2.1: Increase percentage of projects with measured improvements, as reported in strategic lean project reports, in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction from 48% to 100% by December 31, 2016
2.1: Increase percentage of projects with measured improvements, as reported in strategic lean project reports, in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction from 48% to 100% by December 31, 2016

2.1.a: Increase number of Lean projects by 25% from 2,531 to 3,164 by December 31, 2016

Results Washington

Hollie Jensen
Jessica Dang
April 3, 2017
Background

Our Lean Transformation Journey

2011-2013
Engage and Build Capability

2014-2015
Deepen Organizational Capability

2016
Sustain and Stabilize

2017+
Challenge and Mature
Current State

43% increase in measurable results:
- 2014: 48%
- 2015: 88%
- 2016: 91%

Number of reports is decreasing:
- 2014: 215
- 2015: 112
- 2016: 88

We did not meet our 100% target by the end of 2016.
98% percent of agency Lean projects submitted in the last cycle included measurable results.
Current State

**Strategic Lean Project Results by Type**

- **Employee Satisfaction**
  - 2016: 29%
  - 2015: 15%
  - 2014: 3%

- **Customer Satisfaction**
  - 2016: 29%
  - 2015: 30%
  - 2014: 6%

- **Safety**
  - 2016: 9%
  - 2015: 8%
  - 2014: 1%

- **Time**
  - 2016: 73%
  - 2015: 82%
  - 2014: 75%

- **Quality**
  - 2016: 41%
  - 2015: 39%
  - 2014: 12%

- **Cost**
  - 2016: 26%
  - 2015: 35%
  - 2014: 27%

The most common improvement area is timeliness, followed by quality.
5.2.1 and 5.2.1.a – Lean Projects

Current State

CUMULATIVE NUMBER OF AGENCY LEAN PROJECTS
2013-2016

We exceeded the 2016 target by more than a thousand projects.
Agencies reported over 3,300 new lean projects and nearly 900 ongoing lean projects in the gPDCA cycle from 2013-2016.
Current State – Related Measures

Employees with Lean Knowledge

- 9,057 (2013)
- 20,028 (2014)
- 32,022 (2015)
- 31,128 (2016)

Leaders with Lean Knowledge

- 2,055 (2013)
- 4,605 (2014)
- 7,839 (2015)
- 8,051 (2016)

2.1.b Increase number of state employees completing Lean training by 20% from 32,022 to 38,428 by December 31, 2016

2.1.c Increase number of supervisors, managers, and executives completing Lean training from 7,839 to 8,162 by December 31, 2016

We did not meet our 2016 goals for employee and leader lean knowledge and skill building.

Data note: 2016 data is still being finalized.
AGENCY PARTNER PANEL

Agency Lean Advisors
- Cassandra Parlee, Military Department
- Pam Singleton, Office of Financial Management
- Patrick Woods, Workforce Training Board
  - Shawn Prescher, DSHS
  - Russell Burges, WSDOT
Practitioner Project Identification

Expectation to complete a project in order to pass Greenbelt certification has existed since the beginning of the program. A redesigned course was launched in September 2016.

- September-December classes: 3/37 participants have identified a project
- January class: 1/10 participants have identified a project
  - Initiated 1:1 meeting with mentor immediately after phase 1 course completion (scheduled prior to class being conducted)
  - Eliminated testing at the end of Phase 1
- March class: 3/7 participants have identified a project and a sponsor
OFM’s Problem Solving Saturation

2013
- No Lean Experience
- Project Experience

2017
- Leader/Coach & Problem Solver
- Problem Solver

True North
- Facilitator
- Leader/Coach & Facilitator
KEY LEAN LEARNINGS

- Opening the Door to Lean through Customer Satisfaction Survey
- Building on Lean by Communicating the Unanticipated Results from Lean Project
- Demystifying Lean through doing builds support

Q1: Overall, are you satisfied with the licensing services you received from the Workforce Board?

Answered: 134  Skipped: 0
KEY LEAN LEARNINGS

- Hidden talents Discovered
- Structural problems Identified
- Good Information to Share
- New System to Support Team
- Team building & camaraderie
- What Lean Cannot Fix Supports Budget Package
Key Learnings

- Numerous small wins = a big win.
- Stick to the basics and reinforce them.
- Lean starts with self.
- Meet people where they are at.
- Perseverance pays off.
Adding value to WSDOT employees, our customers, by providing services that enable employees to do their work simpler, faster, and less costly through the practical use of Lean tools and philosophies.

Roger Millar, Secretary of Transportation
Keith Metcalf, Deputy Secretary of Transportation
### Opportunity: Measure Maturity

We are thoughtfully considering several options for updates to the Effective Government Measures.

<table>
<thead>
<tr>
<th>EFFECTIVE GOVERNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1: Increase percentage of projects with measured improvements, as reported in strategic lean project reports, in cost and/or quality, safety, time, customer satisfaction, employee satisfaction from 46% to 100% by December 31, 2016</td>
</tr>
<tr>
<td>2.1.a: Increase number of Lean projects by 25% from 2,531 to 3,164 by December 31, 2016</td>
</tr>
<tr>
<td>2.1.b: Increase number of state employees completing Lean training by 20% from 32,022 to 38,426 by December 31, 2016</td>
</tr>
<tr>
<td>2.1.c: Increase number of supervisors, managers, and executives completing Lean training from 7,632 to 8,102 by December 31, 2016</td>
</tr>
</tbody>
</table>
Opportunity: Measure Maturity

FROM
Low-value, high burden output focused results

TO
High-value, low burden outcome focus on improving business results

I COULD BE IMPROVING THE WORK...

INSTEAD I'LL BE HERE WRITING ABOUT IMPROVING THE WORK.
5.2.1 and 5.2.1.a – Lean Projects

**Strategies: 2017 and Beyond Plans**

- **Sustain and improve current offerings and progress**
- **Improve Lean Reporting, enhanced connection to the Washingtonian**

- **Develop and provide guidance for journey alignment**
- **Grow in Lean maturity; develop new measures**
## Action Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>Expected Outcome</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommend updated Effective Government measures</td>
<td>Results</td>
<td>Lean Advisors</td>
<td>Updated measures to understand enterprise progress</td>
<td>May 2017</td>
<td>Underway</td>
</tr>
<tr>
<td>Evaluate current Strategic Project Report formats</td>
<td>Results</td>
<td>--</td>
<td>A more user-friendly and relevant report</td>
<td>June 2017</td>
<td>Not started</td>
</tr>
</tbody>
</table>