

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?

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- 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...

<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ Supports both current GOV priorities and ongoing state initiatives (those not tied to specific GOV priorities). 	<ul style="list-style-type: none"> ▶ Allows for partnership; leverages RW's ability and position to "convene" from our unique perspective.
<ul style="list-style-type: none"> ▶ Creates space for large and small agencies. 	<ul style="list-style-type: none"> ▶ Has broad leadership engagement and support ("sponsorship"). 	<ul style="list-style-type: none"> ▶ Honors the work done over the years while looking ahead.
<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ 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.? 	<ul style="list-style-type: none"> ▶ 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

<ul style="list-style-type: none"> ▶ Metrics are good; not everything needs a metric. 	<ul style="list-style-type: none"> ▶ It is ok that RW does not measure or be involved with "all of the things" happening around state government. 	<ul style="list-style-type: none"> ▶ Determine what "lives" at RW...and what RW can "point to" instead.
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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.

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.

<ul style="list-style-type: none"> ▶ Continue with PPR process. Close-out current projects. Identify next round of projects. 	<ul style="list-style-type: none"> ▶ Accept new projects/requirements from GOV/OFM leadership as they arise. 	<ul style="list-style-type: none"> ▶ Intake projects at the request of agencies.
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2. Highlight agency performance in partnership with agency experts and in line with agency strategic priorities.

<ul style="list-style-type: none"> ▶ Develop a place on our website where we can “point” to strategic plans, metrics, and dashboards already posted on agency sites. <ul style="list-style-type: none"> – Can be used by anyone for accessing publicly available information across state government. – We hear this would also be useful for those IN state government. 	<ul style="list-style-type: none"> ▶ 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.
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3. Focus intentional effort on Lean/Continuous Improvement for modern times and modern needs.

<ul style="list-style-type: none"> ▶ Convene intentional and specific Communities of Practice. 	<ul style="list-style-type: none"> ▶ Explore internal (external?) webpage that serves as a library for available training, tool, and method resources around the state. 	<ul style="list-style-type: none"> ▶ Develop approach for consultative assistance around specific concepts or skills. 	<ul style="list-style-type: none"> ▶ Continue with Lean Transformation Conference. Determine best format moving forward.
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Iterative planning and implementation will begin January 2022 and will include agency SMEs as required.

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