

The Lean Culture Transformation at Enterprise Services

Our Journey So Far

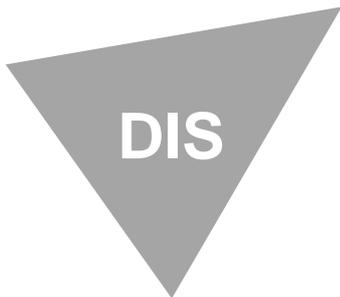


Washington State Department of
Enterprise Services

Lean Postcards



What is Enterprise Services?



Our People



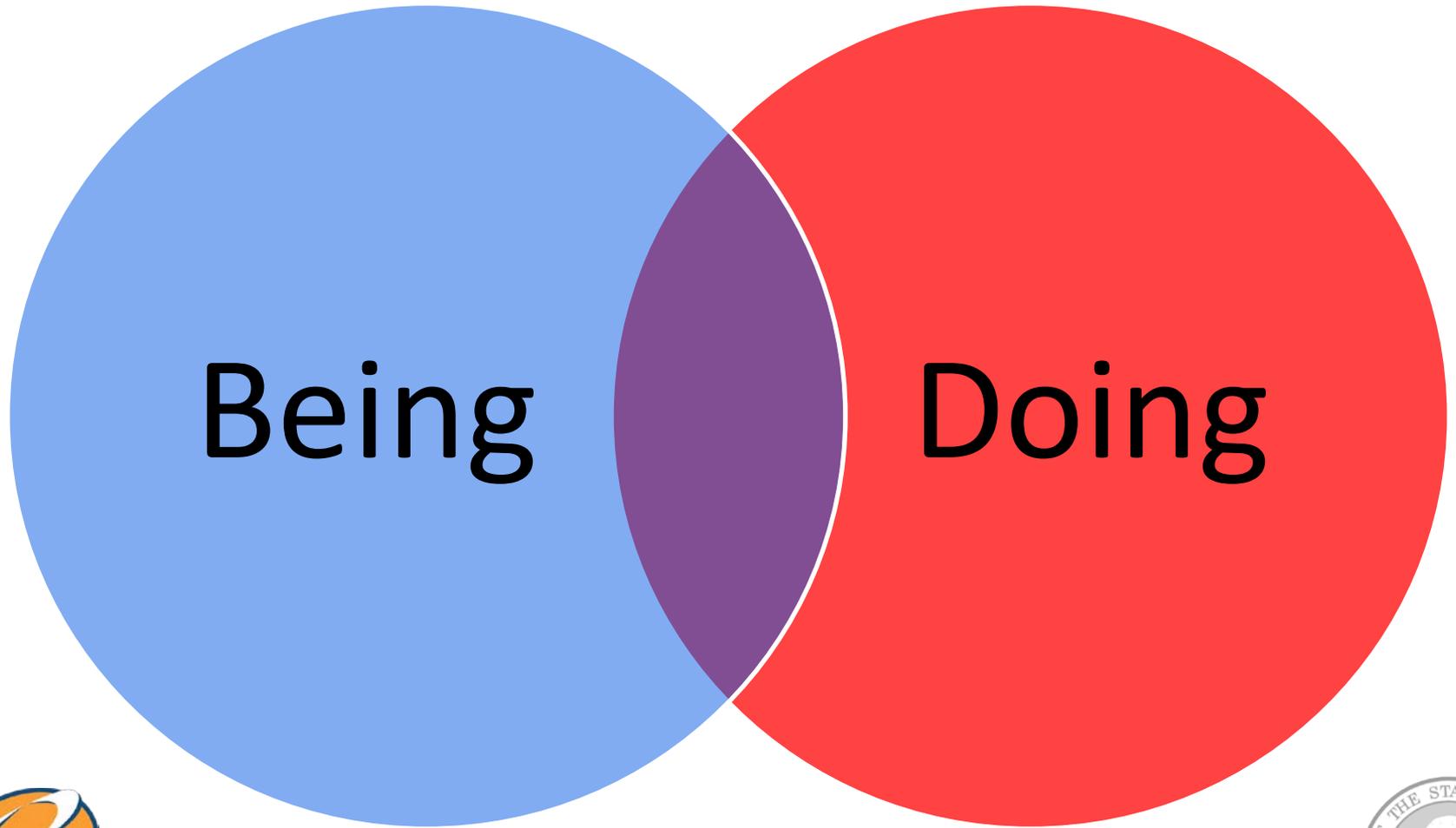


Fellow Travelers

Preparing for the Journey



Leadership



Building Internal Lean Capacity

Central Lean Office:

1 Manager

4 Consultants

1 Data Analyst

.25 Administrative Support

+ 7 part-time Practitioners (2.0 FTE) embedded in divisions to support Lean culture.

