



What's Ahead at Results Washington

2/18/2021

updated 5/5/2021

Our vision is to be a:

Collaborative partner championing the best results for the great state of Washington.

Our mission is to:

Improve state government by approaching complex issues through collaboration, performance management, and continuous improvement.

What we'll cover today

- Developing our Strategic Framework for 2021+
- Performance Audit Liaison Role and Work
- Public Performance Review (PPR) Process Update



Developing our Strategic Framework for 2021+

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Our Strategic Framework for 2021+

Results WA was established by Governor Jay Inslee in 2013 to strengthen performance management and continuous improvement in state government.

In 2020, we began adjusting several aspects of our work in response to feedback from the Governor and from stakeholders.

Developing a strategic framework supports an examination of what we *have* been doing to help inform what we *should* be doing in 2021+

Initial work is underway; details will be available soon. This will include input from our team, our leadership, and our state agency partners.

Our Planning Focuses on Four Areas

Optimize internal agency organizational performance

Develop internal RW agency DEI plan

Define RW's role and work within the Performance Management space in WA for 2021 and beyond

Define RW's role and work within the Continuous Improvement space in WA for 2021 and beyond

Optimizing Internal Agency Performance

How we manage ourselves internally impacts how we engage externally

Accomplishments to date:

- Adjusted organizational structure to improve alignment with our work
- Updated our agency vision, mission, and core values
- Filled two vacant Senior Performance Analyst positions
- Deployed SharePoint for internal document management

What's Next:

- Deploy portfolio management approach to centrally manage our work
- Document major agency processes – from day-to-day to key workstreams



Results Washington – Vision and Mission

Our vision is to be a:

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Results Washington – Core Values

Our core values are:

People Matter

We foster an inclusive culture that sees diversity as integral to success along with humility and respect for each other. We recognize the importance of the lived human experience of our partners, their clients and customers, and our team.

Resources Matter

We are accountable and transparent and serve as good stewards of state resources – our own and those of our partners. We are committed to managing our resources in a way that is consistent with expectations for any state agency.

Ideas Matter

We value innovation, creativity, and resourcefulness as well as fact-based decision-making in our work while also capitalizing on those efforts and approaches that have proven effective over time.

Teamwork Matters

We do everything we can to build trust with our partners and across our team by fostering teamwork, demonstrating open communication, and remaining flexible and adaptable to meet our partner and team needs.

Developing Our Own DEI Plan

We Are Exploring A Big Question:

- How can we build upon our core values to operationalize DEI in our team and in our work?

We are Developing a Way Ahead

- Identifying 1-3 key objectives that we can work toward as a team
- One objective will focus on embedding accessibility into our work approaches and products

Defining Role and Work in WA's *Performance Management Space*

We Are Exploring Big Questions

- What does “performance management” in WA mean in 2021+?
- What is Results’ role and work in that space?
- What do agencies need/not need from Results?
- How do we integrate performance management and continuous improvement?

We Are Developing a Way Ahead:

- Doing research to identify promising practices, gaps, and opportunities
- Developing an approach for engaging agencies and gathering input
- Leveraging work in process, like Public Performance Reviews
- Putting updates to most metrics on hold

Defining Role and Work in WA's *Continuous Improvement Space*

We Are Exploring Big Questions

- What does “continuous improvement and Lean” in WA mean in 2021+?
- What is Results’ role and work in that space?
- What do agencies need/not need from Results?
- How do we integrate continuous improvement and performance management?

We Are Developing A Way Ahead:

- Doing research to identify promising practices, gaps, and opportunities
- Developing an approach for engaging agencies and gathering input
- Assessing how to leverage work in process
- Delivering this year’s 10th Annual Lean Conference virtually



Performance Audit Liaison Role and Work

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The Governor's Performance Audit Liaison is a Member of Our Team

The State Auditor's Office and the Joint Legislative Audit and Review Committee conduct performance audits aimed at improving efficiency or effectiveness of a program or agency

This position fosters the process between auditors, executive branch agencies, Governor's Office, Office of Financial Management, and Office of the Chief Information Officer and serves as a resource for guidance and escalation

Work includes:

- Ensuring necessary executive branch agencies and stakeholders have a shared understanding of the audit, resources, and actions needed
- Delivering a coordinated response to SAO between audited agencies and OFM or OCIO
- Monitoring agency action plans to completion; publishing them on Results' website for public transparency



Public Performance Review Process - Update

Our vision is to be a:

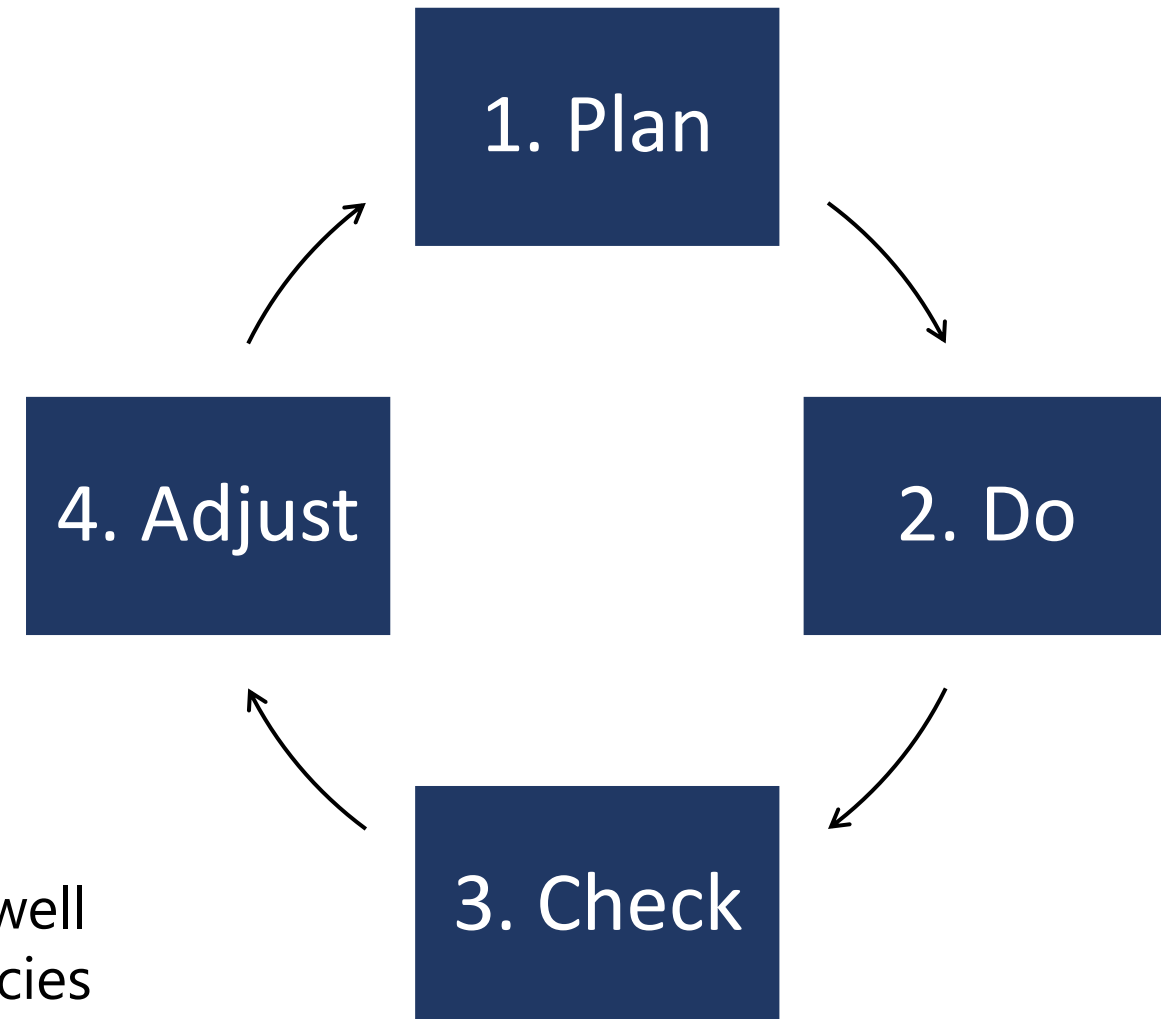
Collaborative partner championing the best results for the great state of Washington.

Our mission is to:

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Public Performance Review (PPR) Process

- We have refocused our efforts and are partnering with state agencies to tackle complex, cross-enterprise improvement projects
- Work is guided by the Governor's five goal areas and agency priorities
- We are facilitating and coordinating each project team and applying the PDCA cycle to the work
- The goal is to provide up-front clarity as well as opportunities to check back with agencies



PPR - Cross-Enterprise Improvement Topics

Anchored in the Governor's Five Goal Areas, we are pursuing improvements in each of the topics below.

