

2023 Washington State Lean Transformation Conference

10/19/2023



Snohomish County

Introductions: Operational Excellence Team at Snohomish County



Kristi Hoagland,
Director



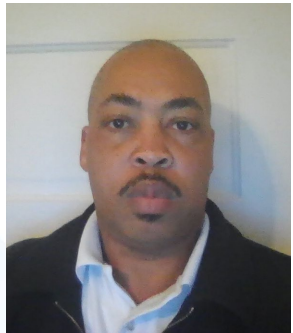
Britni Lynch



Renee Macchi

Snohomish County Executive Dave Somers has a vision to reduce the burden of work for county staff & exceed customer service expectations.

Our team of project managers, continuous improvement specialists, and change practitioners believe deep process knowledge and fostering change environments exhilarates and empowers staff to find better ways.



Terrence Broadus



Alenka Fields

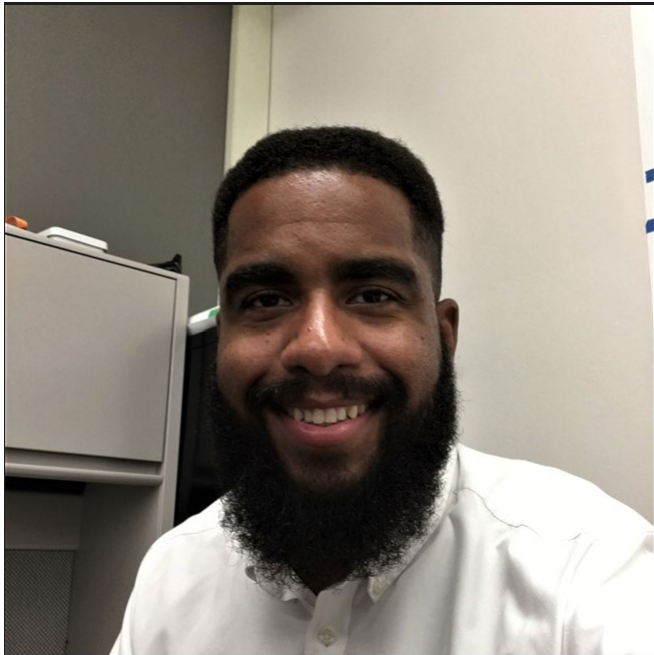


Shannon Boswell



Jill Scott

Introductions: Enterprise Data Management at Snohomish County



José Matthews
*Division Manager, Enterprise Data
Management*

Enterprise Data Management		
Data Architect	Data Stewardship and Privacy	Print Shop & Mail Services
Data Developer	Enterprise Records Management	Enterprise Scanning and Imaging



Data Efficiency

- the process of making data easier to use, manage, and access

Agenda

- Digital Workplace Design Enterprise
- Data Management Tools
- Enterprise Data Governance
- Documented Processes
- Implementing Digital Workplace Design at your organization



Before the digital workplace you might find files stored like this...

Image Source: https://commons.wikimedia.org/wiki/File:Messy_storage_room_with_boxes.jpg



Or files stored like this...

Image source: <https://www.smithsonianmag.com/innovation/what-your-messy-desk-says-about-you-its-a-good-thing-70291/> (Courtesy of Flickr user Jeffrey Beall)



In the digital workplace you might find files stored like this...

Image source: <https://www.investintech.com/resources/blog/archives/3970-work-at-erently-desktop-tips.html> (Image Credit Flickr user Jeanbabtiseteparis)

What words describe digital files at your workplace?

Join with QR



Or go to Slido.com and join #3470 353

Joining as a participant?

3470 353



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What words would you use to describe digital document management at your workplace?

① Start presenting to display the poll results on this slide.



Workplace Organization

1980



Today

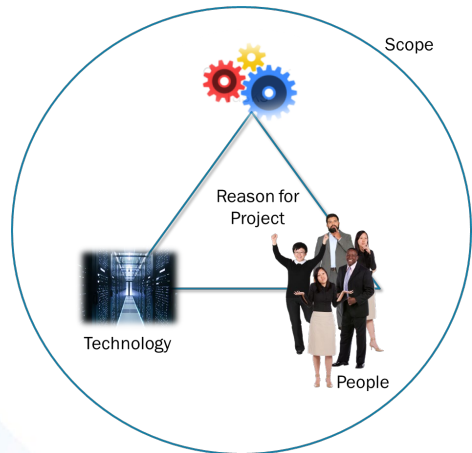


Did you **design** your new space or just move-in?