Total Lean FTE = 8.25 FTE (apx .0825% FTE)

Target = no more than 1% of FTE.



A Clear Destination





POST CARD

PLACE STAMP
HERE.
UNITED STATES
AND CANADA
ONE CENT.
FOREIGN, TWO
CENTS

Lean Projects



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Enterprise Planning:
Program Strategy Maps

Mission, vision and values



Strategic Clarity 2013

STRATEGIC ANCHORS	VALUES		
<p>MISSION: We deliver innovative, responsive, cost-effective and integrated solutions and services to meet the diverse needs of our customers.</p> <p>VISION: We enable government to best serve the people of Washington.</p> <p>OUR CUSTOMERS FEEL: Informed, confident, respected, satisfied, and successful.</p> <p><i>"What you need. How you need it. When you need it."</i></p>	<p>Openness We listen and communicate to promote understanding, transparency and trust.</p>	<p>Integrity We act with honesty, fairness, accountability and the highest ethical standards.</p>	<p>Collaboration We work together to achieve shared goals.</p>
	<p>Respect We treat everyone professionally and value each other's efforts and ideas.</p>	<p>Excellence We exemplify teamwork, commitment and responsiveness in the pursuit of quality.</p>	<p>Innovation We encourage creativity and informed risk-taking.</p>
GOALS			



Enterprise Planning: Program Strategy Map Template

Program Purpose:					
Program Hypothesis					
If we do these processes well...	Operating Processes			Supporting Processes	
	Core Process	Core Process	Core Process	Core Process	Core Process
As measured by... (with targets of...)	Measure (target)	Measure (target)	Measure (target)	Measure (target)	Measure (target)
Then our outcomes will be...	Outcome		Outcome		Outcome
	As measured by... (with targets of...)	Measure (target)	Measure (target)	Measure (target)	

Program Strategy Maps: What we do and how we measure success!

