# Results Washington
## Continuous Improvement Community of Practice

Program Continuous Improvement of Program using DMAIC

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# Learning objectives

- Share a process for program development and enhancement.

- Show how leveraging multiple organizational development disciplines supports continuous improvement.

- Share lessons learned.

# Why Lean

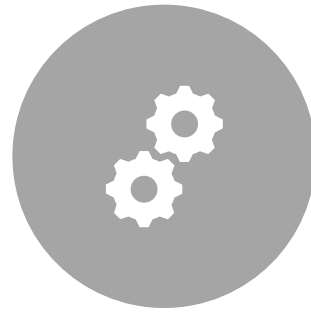We are building a culture where employees are:

- Excited to come to work.

- Valued for their skills and talents.

- Included in process improvements.

- Respected.

- Trusted to make decisions.

- Empowered to fix what bugs them.

- Creating more value for our customers.

- Helping build trust in government.

# Leveraging multiple disciplines

Strategic planning

Process improvement, DMAIC

Change management

Performance management

# Which disciplines do you already have experience in?

1. Recognize skills you already have.
   Put in chat

2. Where you need team members?
   Put in chat
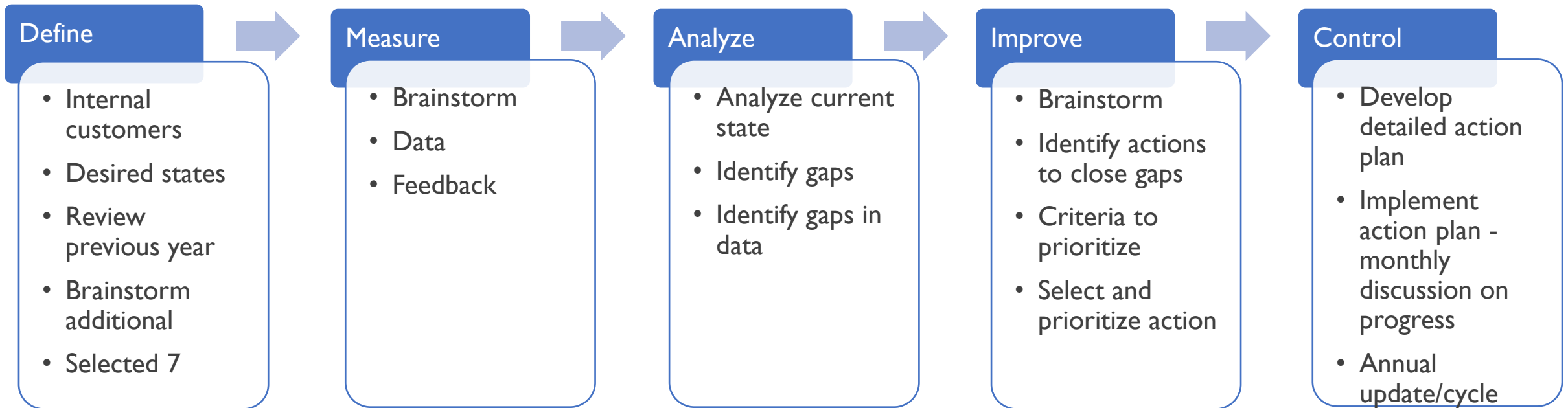
| Strategic planning | Process improvement, DMAIC | Change management | Performance management |

# Tool/process for program development

**Define**
- Internal customers
- Desired states
- Review previous year
- Brainstorm additional
- Selected 7

**Measure**
- Brainstorm
- Data
- Feedback

**Analyze**
- Analyze current state
- Identify gaps
- Identify gaps in data

**Improve**
- Brainstorm
- Identify actions to close gaps
- Criteria to prioritize
- Select and prioritize action

**Control**
- Develop detailed action plan
- Implement action plan - monthly discussion on progress
- Annual update/cycle

# Define – Desired State

1. Lean Resources are used to support process improvement needed based on current state data or strategy.

2. Regularly tell our story and communicate what our data is telling the agency.

3. All employees understand their connection and contribution to Fundamentals Map, and performance measures.

4. All employees and leaders have customer in focus.

5. **Problem solving and data driven decisions is embedded into the culture.**

6. Thriving green belt community of practice.

7. The Lean Transformation Office is a key resource to leaders throughout the organization.

# What's one of your desired states?

- Where would you like your continuous program to be a year from now?

- Put at least one in Chat.