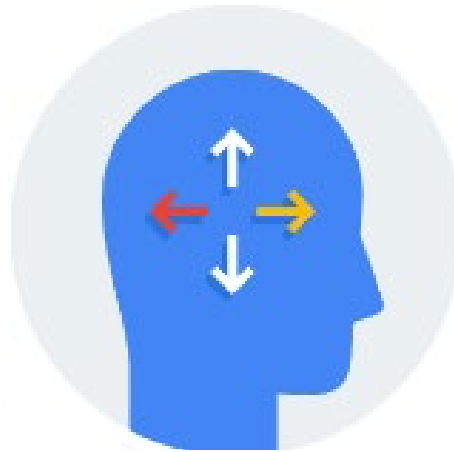
Digital Workplace Design

A multidisciplinary approach

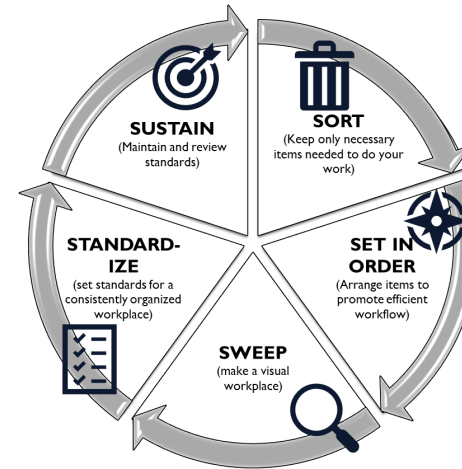
Project Approach



Thoughtful Design



5S



PDCA



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How much experience do you have with 5S?

ⓘ Start presenting to display the poll results on this slide.

5.S. OF THE PHYSICAL WORKPLACE



Cluttered Desk



Clean Desk

5.S. is about making the (digital) workplace function better by making it more efficient.



Project Approach with Thoughtful Design

Project reason

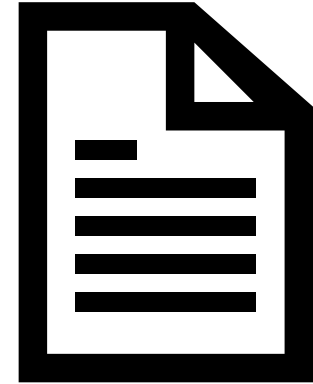
- Why should we re-design a digital workplace?
- What will be the expected benefits?
- What are the current barriers and roadblocks?

People

- Who uses the files?
- Who will participate in the project?

Process

- What is the current state?
- What tools are being used or are available?

