Indicators of Engagement on our Lean Journey

2.1.a. Increase the number of Lean projects from 321 to 400

2.1.b. Increase the percentage of state employees receiving Lean training to 100%

2.1.c. Increase the number of state employees trained to be facilitators of Lean improvement projects from 402 to 480

Percentage of Employees Receiving Training on Lean Principles and Tools

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10,000</td>
<td>23,000</td>
<td>34,000</td>
<td>46,000</td>
<td>58,000</td>
</tr>
<tr>
<td></td>
<td>17%</td>
<td>39%</td>
<td>58%</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Numbers and percentages are approximate
More than 500 Process Improvement Projects Since 2012

Action Plan

DES, state HR, Results Washington, and Statewide Agency Lean Advisors Community of Practice are working in coordination to achieve the following actions.
### Measure
Increase the percentage of state employees receiving Lean training to 100%

### Problem / Opportunity
Reduce time it takes to report training data

### Strategies
Use a web form for reporting training and projects data

<table>
<thead>
<tr>
<th>Measure</th>
<th>Task</th>
<th>Due Date</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the percentage of state employees receiving Lean training to 100%</td>
<td>Collect training data from goal council agencies by 1/15/15</td>
<td>01/30/2015 12:00:00 AM</td>
<td>DES, Results WA Team, and Lean Advisors CoP</td>
</tr>
</tbody>
</table>

#### Task Lead
Darrell Damron, Enterprise Lean Consultant

#### Expected Results
All goal council agencies report in 15 day window - 1/1/15 to 1/15/15
Eliminate handoffs of documents for reporting training and project data

#### Status
On Track

---

<table>
<thead>
<tr>
<th>Measure</th>
<th>Task</th>
<th>Due Date</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the percentage of state employees receiving Lean training to 100%</td>
<td>Develop problem solving curriculum for all employees. Implement flexible training strategy and gather data related to on the job work</td>
<td>12/31/2016 12:00:00 AM</td>
<td>Results WA Team, and Lean Advisors CoP</td>
</tr>
</tbody>
</table>

#### Task Lead
Darrell Damron, Enterprise Lean Consultant

#### Expected Results
All goal council agencies report in 15 day window - 1/1/15 to 1/15/15
Eliminate handoffs of documents for reporting training and project data

#### Status
On Track