- Identify who you need to engage with your continuous improvement strategy.
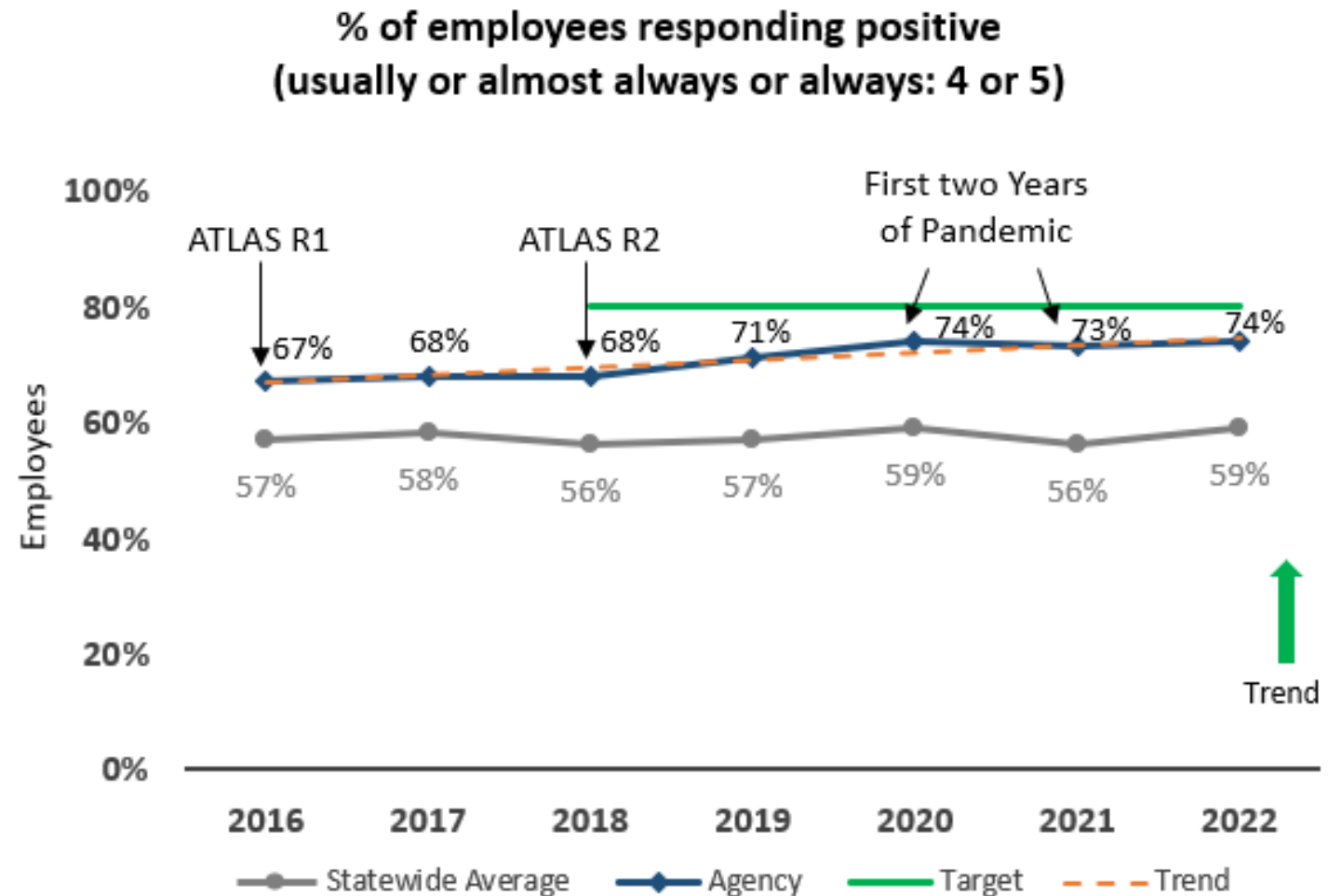
# A deeper dive into a desired state

5. Problem solving, and data driven decisions embedded

   - Managers support and encourage.

   - Coach employees through problem solving.

   - Everyone manages with data and makes data driven decisions.

   - Regularly reviewing data.

   - Using data to inform solutions.

   - Resources and process improvement.

# Measure – data available

I am encouraged to come up with better ways of doing things.



% of employees responding positive
(usually or almost always or always: 4 or 5)

ATLAS R1 — 67%
ATLAS R2 — 68%
First two Years of Pandemic

Agency: 67%, 68%, 68%, 71%, 74%, 73%, 74%
Statewide Average: 57%, 58%, 56%, 57%, 59%, 56%, 59%

Trend ↑

2016  2017  2018  2019  2020  2021  2022

—○— Statewide Average  —◆— Agency  —— Target  – – – Trend

# Measure – additional data and feedback

- 44% have taken Problem Solving the Washington Way.