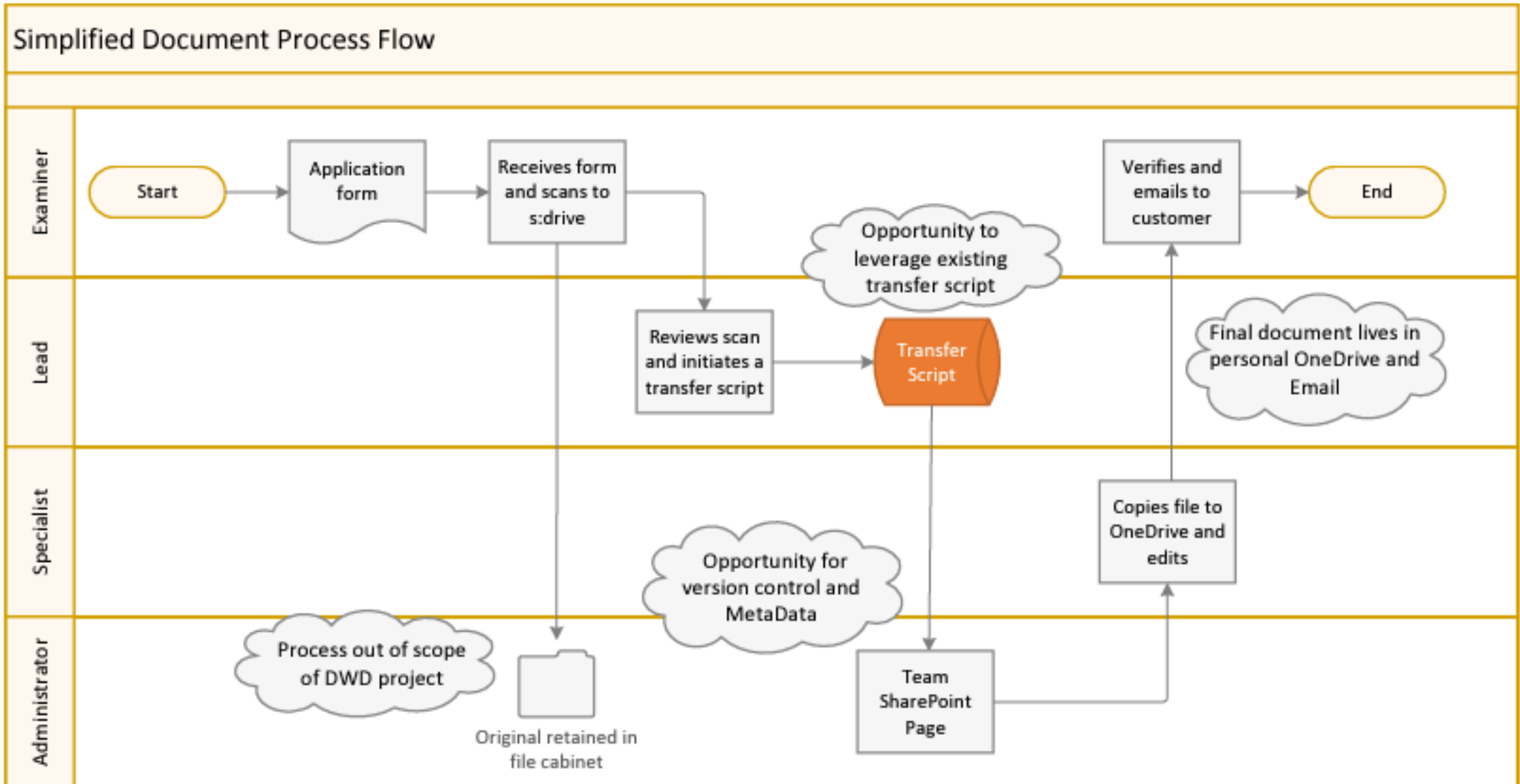


Assessment Analysis
Document



Snohomish County

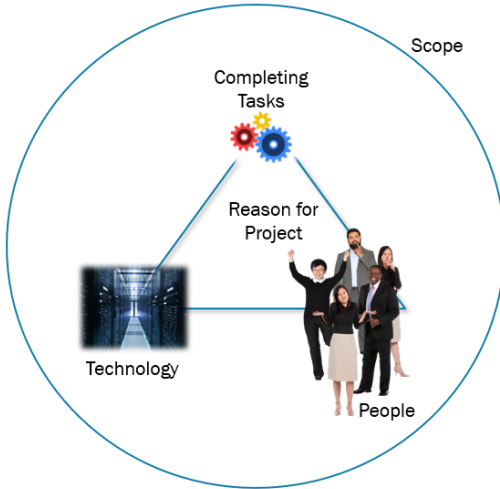
Process Analysis of Document Workflows



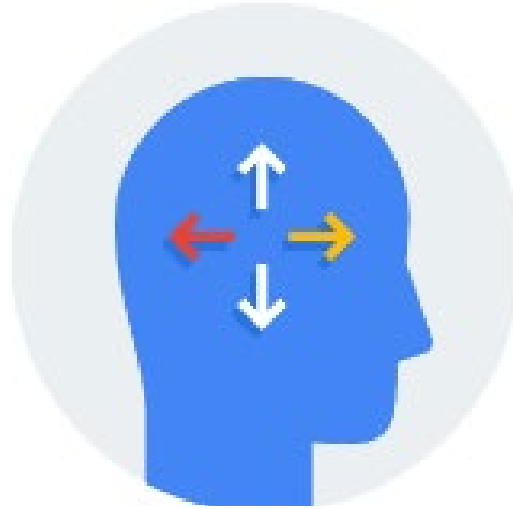
Project Approach with 5.S. Method



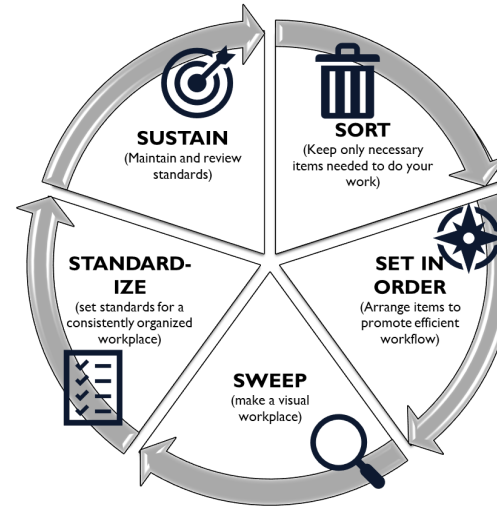
Project Approach



Thoughtful Design



5S

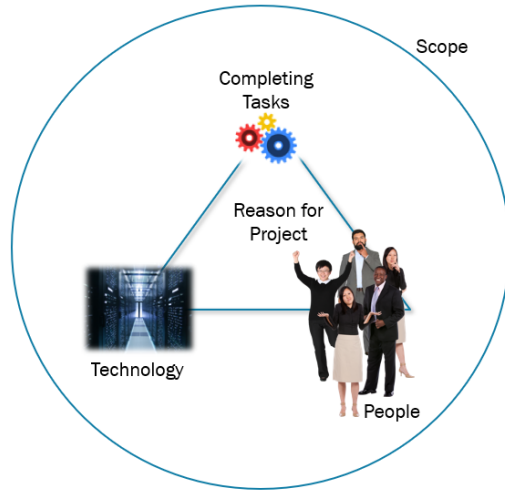


PDCA

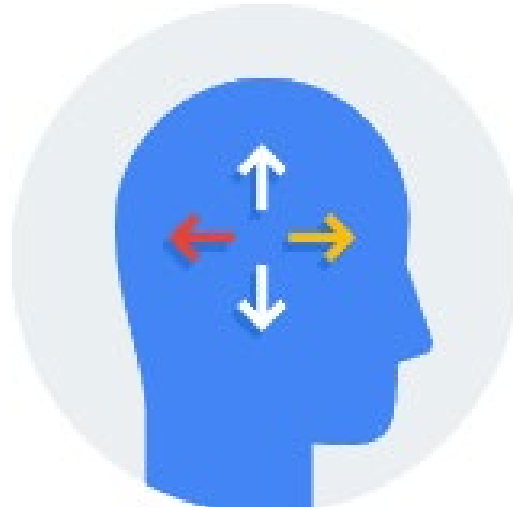


SUMMARY – WHY ALL FOUR COMPONENTS?

