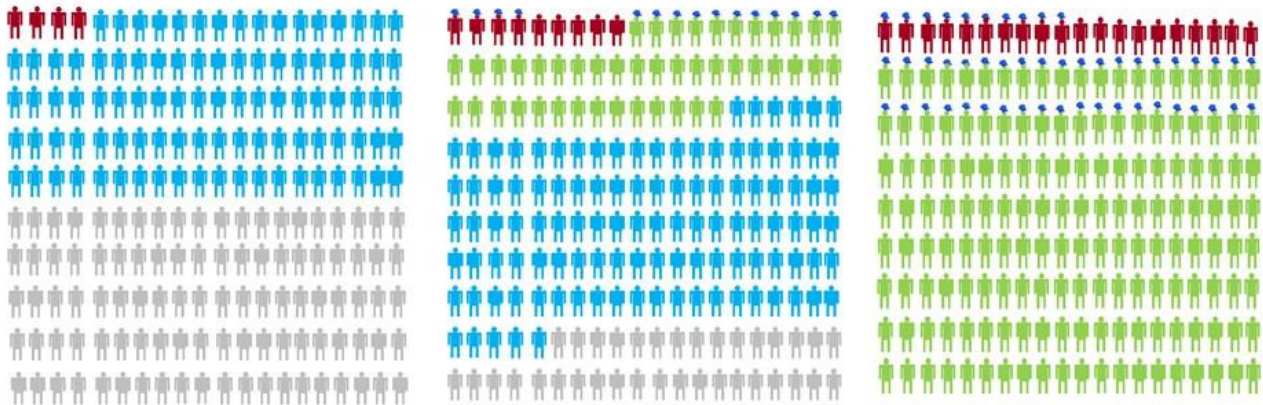
## Practitioner Project Identification

Expectation to complete a project in order to pass Greenbelt certification has existed since the beginning of the program. A redesigned course was launched in September 2016.

- September-December classes: 3/37 participants have identified a project
- January class: 1/10 participants have identified a project
  - Initiated 1:1 meeting with mentor immediately after phase 1 course completion (scheduled prior to class being conducted)
  - Eliminated testing at the end of Phase 1
- March class: 3/7 participants have identified a project and a sponsor

WASHINGTON MILITARY DEPARTMENT - SAFEGUARDING LIVES AND PROPERTY IN WASHINGTON STATE

## OFM's Problem Solving Saturation



2013

2017

TRUE  
NORTH



No Lean Experience



Leader/Coach & Problem Solver



Facilitator



Project Experience



Problem Solver



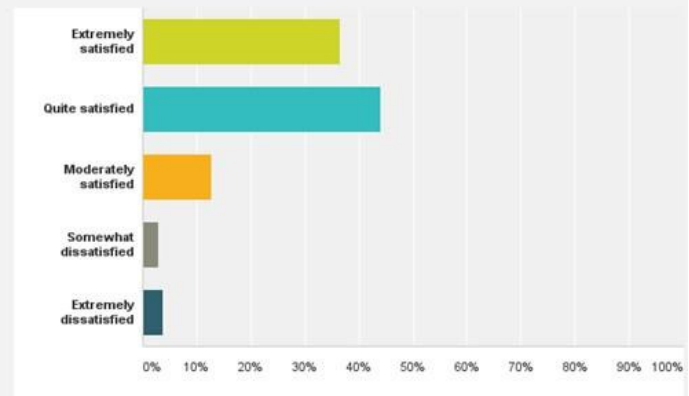
Leader/Coach & Facilitator

# KEY LEAN LEARNINGS



- Opening the Door to Lean through Customer Satisfaction Survey
- Building on Lean by Communicating the Unanticipated Results from Lean Project
- Demystifying Lean through doing builds support

Q1: Overall, are you satisfied with the licensing services you received from the Workforce Board?