Goal 1: World Class Education

- Early Learning
- Career Connect

Goal 2: Prosperous Economy

- Economic Recovery Post-COVID

Goal 3: Sustainable Energy & Environment

- Combat Climate Change

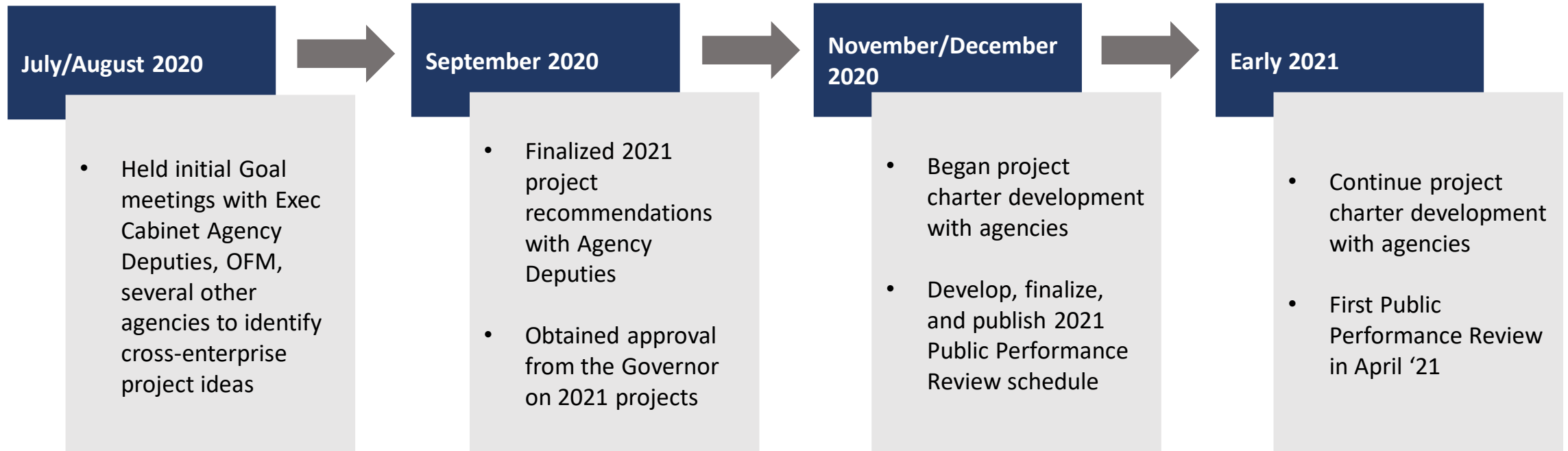
Goal 4: Healthy & Safe Communities

- Reduce Homelessness
- Behavioral Health Care System – Improving Community Options

Goal 5: Efficient, Effective & Accountable Government






- Diversity, Equity, and Inclusion

PPR – How We Got to 2021



Public Performance Review Agency Sponsors and Supporting Agencies



| Goal Area | Topic | Improvement Projects | Responsible & Accountable Agencies | Supporting, Consulting, and Informed Agencies | RW Project Leads |
|---|---|--|--|---|---------------------------|
|  Goal 1. World Class Education | Early Learning | 1.1 Create accessible, navigable career and educational pathways - workforce | DCYF, DOC, + RW | GOV, HCA, LNI, OFM, SBCTC, WTB, WSDOT, ESD | Charice & Jessica |
| | Career Connect | 1.2 Increase equity in recruitment in career connect services and partnering with wrap around services | ESD, SBCTC, CCW, + RW | DOC, DCYF, DSHS, DVA, GOV, HCA, LNI, OFM, OSPI, SBE, WSAC, WSDOT, WTB | Jessica & Kristy |
|  Goal 2. Prosperous Economy | Economic Recovery Post-COVID-19 | 2.1 Ensure an equitable economic recovery and measure the economic recovery through an equity lens - leverage the work of the Poverty Reduction Work Group | COM, DSHS, ESD, OFM, + RW | DCYF, DFI, DOC, DOH, DOL, DOR, GOV, HCA, LNI, OMWBE, WSDOT, WTB | Charice & Jessica |
| | | 2.2 Connect and integrate the social safety net with economic recovery | COM, DOC, DSHS, + RW | DCYF, DFI, DOH, DOL, DOR, DVA, GOV, HCA, LNI, OFM, OMWBE, WSDOT | Charice & Kristy |
|  Goal 3. Sustainable Energy and Clean Environment | Combating Climate Change | 3.1 Implementation of Greenhouse Gas Bill #HB2311 (passed last session) - Agency plans to reduce emissions | COM, DES, ECY, + RW | DOH, GOV, OFM, PSP, WSDOT | Jessica |
|  Goal 4. Healthy and Safe Communities | Reduce Homelessness | 4.1 and 4.2 Wrap Around, peer support and community services during transition out of BH/ DDA/DOC/juvenile justice 24/7 institutions and sustained support for successful reintegration | COM, DCYF, DOC, HCA, + RW | DFI, DOH, DSHS, DVA, GOV, MIL, OFM, WSDOT, WSP | Charice & Jessica |
| | Behavioral Healthcare System – Community | | DCYF, HCA, + RW | COM, DFI, DOC, DOH, DSHS, DVA, GOV, MIL, OFM, WSDOT, WSP, WTB | Charice & Kristy |
|  Goal 5. Efficient, Effective, and Accountable Government | Diversity, Equity, & Inclusion – Service Delivery | 5.1 and 5.2: Results Washington is aligning the Goal Five approach to best support the newly formed Office of Equity. We will be pausing to allow Equity time to develop strategic plan and metrics. Results Washington may select an alternate Goal Five project – information to follow. | CAAA, CAPAA, CHA, COM, DES, DCYF, DFI, DOC, DOH, DOL, DOR, DSHS, DVA, ECY, ESD, GOIA, GOV, LGBTQ, OFM, OMWBE, WSDOT, WSP | | Charice, Jessica & Kristy |
| Diversity, Equity, & Inclusion – Workforce | | | | | |