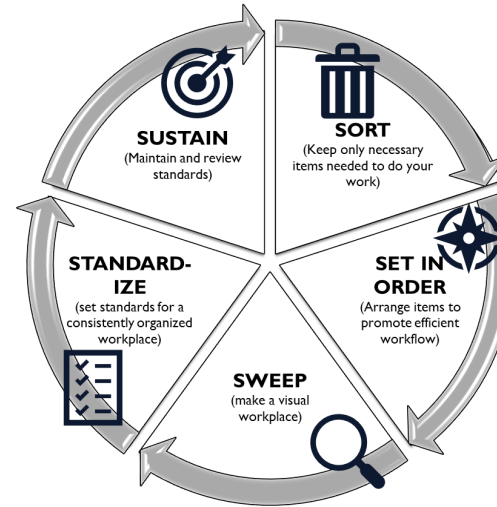
Project Approach



Thoughtful Design



5S



PDCA



- FOR CLEAR, TRANSPARENT AND ORGANIZED PLANS
- FOR DEFINED SCOPE
- TO BRIDGE PEOPLE AND TECHNOLOGY

- TO SOLVE COMPLEX PROBLEMS IN A HIGHLY USER-CENTRIC WAY
- TO BUILD A FUTURE STATE THAT IS DESIGNED BY EVERYONE AND WORKS FOR EVERYONE

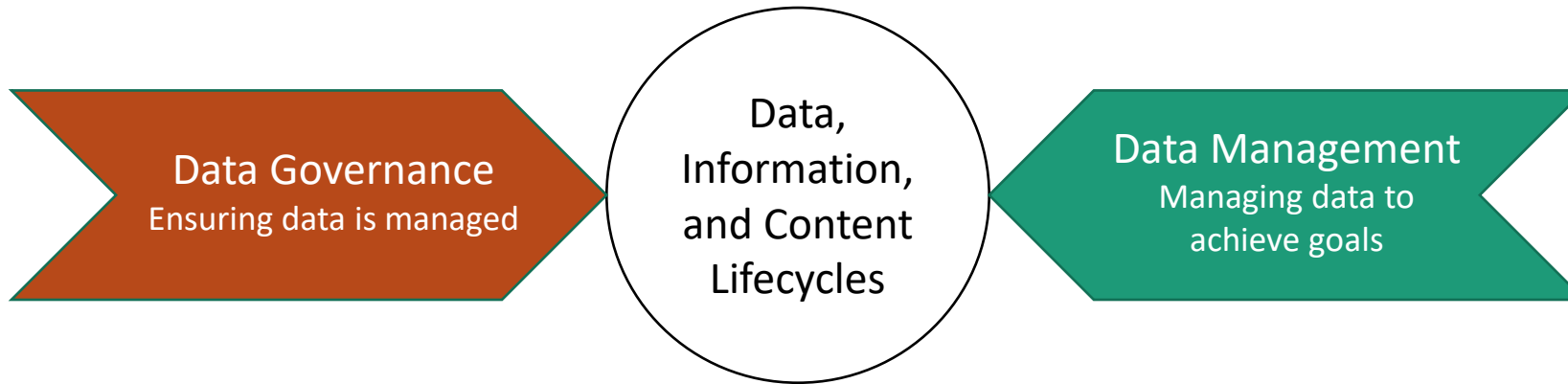
- TO MAKE THE (DIGITAL) WORKPLACE FUNCTION BETTER BY MAKING IT AN EASIER AND MORE EFFICIENT PLACE TO WORK

- BECAUSE YOU SHOULD CONTINUE ASKING, “IS THERE A BETTER WAY?”

Data Management at Snohomish County



Data Governance vs Data Management



Oversight

Data governance is about 'doing the right things' while
data management is about 'doing things right.'

- DAMA



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Data Management at Snohomish County

○ IT Strategic Initiative #4

As Snohomish County expands its digital footprint exponentially, data creation must be tied to coordinated plans for access, retrieval, retention, and protection. Data created every day directly affects the lives and future of our residents, while also creating the County's history. Through active data management, we serve not only today's residents, but those yet to come, ensuring critical business data is organized, readily accessible, and preserved.

[Snohomish-County-Strategic-Technology-Plan-2021-2024 \(snohomishcountywa.gov\)](https://www.snohomishcountywa.gov/DocumentCenter/View/11111/Snohomish-County-Strategic-Technology-Plan-2021-2024)

Data Management at Snohomish County

○ Vision

- Our vision is to institute county work practices which recognizes that data and information are assets that have value and risks and should be treated with lifecycle management methods like other physical and digital county assets.