Contracts &
Legal Services

Enterprise
Technology
Solutions

Executive

Facilities

Finance

Human
Resources

62 Program Strategy Maps



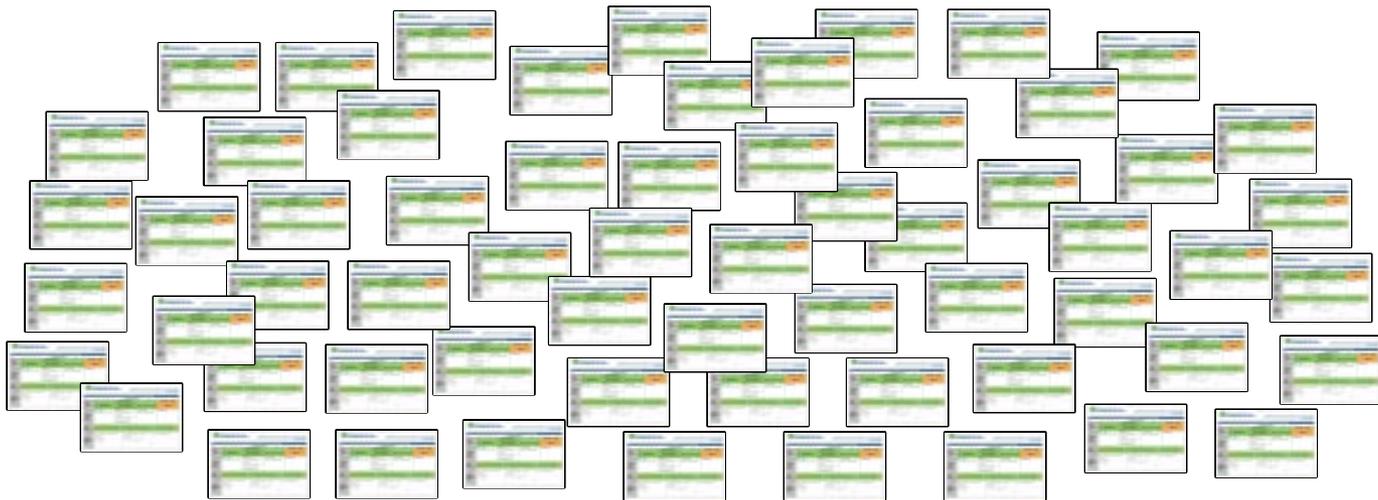


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*Enterprise Planning:
Agency Strategy Map*



Program Strategy Maps





Program Strategy Maps: What we do and how we measure success!

Contracts & Legal Services	Integrative Solutions	Customer	Facilities	Finance	Human Resources	Information Services
[Map Content]	[Map Content]	[Map Content]	[Map Content]	[Map Content]	[Map Content]	[Map Content]
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Customer Engagement

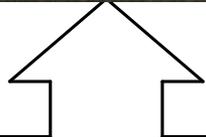
Increase the capability for customer interaction
Develop and publish a general contract
Develop and publish a general contract

IT Consulting

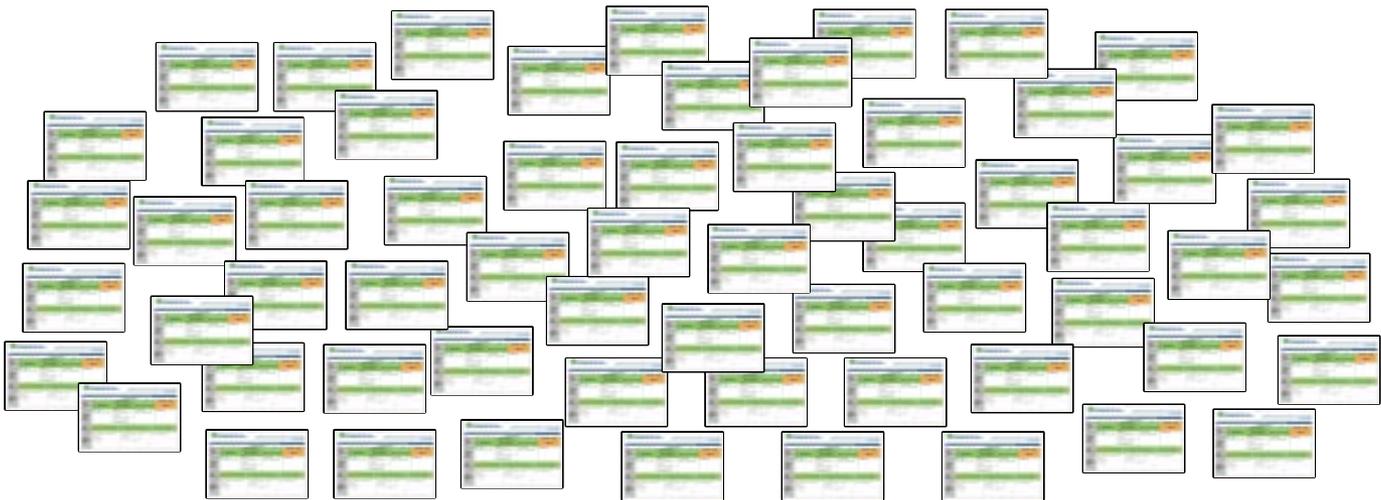
Figure out
MEASURE
services

Provide Consulting Solutions and

Support



Program Strategy Maps



Agency Strategy Map



Washington State Department of
Enterprise Services

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VALUES

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We listen and communicate to promote understanding, transparency and trust.

Integrity
We act with honesty, fairness, accountability and the highest ethical standards.

Collaboration
We work together to achieve shared goals.

Excellence
We exemplify teamwork, commitment and responsiveness in the pursuit of quality.

Innovation
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Respect
We treat everyone professionally and value each other's efforts and ideas.

GOALS

Deliver exceptional services.

Reduce the overall cost of government operations.

Engage and support employees.