- About half have taken course in last three years.

- 5 of 14 divisions with 80% or more of their management teams trained in problem solving.

- Opportunities exist to increase awareness and desire.
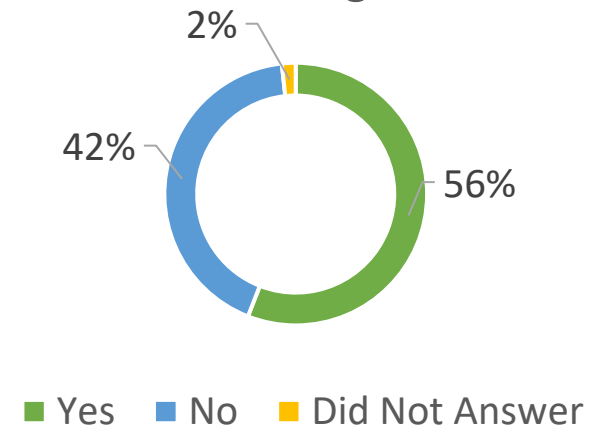
# Problem solving assessment

Gap: didn't have data on usage

- Surveyed 163 employees.
- 34% of respondents were managers.

Of those who had used the method:

- 26% said they used it regularly.
- 61% used it on occasion.
- 13% had only used to earn a Lean belt.

Managers using problem solving

2%

42%

56%

■ Yes  ■ No  ■ Did Not Answer

# Measure and survey feedback

Value of the model – manager

- A clear process to follow.
- Ensures data is included and part of the effort.
    - Baseline and post improvement measurement.
- Includes root cause analysis.
- Using the 9-steps helps to communicate to others and collaborate.
- This method has been key in improving productivity and efficiency in processes.

# Analyze

## Barriers to problem solving – manager

- Too much time has passed since training.

- Method does not come to mind when facing problems.

- Access to materials to support use of the model is not readily available.

- Not sure who can support them as they use the model and have questions or want coaching.

- Perception of the time it takes to apply the method.
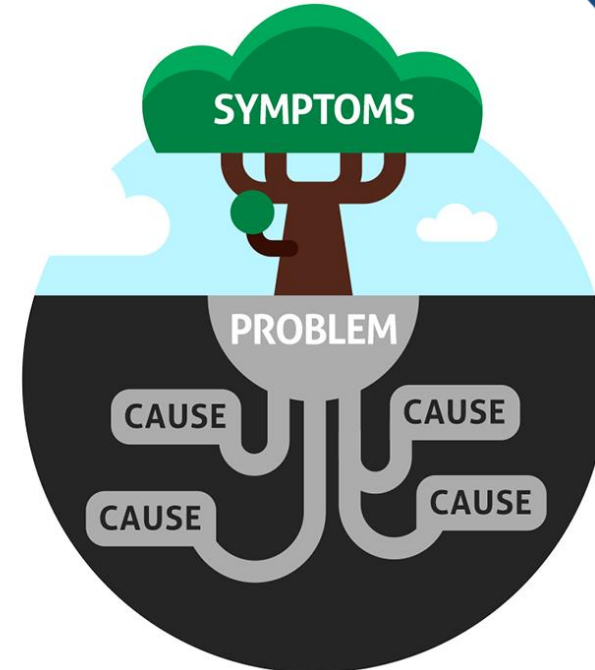
# Improve
## Closing the gap to increase employee usage

- Use the framework as a standard approach to problem solving
  - Not just in Lean workshops, but on committees, teams, etc.
- Regularly remind people of the framework by making is part of our organization.
- Dedicate time so that it is explicitly part of our role.
- Set an expectation to use the framework when solving problems.

# Improve

**Create**
- Visual reminders of 9-step process
- Fillable template

**Continue**
- Resources on Lean intranet page
- Sharing how others used it

**Daily tools**
- Grasp the situation as a daily tool
- Check results, and adjust

**Start**
- Offer refresher video
- Share tips on using the framework

Voice of the customer

# Control

- Develop action plan

  - Status
  - Assigned to
  - Action Item
  - Target Completion Date
  - Date Complete

# Control

- Implement action plan - monthly discussion on progress
- Annual update – new cycle starts July 11th with Strategy Session

# Lessons learned

| | |
|---|---|
| ☑ | Integrate performance management and process improvement. |
| ✓ | Show results often. |
| 👥 | Advocate early. |
| 💧 | Be persistent. |

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What questions do you have?