Answered: 134 Skipped: 0

# KEY LEAN LEARNINGS

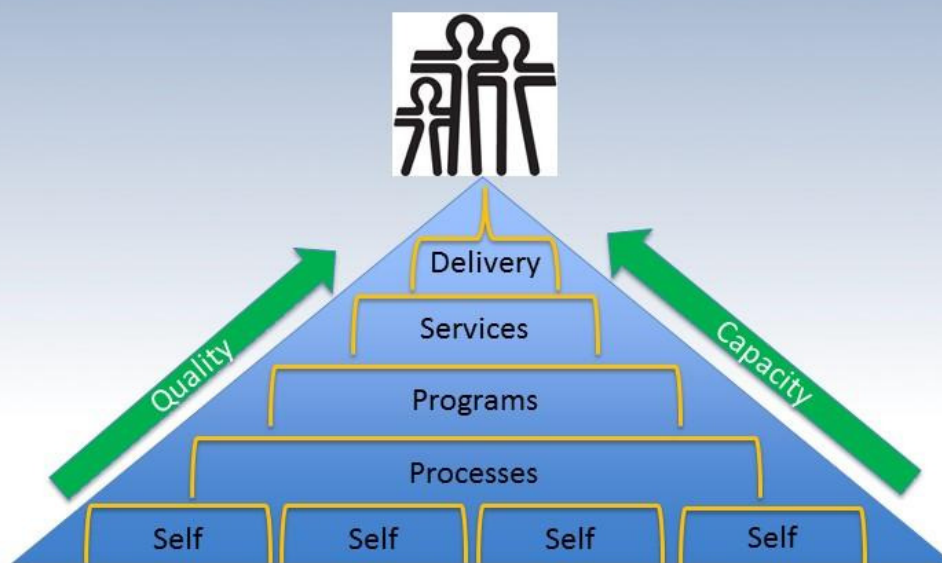


- Hidden talents Discovered
- Structural problems Identified
- Good Information to Share
- New System to Support Team
- Team building & camaraderie
- What Lean Cannot Fix Supports Budget Package



## Key Learnings

- Numerous small wins = a big win.
- Stick to the basics and reinforce them.
- Lean starts with self.
- Meet people where they are at.
- Perseverance pays off.





# Lean Journey



*Adding value to WSDOT employees, our customers, by providing services that enable employees to do their work simpler, faster, and less costly through the practical use of Lean tools and philosophies.*



Roger Millar, Secretary of Transportation

Keith Metcalf, Deputy Secretary of Transportation

## 5.2.1 and 5.2.1.a – Lean Projects

### Opportunity: Measure Maturity

We are thoughtfully considering several options for updates to the Effective Government Measures.

#### EFFECTIVE GOVERNMENT

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

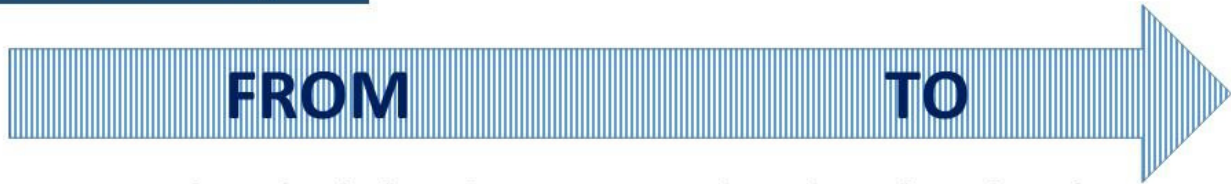
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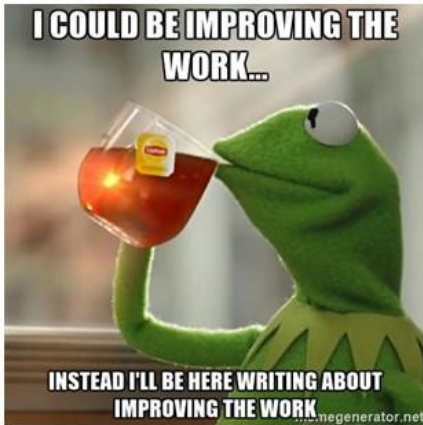
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**Opportunity:  
Measure Maturity**



Low-value, high burden  
output focused results

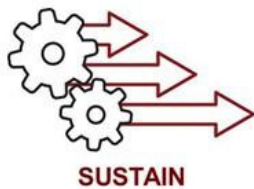


High-value, low burden  
outcome focus on  
improving business results



**Strategies:  
2017 and Beyond Plans**

Sustain and improve current offerings  
and progress



Improve Lean Reporting, enhanced  
connection to the Washingtonian



Develop and provide guidance for journey  
alignment

Progress Indicator*	2013 to 2015
<b>PURPOSE</b>	
• Understood by all	✓
• Customer-centered	✓
• Core processes identified	✓
• All employees' work connected to core processes	✓
<b>PROCESSES</b>	
• Ways to identify and fix process problems	✓
<b>PEOPLE</b>	
• Way to engage workforce	✓
• Way to create safe learning	✓
• Way to lead Continuous Improvement organization	✓
<b>MANAGEMENT SYSTEM</b>	
• Way to continually improve	✓
• Way to routinely check and adjust	✓
• Way to see problems	✓
• Way to continually engage	✓

Grow in Lean maturity; develop new  
measures



## Action Plan

Action	Lead	Partners	Expected Outcome	Due Date	Status
<b>Recommend updated Effective Government measures</b>	Results WA	Lean Advisors	Updated measures to understand enterprise progress	May 2017	Underway
<b>Evaluate current Strategic Project Report formats</b>	Results WA	--	A more user-friendly and relevant report	June 2017	Not started

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