○ Mission

- We develop universal policies and procedures to manage county data and information in accordance with local, state, and federal guidelines. We provide support services to help align the county's overall approach to data management and create an enterprise-wide structure and strategy that unifies data management in all departments, offices, courts, and external agencies.

Data Management at Snohomish County

○ Business Objectives

- Increase transparency by ensuring public data and records are appropriately available to access.
- Data is created, preserved, and managed according to required retention rules and laws.
- Strategically align policies, processes, technology, and staff to actively manage data.
- Increase the use of analytical methods to drive insight about our data and information.



Data Management Tools and Platforms

Active and
Collaborative Work



Snohomish County

Data Management Tools and Platforms

Records Lifecycle
Management

opentext™



Snohomish County

Data Management Tools and Platforms

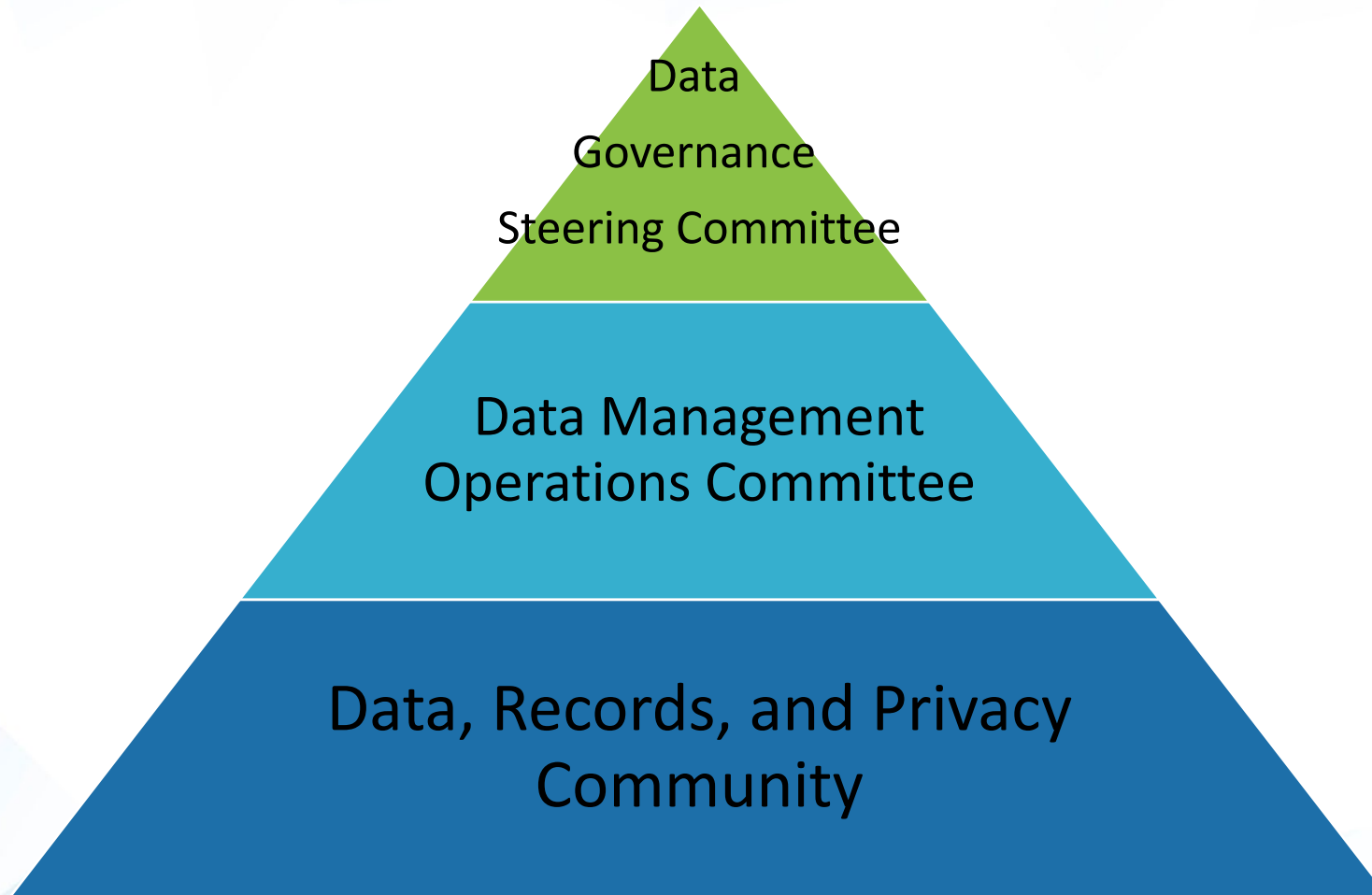


opentext™
Extended ECM

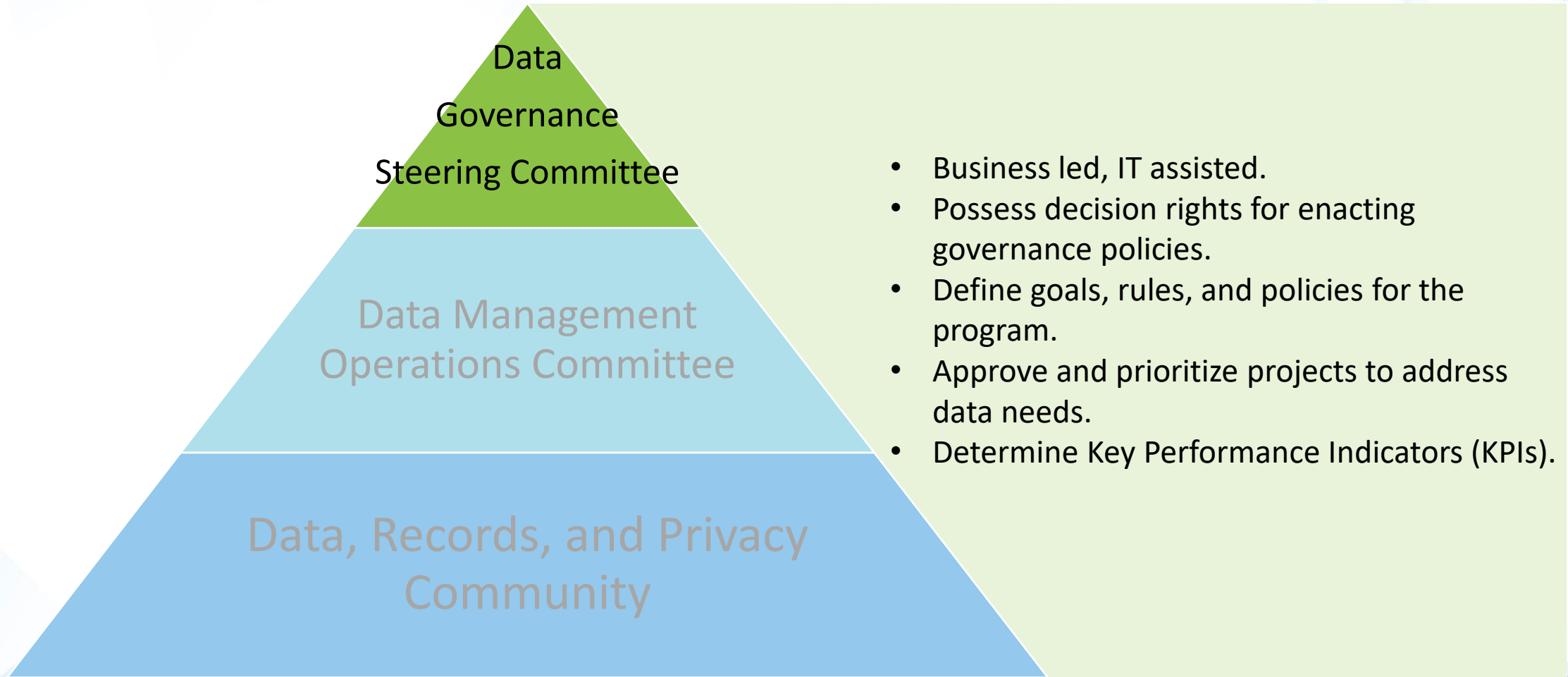