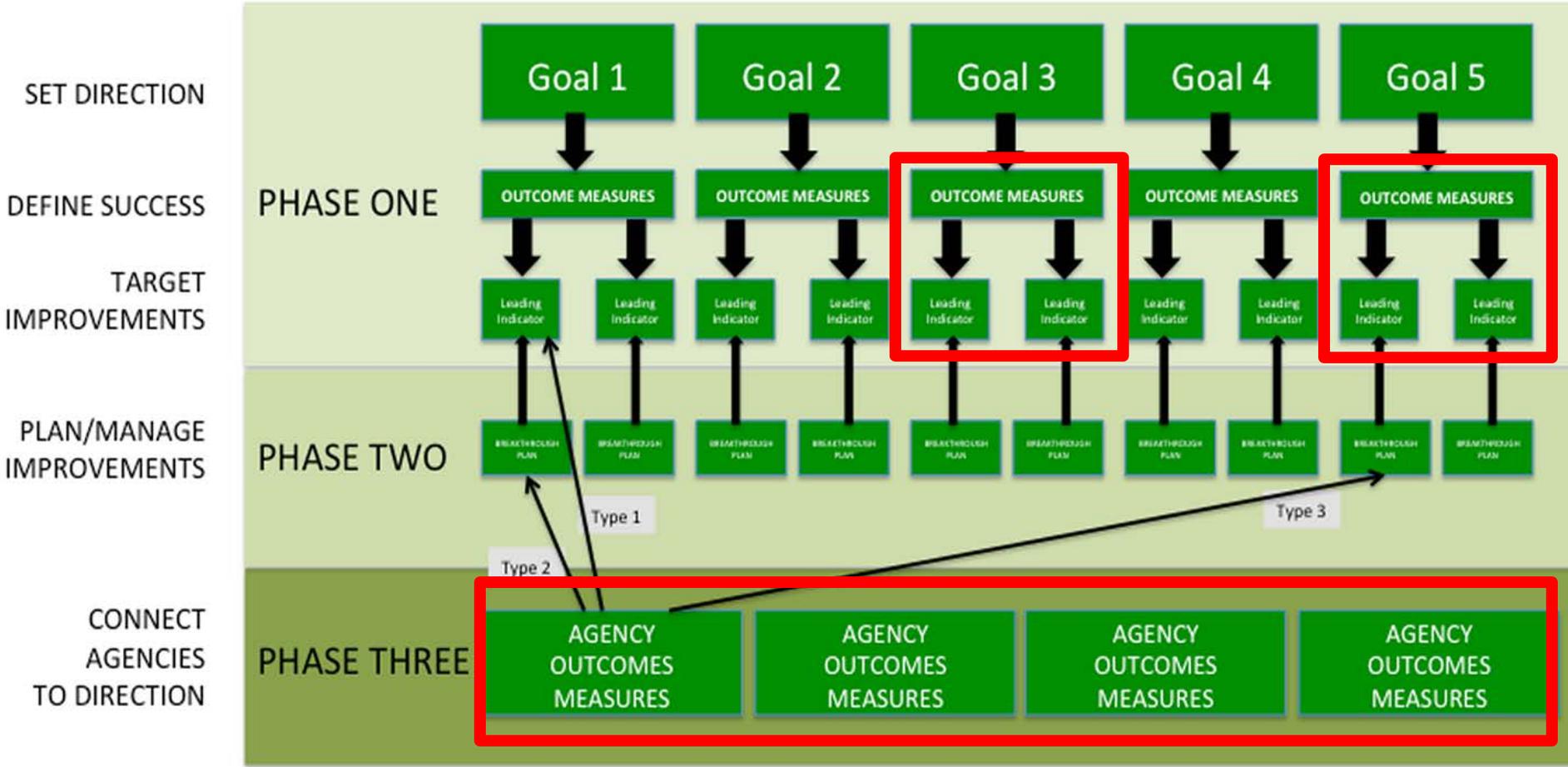
Keep improving.

