Briefing Purpose

• Share with key partners the outcomes and way ahead associated with Results WA’s strategic planning effort.

Background

• 2013 – Results WA established by Governor Inslee via EO 13-04 to:
  − “…develop strategic improvement plans to manage, monitor and implement the five priority goals of this initiative: (1) World-Class Education; (2) Prosperous Economy; (3) Sustainable Energy and a Clean Environment; (4) Healthy and Safe Communities; and (5) Effective, Efficient, and Accountable Government”.
  − Create a Lean culture across the enterprise.

• Results WA is also home to the Governor’s Performance Audit Liaison role and work.

• May 2020 – New leadership joined Results WA understanding the agency needed to begin adjusting several aspects of it’s work.
  − Work paused on most metrics/dashboards; implemented an updated approach to public reviews, the Public Performance Review (PPR) process; delivered the (virtual) Lean Conference; and focused on internal team and organizational development.

• Spring 2021 – Began focusing on longer-term planning to develop a performance management platform for WA integrating continuous improvement (including Lean) and performance management.
  − Goal is a feasible, attainable, and sustainable approach guided by agency partner feedback that is in line with the Governor’s priorities and is relevant now and into the future.

• June and July 2021 – Held 50+ engagement meetings with agency leaders across small and executive cabinet agencies and select entities such as JLARC, OSPI, PARKS, SAO, WDFW, WSIPP, GOV and OFM.
  − In these engagement meetings, we asked several questions to inform our thinking, including:
    ▪ What is one idea you have for Results WA to consider?
    ▪ What are your expectations for Results WA?
    ▪ What gaps do you see that RW should consider?
    ▪ How can Results WA best leverage your current agency work and/or initiatives?

Page 2

• Summarizes what we heard in the leader engagement meetings.

Page 3

• Includes a future vision informed by leader engagement meetings and overarching planning effort.

Our mission is to improve state government by approaching complex issues through collaboration, performance management, and continuous improvement.
## What We Heard Informs the Future Vision for Results WA (RW)

### 1. We must define and build a system of work, which...

- Is feasible, attainable, and sustainable for RW and those we work with; is clear what is/is not in RW lane and, to agencies, is clear how they do/do not connect to Results.
- Supports both current GOV priorities and ongoing state initiatives (those not tied to specific GOV priorities).
- Allows for partnership; leverages RW’s ability and position to “convene” from our unique perspective.
- Creates space for large and small agencies.
- Has broad leadership engagement and support (“sponsorship”).
- Honors the work done over the years while looking ahead.
- Does not create new work for the sake of new work; leverages what is already happening and important to agencies. RW does not need to “do it all” or attempt to “own” things not under our umbrella.
- Has a clear process for “taking in work”. For example, could agencies generate project/work ideas? Could leadership generate project/work ideas? Could Results serve as a central point for certain requirements handed to GOV, OFM via state agencies, legislature, feds, etc.?
- Focuses on outcomes...even if small, and maybe only affecting a discrete segment of the population. Further, focuses on the areas where we can make progress...not the whole ocean.

### 2. We need to be realistic and thoughtful about what RW can/should do...cannot/should not do

- Metrics are good; not everything needs a metric.
- It is ok that RW does not measure or be involved with “all of the things” happening around state government.
- Determine what “lives” at RW...and what RW can “point to” instead.

### 3. There is broad interest in and support for keeping Lean learning alive while expanding how we consider Continuous Improvement beyond just Lean.

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The Future Vision – Results WA is known as:

- A **trusted convener** seen by the Gov’s office, OFM, and agencies as an entity that can take a problem set or set of requirements, pull the right people together, scope and charter the project, get it going, and get it to done.
- A **trusted partner** in highlighting agencies’ performance.
- A champion of and a partner/resource within the Lean/Continuous Improvement space.

There is lots of HOW that will be required. This summarizes the high-level WHAT.

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<tr>
<th>1. Position RW to serve as a small-scale PMO (PMO “lite”) within the Gov’s office. Leverage successes we have achieved in the PPR space as a facilitator, coordinator, and project manager to support additional projects and/or requirements aligned both with the Governor’s and agency priorities.</th>
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<tbody>
<tr>
<td>Continue with PPR process. Close-out current projects. Identify next round of projects.</td>
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<td>Accept new projects/requirements from GOV/OFM leadership as they arise.</td>
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<td>Intake projects at the request of agencies.</td>
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<th>2. Highlight agency performance in partnership with agency experts and in line with agency strategic priorities.</th>
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<td>Develop a place on our website where we can “point” to strategic plans, metrics, and dashboards already posted on agency sites.</td>
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<td>- Can be used by anyone for accessing publicly available information across state government.</td>
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<td>- We hear this would also be useful for those IN state government.</td>
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<td>Develop a way for agencies to tell their own success stories/highlight results. This storytelling capability allows agencies to highlight successes and results most important to them.</td>
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<th>3. Focus intentional effort on Lean/Continuous Improvement for modern times and modern needs.</th>
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<td>Convene intentional and specific Communities of Practice.</td>
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<td>Explore internal (external?) webpage that serves as a library for available training, tool, and method resources around the state.</td>
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<td>Develop approach for consultative assistance around specific concepts or skills.</td>
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<td>Continue with Lean Transformation Conference. Determine best format moving forward.</td>
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Iterative planning and implementation will begin January 2022 and will include agency SMEs as required.

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