

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2016 through December 31, 2016

## I. General Information:

Lead agency name: Department of Enterprise Services

Partner agencies: More than 100 state and local agencies / organizations

**Improvement project title: Customer Satisfaction**

**Date improvement project was initiated: 10/1/2014**

**Project type: New Project**

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

Goals:

5.1.1, 5.1.1a

5.1.2, 5.1.2a

5.1.3d

5.2.1, 5.2.1b, 5.2.1c

Enterprise Services employs three strategies to maximize its value to the people of Washington: Customer Satisfaction, Team Member Satisfaction and Financial Health. This project, combined with a parallel Team Member Satisfaction effort, captured separately improved results on two of Enterprise Services three organizational strategies.

**Report reviewed and approved by: Jeff Canaan, Deputy Director**

## II. Project Summary:

The Department of Enterprise Services Workforce Support & Development division clarified Customer Satisfaction Expectations, established customer feedback systems, and implemented problem-solving based on feedback resulting in: Increased customer satisfaction from 2.6 (out of 4.0) to 3.2 (out of 4.0) and improved customer satisfaction with "Responsiveness / Timeliness" from 2.8 (out of 4.0) to 3.4 (out of 4.0). In addition, the division also increased its Statewide Employee Engagement Survey results for Customer Value from 69.5 percent positive responses (the percent of respondents who answered either "4-Usually" or "5-Almost Always or Always") to 96 percent positive responses.

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## III. Project Details:

**Identify the problem:**

In late 2014, DES Workforce Support & Development (WSD) team performance, morale, trust, and engagement appeared to be low. The only available measures of attention to customer value on the team – the Statewide Employee Engagement Survey – showed troubling declines.

Statewide Survey Employer of Choice Question	One Year Change in Positive Responses (2013-2014)
Q10: We are making improvements to make things better for our customers.	-17%
Q16: We use customer feedback to improve our work processes.	-7%

Since Enterprise Services is a central service provider to state agencies and other governmental entities, the team’s declining performance had a direct impact on virtually all state agencies and dozens of local governments – impairing the ability of those agencies to deliver value to the people of Washington.

**Problem statement:**

The baseline customer satisfaction score is 2.6 (out of 4.0) compared to our target of a sustained customer satisfaction score of 3.8 (out of 4.0), which we want to reach by 10/1/2018.

**Improvement description:**

By gathering qualitative data to understand what expectations need to be met for WSD’s customers to be fully satisfied, the team confirmed seven key customer satisfaction expectations. Thereafter, quarterly interviews captured quantitative customer satisfaction level as well as qualitative feedback. Using the feedback, team members identified important expectation gaps and studiously worked to close them. With this approach to continuous improvement, the WSD team members increased customer satisfaction from 2.6 (out of 4.0) to 3.2 (out of 4.0) and improved customer satisfaction with “Responsiveness/Timeliness” from 2.8 (out of 4.0) to 3.4 (out of 4.0). The WSD team also increased Statewide Employee Engagement Survey results for Customer Value from 69.5 percent positive responses (the percent of respondents who answered either “4-Usually” or “5-Almost Always or Always”) to 96 percent positive responses.

For specific results of the team’s effort, please see **Table 1: WSD Customer Satisfaction Expectations; Table 2: WSD Customer Satisfaction Scorecard;** and **Table 3: WSD Employer of Choice Improvement 2014-2016** in Section VI below.

**Customer involvement:**

*[Note: WSD’s Customer Satisfaction effort is interwoven with WSD’s ongoing Team Satisfaction work. The customer satisfaction effort parallels the team effort in every way. For the sake of brevity, the Team Member Satisfaction effort and results are captured on a separate form.]*