ENTERPRISE SERVICES VALUE STREAM

CORE PROCESSES	CP1: Provide stewardship of assets	CP2: Provide goods and services	CP3: Leverage Technology	CP4: Manage Risk	CP5: Provide financial mgt. & business analysis	CP6: Develop and support the workforce	CP7: Build and nurture relationships	CP8: Build Lean culture
PROCESS LEAD	Tom Henderson	Phil Grigg	Dawn Tatman	Farrell Presnell	Annette Meyer	Scott Turner	Ann Sweeney	Renee Smith Nyberg
PROGRAMS CONTRIBUTING TO CORE PROCESS VALUE STREAM	BR: Surplus. FAC: Admin, Building Automation, B&G M&O, B&G Zones 1-4, B&G Grounds, B&G Procurement, Custodial, Refuse & Recycling, Property Mgt., NCGC.	BR: CMS, Fleet, Prod. Svcs, Printing, Surplus. CLS: ACCO internal, MCC, Procurement Outreach. EXEC: Security & Access, Visitor Services. FAC: EAS Contracts, EAS PMs, Energy Program, NCGC, RES, Facilities Mgt, Tenant Impm'ts, Work Mgt & Parking. FIN: Leasing Asset Mgt., Statewide Payee Unit.	ETS: BA, DBI, Dev, I&O, PM, QC&RM. PSD: Statewide recruiting.	CLS: ACCO, Emergency Mgt, Internal Audit, Legal, Local Gov Self-Ins, Office of Risk Mgt, Statewide Bdg Code Council. ETS: Enterprise Security. EXEC: Visitor Services. FAC: EAS Contracts & Claims	CLS: Admin, Business Process and Design. FIN: Admin, AP, AR & Billing, Budget, General Ledger, Payroll.	COM: Internal comm. HR: Safety, Risk & Wellness, HR services, Small agency HR. PSD: Statewide recruiting, Learning and delivery, EAP. Internal Comm: TBD; Safety: # of injuries/qr or lost days/qr, % of evac drills meeting time target; % of inspections w/o infractions; HR: % of annual processes automated, # of small agency contacts, # EAP contacts; 100% of PDPs and PDPs completed to schedule. L&D: # of training hours or ee's participating; reduced cost of training? Statewide recruiting: TBD.	COM: Communications, Customer Relationship Mgt. EXEC: Govt. Relations % of viable program rec's implemented per year (80% or greater) Conduct XX ongoing outreach activities every year. % of requests responded to within standard time: Leg = 24-48 hours Media = 30-60 min. Contractors/vendors:	EXEC: PI Program Lean Training: 100% Employees, 100% of leaders, 1% of ee's trained as facilitators # of projects/PIP FTE Agency progress on Lean maturity model
CORE PROCESS MEASURES	Identifying key measures for each program. Developing stewardship plan that will include goals and activities to be measured. Decrease deferred maintenance from \$200 mil to \$100 mil.	Lead is contacting each program manager and AD. Considering standard measures such as cost, accuracy and timeliness.	Consider how business value is added per customer: 1) Educating customers; 2) Modernize systems; 3) Nurture and collaborate with customers & partners; 4) Provide central services?	Use risk assessment findings as measures. ACCO: % contracts processed in 10 working days. EM: Coop plan 2x/yr. IA: Audit plan in place; audits on schedule. LS: Service requests resolved within AG use guidelines. LGSI: % of programs solvent. ORM: % of property requiring ins insured. SBCC: % current code add'ns adopted. ETS security? Visitor Svs? EAS Contracts/Claims?	Budget to actual by line of business (fund). Revenue to actual by line of business. % of business lines recovering costs (*program identified individually) Future Measures: Forecasting revenue and expenditures. Rate tracking.			
OUTCOMES	O1: Fiscal Health Lynne McGuire	O2: Innovation & Improvement Jane Rushford	O3: Customer Trust & Confidence Curt Hart	O4: Engaged Employees Terry Wilson	O5: Value Delivered Lynne McGuire	O6: Responsible Stewardship Jane Rushford		
OUTCOME LEADS	100% of businesses meeting financial targets defined by: O1a: Revenues > expenses (+ 0-2%). O1b: Net position = 60 days working capital. O1c: % of service rates and/or unit costs w/in 5% of benchmark.	For Innovation O2a: DES will explore this topic to more deeply understand what innovation is, how to foster it in govt. and how to know if we have it. For Improvement O2b: # of process improvements/employee time.	O3 TBD: Agency needs to define and understand customer trust and confidence. Consider measurement options beyond surveys. Provide guidance to programs for program measures and survey coordination, frequency, etc.	O4a: Selected Employee Engagement Survey questions rated 4+ by >80% of respondents. O4b TBD: Other strategies for a deeper, qualitative understanding of issues on survey.	O5 TBD: Start inventory of successes showing value delivered, as well as when value is not delivered. Learn from this inventory what to measure and how to set a target.	O6 TBD: Define stewardship for 4 types: fiscal, physical, program, and employees. What does it take to do this well (best practices)? How will we know we are successful for each type of stewardship? Learn and further define.		
OUTCOME MEASURES								

