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

Results Washington

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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

Number of reports is decreasing

We did not meet our 100% target by the end of 2016.
5.2.1 and 5.2.1.a – Lean Projects

**Current State**

REPORTS WITH MEASURABLE RESULTS BY REPORTING PERIOD

- **Jan-May 2014**: 39%
- **Jun-Dec 2014**: 58%
- **Jan-June 2015**: 80%
- **Jul-Dec 2015**: 87%
- **Jan-Jun 2016**: 85%
- **Jul-Dec 2016**: 98%

*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.

5.2.1 and 5.2.1.a – Lean Projects

Current State

NEW AND ONGOING LEAN PROJECTS BY YEAR

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>9,057</td>
</tr>
<tr>
<td>2014</td>
<td>20,028</td>
</tr>
<tr>
<td>2015</td>
<td>32,022</td>
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<tr>
<td>2016</td>
<td>31,128</td>
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</table>

Leaders with Lean Knowledge

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2,055</td>
</tr>
<tr>
<td>2014</td>
<td>4,605</td>
</tr>
<tr>
<td>2015</td>
<td>7,839</td>
</tr>
<tr>
<td>2016</td>
<td>8,051</td>
</tr>
</tbody>
</table>

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 8,102 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

WASHINGTON MILITARY DEPARTMENT - SAFEGUARDING LIVES AND PROPERTY IN WASHINGTON STATE

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

KEEP CALM AND REPORT YOUR DATA
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.

5.2.1 and 5.2.1.a – Lean Projects

Opportunity: Measure Maturity

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

**EFFECTIVE GOVERNMENT**

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 45% to 100% by December 31, 2016

2.1.a: Increase number of Lean projects by 25% from 2,631 to 3,164 by December 31, 2016

2.1.b: Increase number of state employees completing Lean training by 25% from 32,022 to 38,426 by December 31, 2016

2.1.c: Increase number of supervisors, managers, and executives completing Lean training from 7,830 to 8,162 by December 31, 2016
Opportunity:
Measure Maturity

FROM
Low-value, high burden
output focused results

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

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>
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</thead>
<tbody>
<tr>
<td>Recommend updated Effective Government measures</td>
<td>Results WA</td>
<td>Lean Advisors</td>
<td>Updated measures to understand enterprise progress</td>
<td>May 2017</td>
<td>Underway</td>
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<tr>
<td>Evaluate current Strategic Project Report formats</td>
<td>Results WA</td>
<td>--</td>
<td>A more user-friendly and relevant report</td>
<td>June 2017</td>
<td>Not started</td>
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