

Frequently Asked Questions

How does Results Washington affect Washingtonians?

Results Washington aims to make state government more effective, efficient, accountable and transparent. Gov. Inslee's goals for Results Washington reflect what matters most to Washingtonians. Because we can only improve what we measure, this initiative will provide both policy leaders and the public detailed data and measurements about how well we're improving. Additionally, Results Washington will strategically apply Lean thinking, tools and techniques across state government operations to eliminate waste in processes and create more value for the taxpayers.

What is the timeline for implementing Results Washington?

Results Washington will be phased in through 2013 and will continue to evolve to be a dynamic and responsive performance management and accountability system. Here is what you can expect to see over the next few months:

- *Sept. 10* – Rollout of Gov. Inslee's strategic framework, executive order and draft goal maps. The results.wa.gov web site will be live and the public can start reviewing the work to date. COMPLETED
- *Mid-Sept.–mid-Oct.* – Engagement and feedback period. We will use this time to receive feedback from Washingtonians and stakeholders. IN PROGRESS
- *Early fall* – Revised goal maps will be posted on the web. These maps will reflect our conversations with and input from Washingtonians and stakeholders.
- *Late fall* – Improvement plans will be developed. Leaders across state government will come together with partners to identify strategies that achieve targets in each goal area. Lean fellows will be deployed as resources to support these efforts. These fellows are experts in Lean and will work across agencies to get results.
- *Winter* – Reporting begins and reports will be posted to the web. Reports and a dashboard will be available so everyone can monitor progress.

How long will it take to see results?

It will differ for each of the goal areas, outcome measures and leading indicators. Progress will be reported based on data availability and frequency. For example, some measures will be reported on a quarterly basis and others on an annual basis.

For example, in Goal Four we'll track data quarterly about our progress in reducing child abuse and neglect. But in Goal One, we'll track how many first-year teachers are paired with mentors on an annual basis.

How is this different from previous attempts to improve government?

Gov. Inslee has established a new strategic framework for his administration that sets the vision, mission and the foundational expectations to achieve the goals collaboratively, involving

all state agencies. Results Washington combines the best aspects of previous performance management and performance budgeting efforts such as GMAP (Government Management Accountability and Performance) and POG (Priorities of Government) with a significantly expanded Lean initiative that will involve all state agencies.

Results Washington builds upon previous efforts in the following ways to deliver value and transparency to taxpayers:

- Clearly aligns numerous activities around a solid mission and vision
- Expands performance improvement efforts to include all state agencies as well as boards and commissions
- Increases frequency of reporting and forums on results so legislators and the public have regular access to up-to-date data
- Increases level of collaboration among agencies and their partners
- Better integrates improvement efforts, such as Lean, in everyday operations
- Simplifies data so it's easier to use and more accessible
- Emphasizes engagement with citizens, employees and stakeholders

How does Lean fit in with Results Washington?

Lean is a strategy that many successful businesses have used to improve productivity and quality of work. Washington state government will use this same strategy to improve the value that we deliver to Washingtonians. Results Washington will help our workforce use Lean thinking and tools to continuously improve the value we deliver to Washingtonians. A Lean fellow will be assigned to each goal area to help develop cross-agency plans for improving performance outcomes to drive results across agencies.

How will this save the state money?

One of the five goal areas is Efficient, Effective and Accountable Government. Accordingly, Results Washington will measure how successful we are at increasing capacity and making better use of our resources.

How will Results Washington influence policy and budget development?

The outcomes for each goal area reflect the public's and the Governor's priorities. Policy and budget decision makers are actively involved in building each goal area to make sure we're collecting data that will be useful in crafting policy and developing budgets.

Will the goals be reflected in the next budget?

While the supplemental budget will reflect some Results Washington activities, because the work is ongoing, its major influence will be reflected in the next biennial budget. Indeed, the work of Results Washington will help guide the Governor's budget and policy decision making throughout his administration. He wants to prioritize our resources based on where it is needed and will result in continuous improvements toward meeting the goals.

Is it the aim of Results Washington to shrink the size of the state workforce?

The aim of Results Washington is to prioritize our resources and efforts on key goals and improve our efficiency and effectiveness in doing so. It's important that we engage state employees in this important work and share with them Lean thinking, tools and techniques to problem solve, improve their work and deliver improved services to the public.

Where does transportation fit into the plan?

Improving our infrastructure assets and building a more sustainable transportation system are two of the six outcome measures that the Inslee administration will strive to accomplish in building a [prosperous economy](#). Gov. Inslee recognizes that Washington's economic health is fundamentally linked to the infrastructure we build and maintain. Improving infrastructure assets — from bridges and roads to ferries and broadband internet — improves our ability to be competitive. Further, efficiently moving people and goods and better connecting our communities must also be a focus.