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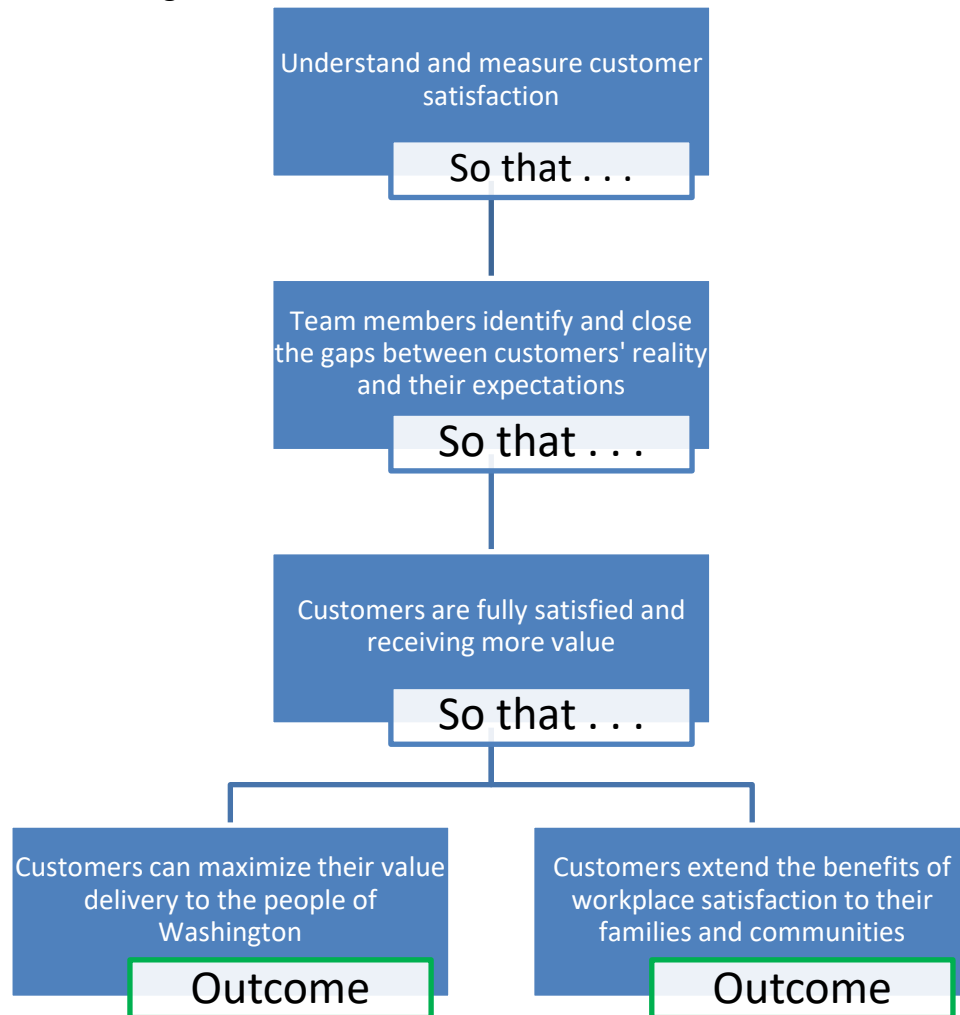


WSD's ongoing focus on the Customer Satisfaction effort included interviews with more than 100 state and local government organizations. WSD team members conduct quarterly in-person interviews with customers to gather qualitative and quantitative feedback regarding how well expectations are being met. Using this data, WSD team members studiously worked to close the gaps between what the customer is experiencing and what customers need.

Impacts to Goal 5 measures include:

1. Implemented Customer Satisfaction measurement (Goal 5.1.1).
2. Established a timeliness satisfaction measure (Goal 5.1.2)
3. Improved percentage of WSD employees who believe they are increasing customer value (Goal 5.1.3d)
4. Ensured 100 percent of WSD team members (managers, supervisors and executives) receive Lean Problem Solving Training (Goal 5.2.1).

## IV. Impact to Washingtonians:



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## Project Results:

In addition to the overall improved score for customer satisfaction, specific improvement areas are detailed in **Table 2: WSD Customer Satisfaction Scorecard** in Section VI. Examples of the customer feedback-driven improvements WSD implemented include:

1. Leadership Development, including mutually agreed-upon Leadership Competencies and the Leading Others learning, both of which were designed through high customer engagement.
2. Small agency HR services. The WSD team, anticipating budget cuts, engaged WSD customers to build a different funding model that has sustained HR services to small state agencies that cannot afford stand-alone HR services.
3. New learning products driven by customer need. WSD’s learning catalog has adapted to meet customer needs by including offerings such as Influencer, Speed of Trust, and Crucial Conversations.
4. On-demand learning products. In response to customer need for on-line, on demand training opportunities, WSD procured Lynda.com training licenses at a 90 percent cost saving to agencies that use the service.
5. Organizational change. WSD recently changed its organizational structure to support more rapid improvement to the state’s Learning Management System and on-line recruiting systems.

It should be noted that the project results took place amidst significant organizational and business disruption, including a 30 percent budget reduction that required several layoffs in late 2016.

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> <b>Customer Satisfaction</b>	Increased customer satisfaction <b>from 2.6 (out of 4.0) to 3.2 (out of 4.0).</b>	<input type="checkbox"/> N/A (or) The project is ongoing and the impact to Customers and Team Members continues to rise.  Results are actuals from October 2014-December 2016	Preliminary

## V. Contact information:

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## VI. Optional Visuals:

Table 1 WSD Team Satisfaction Expectations



## Workforce Support and Development

# CUSTOMER SATISFACTION

<b>01</b> <b>Shared Resources Leveraged for Everyone's Benefit</b> Customers are brought together to leverage best practices, expertise and solutions in order to achieve cost effective, integrated services.	<b>05</b> <b>Knowledgeable Professionals</b> "Go to" subject matter experts, who have a practical understanding of our business culture, are readily available.
<b>02</b> <b>Customer Need-Driven Solutions</b> Solutions are developed and implemented based on customer feedback and expert insight in ways that help us succeed.	<b>06</b> <b>Responsiveness</b> Our needs are responded to with an appropriate sense of urgency. Requests are clarified and confirmed, and we are kept informed of progress through completion.
<b>03</b> <b>Collaborative Relationships</b> Collaborative decision making and mutual understanding of our business needs are accomplished through frequent, genuine dialogue.	<b>07</b> <b>Trustworthiness</b> People say what they are going to do, then do it. Information is kept confidential. Actions are taken to meet expectations by listening to and understanding our feedback.
<b>04</b> <b>Clear Communication</b> Clear, accurate, and timely communications are provided to us regarding WSD plans, service offerings, and contact information.	

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Table 2: WSD Team Member Satisfaction Scorecard



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Table 3 Employer of Choice Improvement 2014-2016

