# 2024 First Quarter Report Out

**Message from Our Director**

Greetings from Results Washington! We intend to share updates on the work my team has completed during the first quarter and what to expect in the 2nd quarter from our partnership with the Governor’s office, cabinet agencies and impacted communities. This report also reflects how we embrace our responsibility to be accountable to outcomes, ourselves, and our partners in our shared commitment to state government transparency. Our goal is to provide you an update that is in alignment with our [strategic plan](https://lnks.gd/l/eyJhbGciOiJIUzI1NiJ9.eyJidWxsZXRpbl9saW5rX2lkIjoxMDIsInVyaSI6ImJwMjpjbGljayIsInVybCI6Imh0dHBzOi8vcmVzdWx0cy53YS5nb3Yvc2l0ZXMvZGVmYXVsdC9maWxlcy9SVzIwMjUucGRmP3V0bV9tZWRpdW09ZW1haWwmdXRtX3NvdXJjZT1nb3ZkZWxpdmVyeSIsImJ1bGxldGluX2lkIjoiMjAyMzA3MjYuODAyMTY3NzEifQ.KoCiRY_ogaV_F6Qglry3vuGbVzHJfTXeC6Mi4nAjE1w/s/1041696548/br/223227919678-l?utm_medium=email&utm_source=govdelivery).