RESULTS WASHINGTON

Setting the Foundation for Accountability



The intent is to maximize the connection between Agency Outcome Measures and the Governor's Goals

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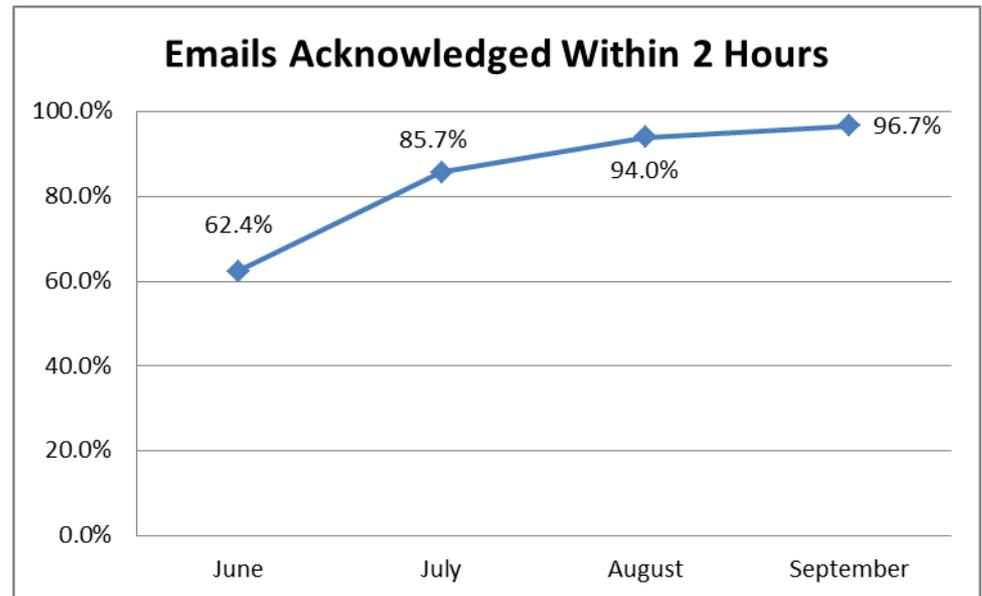
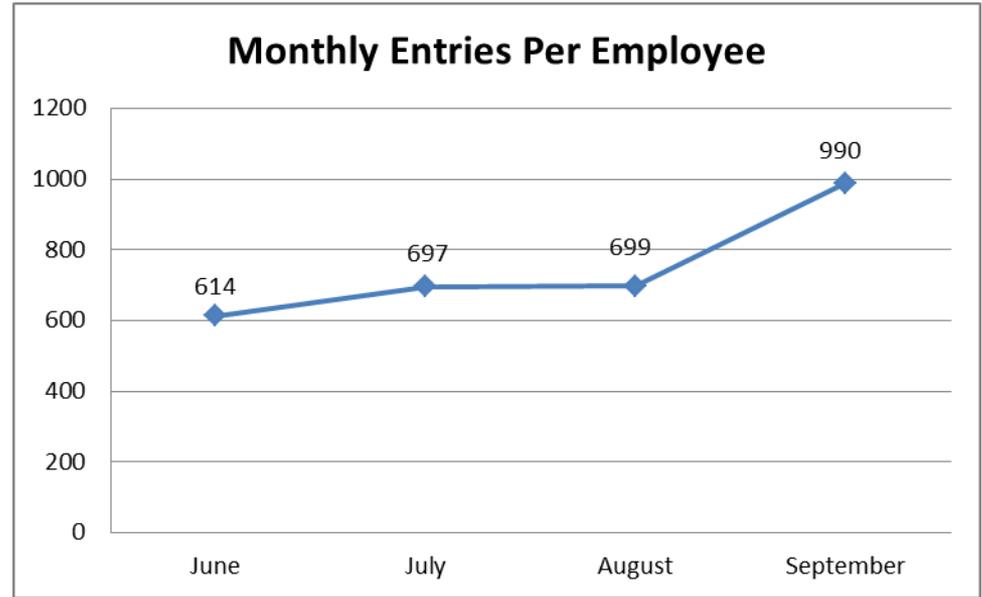
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Daily Huddles