Snohomish County

Data Governance Structure



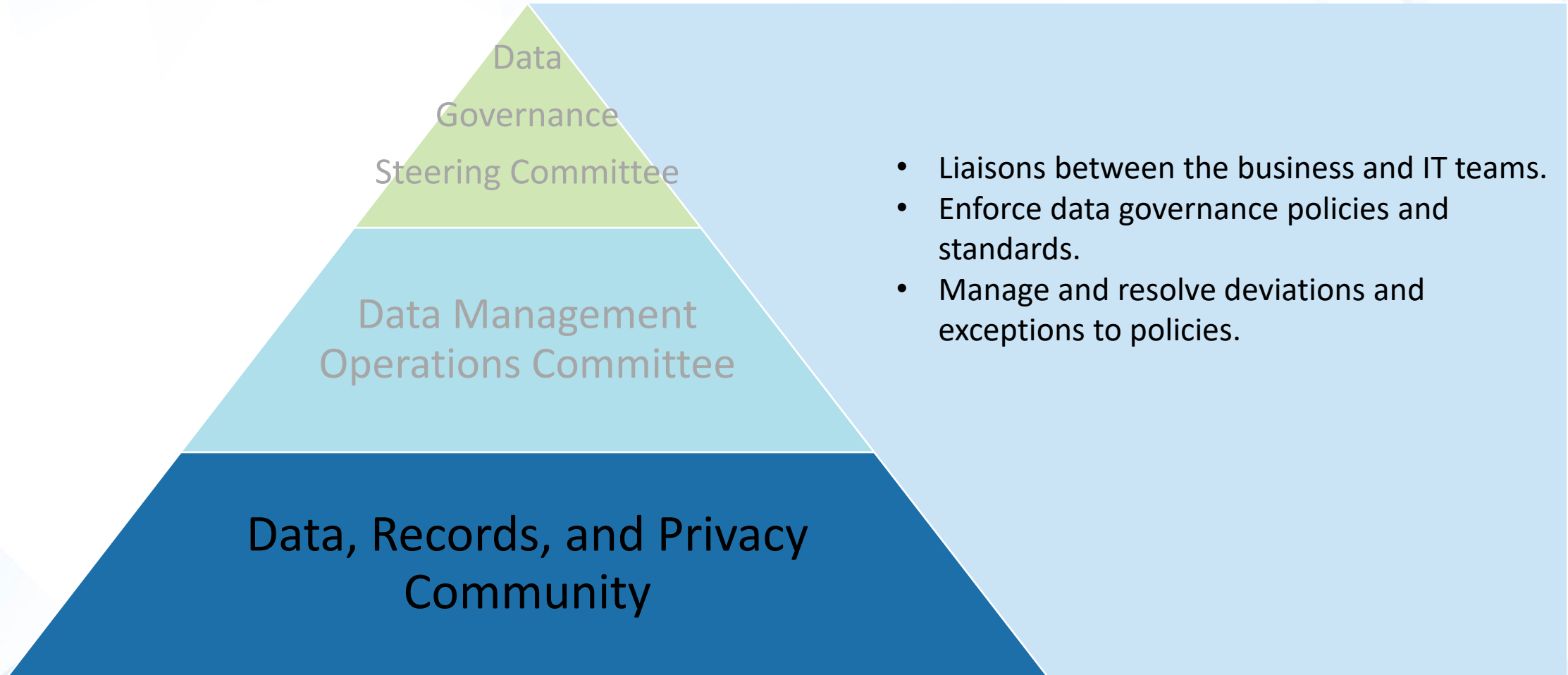
Data Governance Structure



Data Governance Structure



Data Governance Structure





Documented Processes

- Success
- Sustainment
- ...and so much more

“If you can't describe what you are doing as a PROCESS,
you don't know what you're doing.”

- W. Edwards Deming

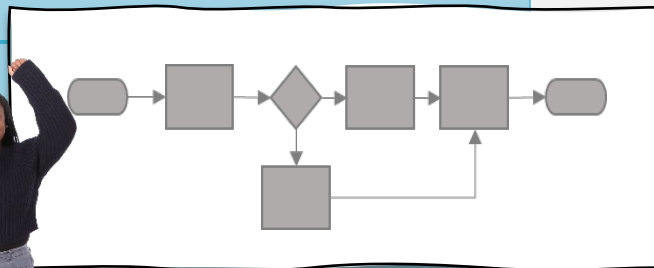


1

PROCESS: define how things are to be done.

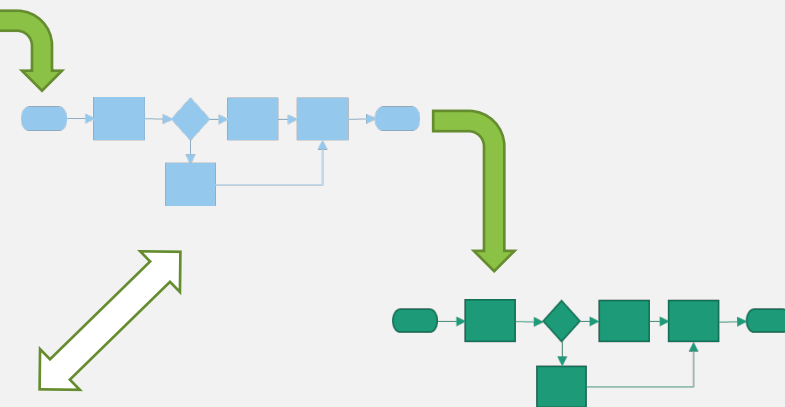
“We know what
we are doing!”

And we documented it!