Best regards,

Mandeep Kaundal

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| **Performance Management and Government Transparency** | |
| **Public Performance Reviews**  Prior Quarter: January – March 2024  Hosted two [Public Performance Reviews](https://results.wa.gov/measuring-progress/public-performance-reviews?utm_medium=email&utm_source=govdelivery)  with Governor Inslee to share the progress and challenges and hear from those impacted by or involved in the work:   * January 24 – The Opioid and Overdose Crisis in Washington State * March 27 – Homelessness and Housing | **Public Performance Reviews**  Next Quarter: April – June 2024  Planning is underway for three more [Public Performance Reviews](https://results.wa.gov/measuring-progress/public-performance-reviews?utm_medium=email&utm_source=govdelivery)  with Governor Inslee:   * April 24 – Re-entry * May 14 – Climate Commitment Act * May 22 – Poverty and Working Families Tax Credit * June 26 – Healthcare Professional Credentialing |
| **Performance Management**  Prior Quarter: January – March 2024  Provided our first report to the governor on reporting compliance in the RPM system, continued working with agencies to provide updates. 56 state agencies have reported data for the 2021-23 biennium.  Continued work with WaTech and OFM on technical improvements and alternatives for reporting in the RPM system.  Launched a partnership with the Office of Equity to develop new guidelines for statewide performance measure reporting. | **Performance Management**  Next Quarter: April – June 2024  Over the next quarter, we plan to have draft performance measure guidelines published for agency feedback. These guidelines will focus on ensuring the data reported is actionable at the enterprise level, and useful for staff in the governor’s office and enterprise-facing agencies.  We’re also beginning a study of Washington’s current laws and practices on statewide performance measurement and may reach out to partners for input at the end of this quarter. |
| **Performance Audit**  Prior Quarter: January – March 2024  Provided leadership and guidance on nine performance audits (PA) underway by the State Auditor’s Office (SAO) and four more in planning.  Assisted with management response for SAO PA report:   * Civil Asset Forfeiture [Response](https://results.wa.gov/sites/default/files/Response-civil-asset-forfeiture.pdf)   Coordinated review of the Joint Legislative Audit and Review Committee’s (JLARC) preliminary studies:   * [*Pesticide Safety Programs to Protect Farmworkers*](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fleg.wa.gov%2Fjlarc%2Freports%2F2024%2FpesticideSafety%2Fp_01%2Fdefault.html&data=05%7C02%7CSamantha.Smithingell%40gov.wa.gov%7Ceb8c58660f8249f8a66f08dc5b28c66a%7C11d0e217264e400a8ba057dcc127d72d%7C0%7C0%7C638485477963253532%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=9e8GNr2Mw84OxYan%2BmzgxsFU8JV9u99V78zMPsMwFo0%3D&reserved=0), and * [*ESD Administration of the H-2A Temporary Worker Visa Program*](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fleg.wa.gov%2Fjlarc%2Freports%2F2024%2FH2AVisa%2Fp_01%2Fdefault.html&data=05%7C02%7CSamantha.Smithingell%40gov.wa.gov%7Ceb8c58660f8249f8a66f08dc5b28c66a%7C11d0e217264e400a8ba057dcc127d72d%7C0%7C0%7C638485477963261917%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=eaHmqpotmRPS%2BbG0h5Kn1taIAsiUEpXQtO2so8jkJwE%3D&reserved=0) | **Performance Audit**  Next Quarter: April – June 2024  Continuing to foster SAO performance audits in development and fieldwork.  Review, assist with responses and prepare for legislative hearings for SAO reports nearing completion:   * Washington civil asset forfeiture * I‐1163: Following up from previous audits * One Washington * Dual credit programs * Opportunities to improve state IT security   Leadership and guidance on two potential SAO PAs in planning. |
| **Consultative Services**  Prior Quarter: January – March 2024  Results WA provided consultative services to OMWBE to help them streamline their certification process.   * + A value stream map was completed over 2 ½ days to include Lean exercises of process mapping, identifying areas for improvement, and creating a 30/60/90-day plan for implementation.   + When participants asked what they walked away with, common responses were “simplifying the application process for customers and analysts”, “standardizing the process for best efficiency”.   + Improvement plans were created for system functionality, templates, customer aids, and staff procedures documents.   + 100% of participants would recommend this Kaizen event to another agency!   As part of our consultative services, we completed and submitted our initial report to the Governor’s office on the Department of Health’s Credentialing Improvement work on February 5, 2024. | **Consultative Services**  Next Quarter: April – June 2024  Refine consultative service plan for the remainder of 2024.  Our first quarterly report on the Department of Health’s credentialing improvement work will be submitted to the Governor’s office in April 2024. This will be the topic of the June 26 Public Performance Review. |
| **Lean and Continuous Improvement** | |