Daily Huddles
Finance Statewide Payee Unit

*Statewide
Payee Unit
improves
productivity and
customer service.*



Item	Description	Quantity	Unit Price	Total Price
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Item	Description	Quantity	Unit Price	Total Price
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Team 1 - Goals & Measures

TRAM 1

MCC Rebids

Item	Description	Quantity	Unit Price	Total Price
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TEAM 1 - GOAL PLANNER - OPERATING TARGETS

Item	Description	Quantity	Unit Price	Total Price
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TEAM 1 - GOAL PLANNER - SUPPORTING

Item	Description	Quantity	Unit Price	Total Price
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10300

Team 1 Motto - "Always Apply Diplomacy & Fashion Consciousness"

Parking Lot

Supplier Diversity Outreach?
App/procurement/educational/procurement?

Team 1 - OPERATING TARGETS & MEASUREMENTS

Item	Description	Quantity	Unit Price	Total Price
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Visitor Services

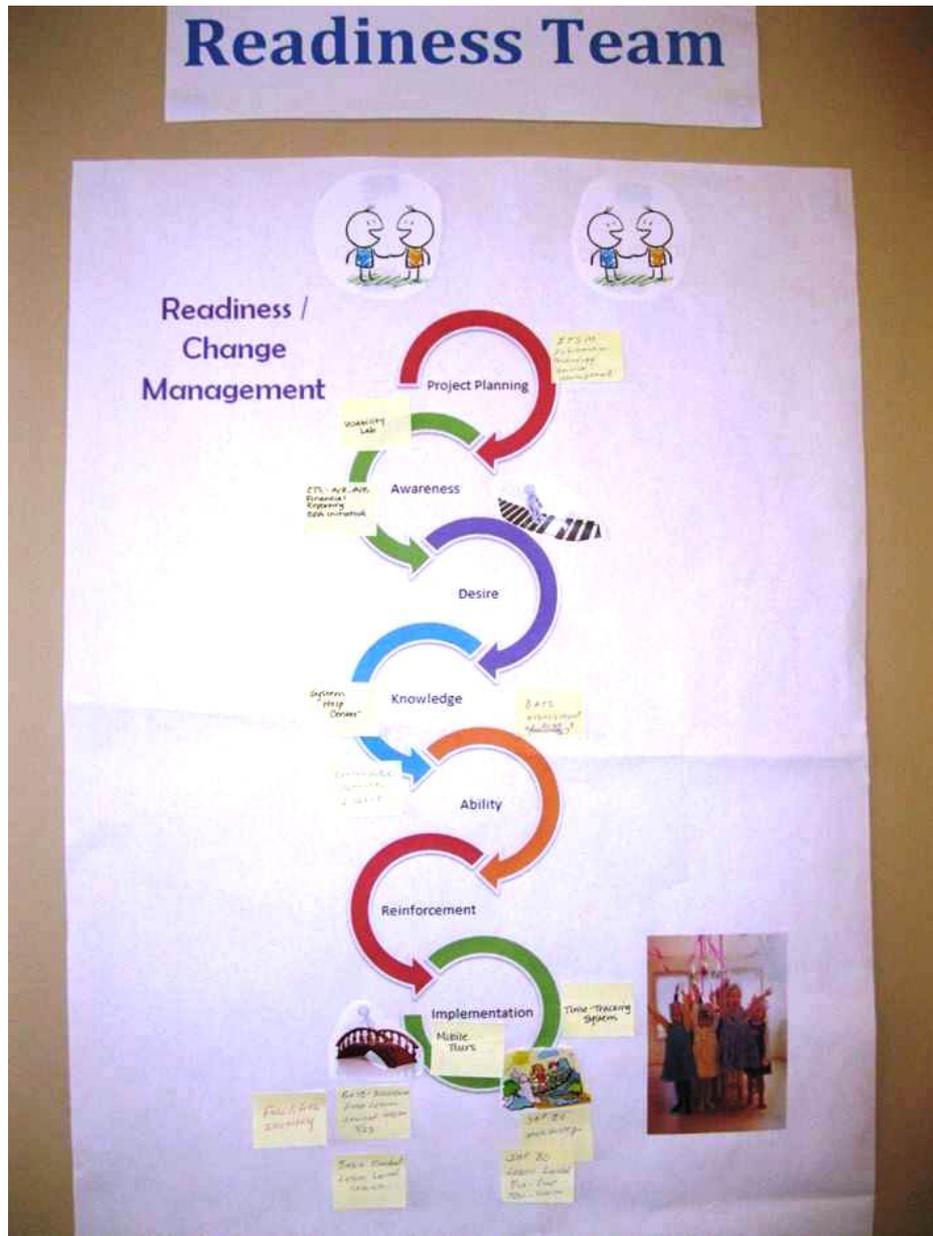
C:LS Admin Tracking Board

Week	8/5 to 8/9	8/12 to 8/16	8/19 to 8/23	8/26 to 8/30
Teresea: Tracking: RA Review meetings		7 to be scheduled amede MCA wat SPTAC oia OES Parks	Channphy POP + POP	Amy POP + POP
Amy: Tracking: Records	Week: 8/5-8/9 8 Contract/SPE Boxes	Week: 8/12-8/16 8 Contract/SPE Boxes	Week: 8/19-8/23 8 Contract/SPE Boxes	Week: 8/26-8/30 8 Contract/SPE Boxes August 2002 32 boxes
Channphy Tracking: Missed staff	Week: 8/5-8/9 5 staff members 8/5 - 3 8/6 - 1 8/7 - 1 8/8 - 2 8/9 - 2	5 staff members 8/12 - 3 8/13 - 3 8/14 - 3 8/15 - 2 8/16 - 2	3 staff members 8/19 - 3 8/20 - 3 8/21 - 3 8/22 - 2 8/23 - 2	10 staff members 8/26 - 3 8/27 - 3 8/28 - 3 8/29 - 2 8/30 - 2 Goal: 20% of staff on um #52