2

OUTPUTS become **INPUTS**



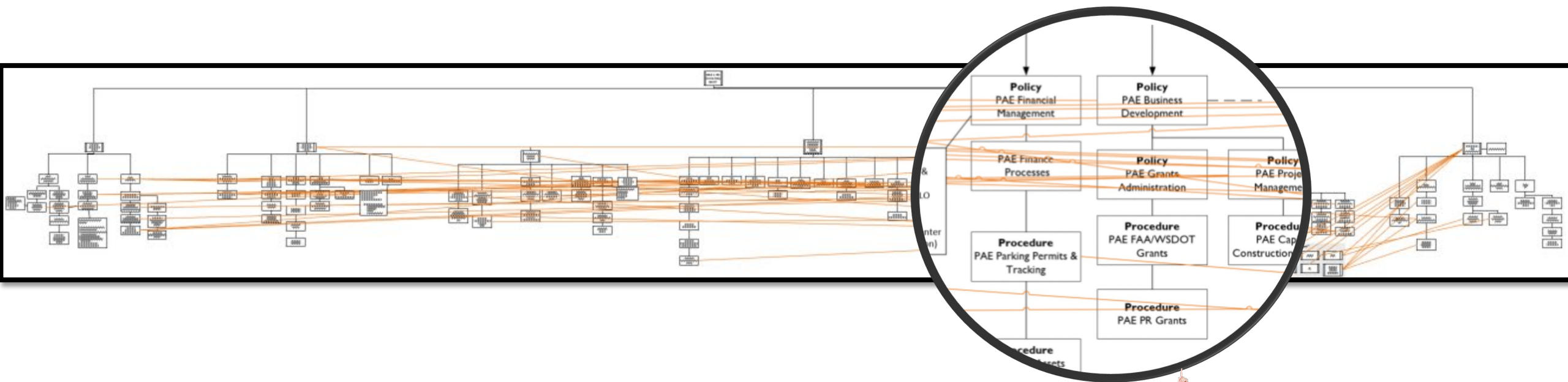
3

SYSTEM

A group of interacting, interrelated,
or interdependent processes.

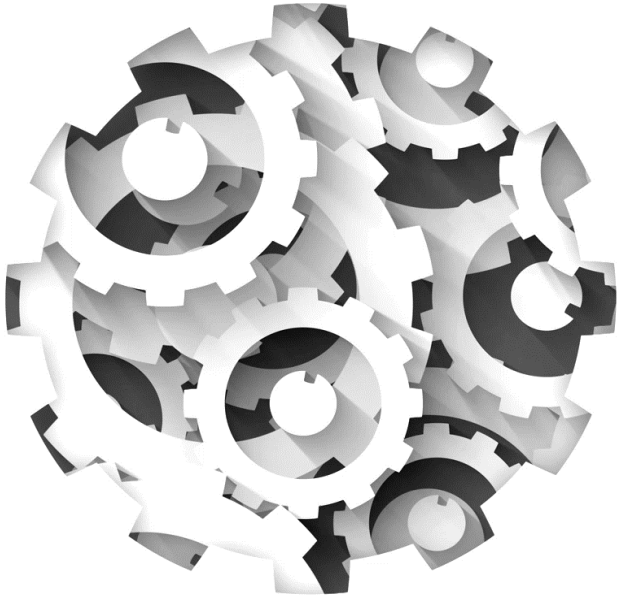


SYSTEM OF PROCESS



“When people are emotionally invested, they want to contribute.” - Simon Sinek





Documented **PROCESSES**

define how things are done

✓ How → **NORMS**

✓ Norms → **BEHAVIORS**

✓ Behaviors → **CULTURE**

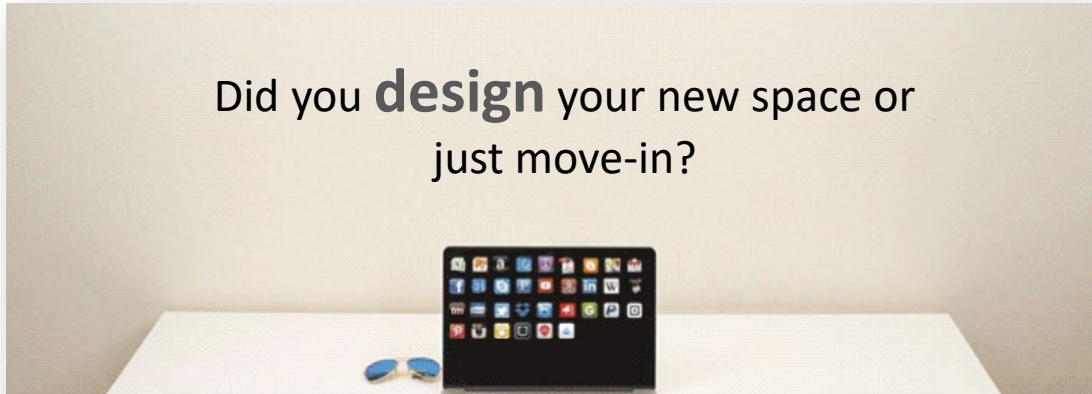
“Blame the process, not the person. We need to ask,
‘How did the process allow this to happen?’”

- Brian Joiner



Bonus

Did you **design** your new space or
just move-in?



1

Reduce and/or **remove process uncertainty**

2

Build ownership & **confidence**

Next Steps to Implement Digital Workplace Design at your Organization

Partner with interested parties to build a process tailored to your organization.

Conduct a pilot project with a small team to build and refine the process.

Celebrate success as you continuously improve your process and bring greater efficiency to document management at your organization.

Not in charge? Find ways within your sphere of influence to improve your own work.

Leverage your specific expertise and be creative with the resources available. Bring your continuous improvement mindset and use your continuous improvement tools to empower colleagues and your organization to change.

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What methods, tools, and ideas do you have to share that could support this type of effort at your organization?

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Questions?



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Reach out to us for more information!

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