*Agencies may be involved in 5.1, 5.2, or both meeting discussions.

2021 Project Team and Public Performance Review Schedule

| Improvement Project Topic | RW Project Leads | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec |
|--------------------------------------|---------------------------|-------|-------|-------|--------|-------|--------|--------|-----|--------|--------|--------|-------|
| 1.1 – Early Learning | Jessica & Charice | | | | | Start | | | | | Oct 20 | | |
| 1.2 – Career Connect | Jessica & Kristy | | | Start | | | | | | Sep 22 | | | |
| 2.1 – Economic Recovery: Equity Lens | Charice & Jessica | | Start | | | | Jun 23 | | | | | | |
| 2.2 – Economic Recovery: Safety Net | Charice & Kristy | | | Start | | | | Jul 28 | | | | | |
| 3.1 – Climate Change | Jessica | Start | | | | | | | | | | Nov 18 | |
| 4.1 – Reduce Homelessness | Charice & Jessica | Start | | | Apr 28 | | | | | | | | |
| 4.2 – Behavioral Health in Community | Charice & Kristy | | Start | | | | | | | Sep 9 | | | |
| 5.1 – DEI: Service Delivery | Charice, Jessica & Kristy | | | | Start | | | | | | | | Dec 8 |
| 5.2 – DEI: Workforce | Charice, Jessica & Kristy | | | | Start | | | | | | | | Dec 8 |

- Start: project kick-off
- Ongoing project work
- Public Performance Review

This schedule reflects when project team scoping will start and when the Public Performance Reviews will be held. Project team work will continue in between the months leading up to and after Public Performance Review meetings.

PPR – Project Team Roles Were Selected by Agency Senior Leaders

| Role | Complete Preparation Work | Develop Project Charter | Develop Project Plan | Implement Project Plan | Present at PPR Meeting | Participate in Ongoing Project Work |
|---|---------------------------|-------------------------|----------------------|------------------------|------------------------|-------------------------------------|
| Responsible <ul style="list-style-type: none"> Primary leadership to implement and influence statewide direction Topic is tied to agency’s main strategic priorities | | | | | | |
| Accountable <ul style="list-style-type: none"> Responsible for setting/influencing statewide direction Role may be referenced in statutes, laws, Governor’s directives, memos, Executive Orders Topic is tied to agency’s main strategic priorities | | | | | | |
| Support <ul style="list-style-type: none"> Actively involved in meeting project goals Topic is tied to agency’s main strategic priorities | | | | | As needed | |
| Consulted <ul style="list-style-type: none"> Provides subject matter expertise as required May not be involved in all parts of the project team operations | | | | | As needed | As needed |
| Informed <ul style="list-style-type: none"> Strategic need to be informed of project progress May not be involved in all parts of the project team operations | | | | | | As needed |

PPR - Improvement Project Process

Each project team, in partnership with Results Washington, will move through the process below.

Develop Project Charter

- Complete Preparation Work
- Complete all components of project charter
- Commit to action
- Sponsors sign project charter

Develop & Implement Project Plan

- Identify actionable strategies
- Define tasks and deliverables
- Risk management plan
- Communication plan
- Complete deliverables
- Track progress

Public Performance Review

- Report progress
- Highlight customer voice
- Commit to follow up action

Ongoing Project Work

- Adjust plan as needed
- Publish results

Thank you!

Results Washington is excited to be partnering with you as we move forward.

For questions or more information, please contact:

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