Huddle Hopping Tuesday	Legal	STATE BUILDING CODE COUNCIL	ACCO	DISK
Thursday	MCC Team 1	MCC Team 2	MCC Team 3	BAD



Contracts and Legal Admin Staff

Readiness Team



Enterprise Technology Readiness Team

Consistent, Fact-Based
Matrix Reporting

Week of: 7-29-2013

Reported by: GP

CURRENT STATE						
This Weeks Figures	New Claims (Daily)	Claims Resolved (Daily)	Amount Paid (Daily)			
Monday				Null	Null	Null
Tuesday	12	9	\$2,463.11	Null	Null	Null
Wednesday	4	9	\$3,421.55	Null	Null	Null
Thursday	1	4	\$27,780.16	Null	Null	Null
Friday				Null	Null	Null
This Week's Totals	17	22	\$33,664.82			
COMPARISON FIGURES	Claims Opened	Claims Resolved	Amount Paid	Shelf-Life: Resolved Claims	Shelf-Life: Open Claims	Denied Claims Resulting in Suits
Prior Week's Figures 1st Tuesday	30	6				
Month to Date Totals 2nd, 3rd, 4th Tuesday						
Prior Month's Totals 1st Tuesday						
FYTD Totals 1st Tuesday	142					
PYTD Totals 1st Tuesday	87					



Office of Risk Management



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Employee Kaizens

Employee Kaizen



Surplus



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FOREIGN, TWO
CENTS

Challenges



Confusion

Communication

Choices

Supporting managers

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Employee Engagement

Next in 2014?



**Lean thinking and practice
by everyone everyday.**



Our Director's View of the Lean Transformation Journey



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Enterprise Services

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