How are data collected and how can I access data?

Once we finalize the outcome measures and indicators, agencies will begin to provide data via the Socrata GovStat website where results will be shared with the public. We'll then provide a link to the dashboard, outcome measures and leading indicators on the Results Washington website.

Do we have the capability to accurately and honestly measure the identified indicators?

Agencies are in the process of identifying data sets necessary to accurately and honestly measure the identified indicators. In some cases, data currently exist. In other cases, agencies have recognized that the data do not exist, but are working to collect the necessary data and establish baselines. In both cases, Gov. Inslee wants to make sure we have the most accurate information possible so he, legislators, and the public know what's working well and what we need to focus on doing better.

What will the Governor do for an area not meeting goals?

Once developed, the Results Washington dashboard will indicate clearly the areas that are not meeting goals and those that are. If an area is not meeting goals, Results Washington will work with goal councils and agencies to identify the root cause, develop an improvement plan, make necessary adjustments and continue measuring progress to ensure the solution results in progress toward meeting the goal.

Twitter Town Hall Questions

Several questions remained unanswered after our Twitter Town Hall concluded on Thurs. Sept. 12. Answers to these questions are below.

Are state employees "customers" of government? Is focus on services or government employment for "customer satisfaction?"? @OLYMPIAWATCH

We define customers as anyone who accesses, uses or receives government products or services. In some cases, state employees are the customers – our state Human Resources agency primarily serves state employees, for example. In other cases, the customer might be a business, resident, or student. We want to improve every interaction with state government. Engaging employees and recruiting the right talent will result in increased customer satisfaction.

How exactly will you measure improvements in the goal areas? @WA_HEALTH_CARE

We'll report data for each outcome measure and indicator on a regular basis and make that data available for the public to view. If we aren't making adequate progress on an outcome measure or indicator, we'll develop an improvement plan that will also be available to the public.

What is the Governor's total budgeted expenditure for all the work involved with Results Washington? @LIVFINNE

Results Washington is operating under the use of existing resources, many of which were already in place for government performance and accountability activities. No additional funds have been allocated for this effort.

How will the Governor reduce near-record-high childhood hunger? @CHILDRENALLIANCE

Food security is an important issue that could broadly influence our ability to make progress in the goal areas of world-class education, healthy and safe communities and economic prosperity. We welcome hearing your specific ideas.

How do you plan to support school principals as they strive to support teachers working towards distinguished ratings? @SCOTT_AWSP

We need to make sure principals get adequate training on the multiple evaluation frameworks. [Learn more about district framework selections.](#)

How do you see #ResultsWA interacting with your local gov't partners? @DEREKMYOUNG

Results Washington will seek feedback and continued engagement from local governments and actively seek opportunities in all of the goal areas to form innovative partnerships that drive the results that Washingtonians deserve.

Results Washington will use the latest technology to routinely gather, review and display performance data which will make it easier for citizens to see for themselves how well state

government and its many partners — such as school districts, local governments and community organizations — are delivering services and meeting key performance goals.

#ResultsWA your World Class education goals are blank "X's." How can you say these are goals? They are blank "X's." @LIVFINNE

A blank "X" indicates that the Results Washington team is working to identify targets. In some cases, data is not currently collected and it will take time to develop a target.

A significant number of state agencies have little or no connection to the goals. Are those agencies participating in #ResultsWA? @ WILLSINGRR

Every agency has a role in helping us meet one or more goals, and is involved in one or more goal council. Some agencies have programs that indirectly affect outcome measures and indicators across the five goals. All agencies are represented in [Goal Five: Efficient, Effective and Accountable Government](#).

How will progress against the goals be reported to the public? @JOHNOSAUNDERS

After we finalize the leading indicators and outcome measures, agencies will begin reporting their data. At that point, you can track our progress via a dashboard on results.wa.gov.

In Feb. 10, 2009 L&I reported losing tens of millions of tax payer dollars per year. Where is our money? @jhnghmn

In Feb. 2009, Labor and Industries (L&I) discovered a computer coding error. The error involved a duplicate line of computer coding that resulted in higher refunds for some employers that participate in L&I's Retrospective Rating program. Once the error was corrected, future refunds to the affected employers were reduced to correct levels.

Once the department identified this problem, L&I immediately contacted the State Auditor's Office, who engaged an independent actuarial firm to review data and suggest recommendations, which were implemented. The Auditor's Office confirmed there was no loss of state funds.