| **2024 Washington State Organizational Change Management Conference**  Prior Quarter: January – March 2024  RW has partnered with the Washington State Organizational Change Management CoP, to host our first annual Organizational Change Management Conference “Enabling State Change”  Planned for event and launched registration in March. Details:   * April 30 - May 2nd * 12 sessions over three days * It’s free! [Register today!](https://results.wa.gov/improving-government/lean/2024-washington-state-organizational-change-management-conference) | **2024 Washington State Organizational Change Management Conference**  Next Quarter: April – June 2024  Host first annual Change Management Conference from April 30- May 2.  Our focus is to produce an event that advances change management in state government, by exposing more Washington State employees to the most current tools and methods used by top change management professionals today. |
| **2024 Washington State Lean Transformation Conference**  Prior Quarter: January – March 2024  Identified Washington State Lean Transformation Conference dates when RW will host the virtual conference.   * October 22 – 31 * 24 sessions over 6 days | **2024 Washington State Lean Transformation Conference**  Next Quarter: April – June 2024  Announce theme and send out the call for presenters for the 13th Annual Washington State Lean Transformation Conference |
| **Enterprise-wide Lean and Continuous Improvement Community of Practice**  Prior Quarter: January – March 2024  Planned and hosted three [Enterprise-wide Lean and Continuous Improvement Community of Practice](https://results.wa.gov/community-practice) meetings:   * January 16 – [Gracious Space: Working Together](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fview.officeapps.live.com%2Fop%2Fview.aspx%3Fsrc%3Dhttps%253A%252F%252Fresults.wa.gov%252Fsites%252Fdefault%252Ffiles%252FFosteringGraceInTheWorkplace.pptx%26wdOrigin%3DBROWSELINK&data=05%7C02%7CSamantha.Smithingell%40gov.wa.gov%7C6daf3d3a42be4fe905d108dc58be67b0%7C11d0e217264e400a8ba057dcc127d72d%7C0%7C0%7C638482822011383681%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=rWFHZGmOEme2HVv918PJ6JEpYY8Chp7DBs%2FegJyM1yY%3D&reserved=0) * February 20 – [Adapt and Leader Change Management Model](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fview.officeapps.live.com%2Fop%2Fview.aspx%3Fsrc%3Dhttps%253A%252F%252Fresults.wa.gov%252Fsites%252Fdefault%252Ffiles%252F2024%252520Feb_ADAPT%252520CM%252520presentation.pptx%26wdOrigin%3DBROWSELINK&data=05%7C02%7CSamantha.Smithingell%40gov.wa.gov%7C6daf3d3a42be4fe905d108dc58be67b0%7C11d0e217264e400a8ba057dcc127d72d%7C0%7C0%7C638482822011391637%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=LK0%2F5%2B8hT3N2tzplvBojVpR51Hv0ZN%2FSn0WFZ7bdw%2BQ%3D&reserved=0)   [Using DMADV in Equity Analyses and Project Implementation](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fview.officeapps.live.com%2Fop%2Fview.aspx%3Fsrc%3Dhttps%253A%252F%252Fresults.wa.gov%252Fsites%252Fdefault%252Ffiles%252FResults%252520WA%252520Presentation_%252520LEAN%252520DMADV%252520in%252520Equity%252520Analyses%252520and%252520Project%252520Implementation%252520%252528004%252529.pptx%26wdOrigin%3DBROWSELINK&data=05%7C02%7CSamantha.Smithingell%40gov.wa.gov%7C6daf3d3a42be4fe905d108dc58be67b0%7C11d0e217264e400a8ba057dcc127d72d%7C0%7C0%7C638482822011397679%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=9Cm9XP421%2Fs%2F7Kk9Ls%2B68Bx679Ndo%2FgK6zKNy0n1BKI%3D&reserved=0)   * March 19 – [Engaging Stakeholders](https://results.wa.gov/sites/default/files/03.19.24_StakeholderEngagement-FINAL.pdf)   [Organization Strategy and Performance Unit Customer Feedback Initiative](https://gcc02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fview.officeapps.live.com%2Fop%2Fview.aspx%3Fsrc%3Dhttps%253A%252F%252Fresults.wa.gov%252Fsites%252Fdefault%252Ffiles%252F03.19.24_CustomerFeedbackInitiativePresentation-FINAL.pptx%26wdOrigin%3DBROWSELINK&data=05%7C02%7CSamantha.Smithingell%40gov.wa.gov%7C6daf3d3a42be4fe905d108dc58be67b0%7C11d0e217264e400a8ba057dcc127d72d%7C0%7C0%7C638482822011404497%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=N1ILyfl1EleQoyxy5GI7TAvNHMX031D%2BveoWba5nMDY%3D&reserved=0) | **Enterprise-wide Lean and Continuous Improvement Community of Practice**  Next Quarter: April – June 2024  Plan and host two [Enterprise-wide Lean and Continuous Improvement Community of Practice](https://results.wa.gov/community-practice) meetings:   * April 16 – [Managing your Inbox: Eliminating Waste](https://results.wa.gov/sites/default/files/CoP_AprilAnnouncements_April_2024.pdf) * May 21 – Productivity Board   Recruit CoP presenters for June December 2024. Contact [Talia Mazzara](mailto:talia.mazzara@gov.wa.gov) to learn more.  Host in-person Lean workshop “Getting Your Idea Across the Finish Line - How to Communicate with Leadership” on June 20 in Olympia. More to come – watch LinkedIn for details and registration link coming soon! |
| **2024 Public Presentations**  Prior Quarter: January – March 2024  Results Washington was invited to present at the 2024 **12th Annual Lean Government Summit** on February 29, sponsored by Lean Agility hosted in Ontario, Canada.  The Summit is an international forum for public service leaders and change agents to exchange learning and best practices to increase the positive impact of Lean on the work of government and the broader Public Sector.   You can view the virtual presentation [here](https://www.youtube.com/watch?v=KcfCSTMczLw). | **2024 Public Presentations**  Next Quarter: April – June 2024  Results Washington was invited by the Colorado State Government Innovation and Improvement Community of Practice to present about the lean and continuous improvement journey here in Washington state at their April 9 event. |