Washington State
Government Lean
Transformation Conference

October 15-16, 2013

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Governor Jay Inslee

A New Strategic Framework

**Vision**

A *Working Washington* built on education and innovation ... where all Washingtonians thrive.

**Mission**

- Foster the spirit of continuous improvement
- Enhance the conditions for job creation
- Prepare students for the future
- Value our environment, our health and our people

**Foundation**

- Create a responsive, innovative and data driven culture of continuous improvement.
- Recognize Washington’s rich natural resources, diverse people and entrepreneurial drive, and build upon our legacy.
- Operate state government with the expectation that success is dependent on the success of all.
- Create effective communication and transparency on goals, measures and progress in meeting expectations.
- Deepen our focus, understanding and commitment to our citizens: Know our customers.

**Goals**

- World-Class Education
- Prosperous Economy
- Sustainable Energy and a Clean Environment
- Healthy and Safe Communities
- Efficient, Effective and Accountable Government

Building a more responsive, data-driven state government to get results:

[www.results.wa.gov](http://www.results.wa.gov)
Results Washington

Results Washington is **how** we achieve our strategic framework

- Performance management, continuous improvement and culture
- Data-driven decision-making
- Uses Lean thinking, principles and tools to focus on what matters most to Washingtonians
- Accountability
- Alignment with budget and policy
- Accessible information
- Builds on the “best of the best”
- Working with private and nonprofit partners
Continuous improvement - through Lean management -

**Our definition:**
- Systemic improvement
- Involves all levels of state employees
  - Employee engagement and problem solving
  - Leaders as coach
- To deliver more value to more Washingtonians
- Increases value, decreases waste
- Uses the fewest possible resources
- While making state government a great place to work.

**Critical Components:**
- Lean culture
- Lean expert partnership program
- Lean Transformation Conference
- Reporting results
- Lean fellowships
Performance Management

GOAL 5: EFFECTIVE, EFFICIENT AND ACCOUNTABLE GOVERNMENT
Fostering a Lean culture that drives accountability and results for the people of Washington

CUSTOMER SATISFACTION AND CONFIDENCE
“I’m being served well”

RESOURCES STEWARDSHIP
“My money is used responsibly”

TRANSPARENCY AND ACCOUNTABILITY
“I know how my money is being spent”

OUTCOME MEASURE

CUSTOMER SATISFACTION

1.1 Increase customer satisfaction from X to X by 20XX (TBD)
1.2 Increase Washington as an employer of choice from X to X by 20XX (TBD)
1.3 Increase timely delivery for state services from X to X by 20XX (TBD)

CUSTOMER CONFIDENCE

2.1 Increase the percentage of state employees satisfied with their job by X% over 2013 statewide employee survey baseline
2.2 Reduce the statewide energy use index of state facilities by 120 kWh per square foot year by 20XX (TBD)
2.3 Increase the percentage of passenger motor vehicle miles traveled in state fleet from X to X by 20XX (TBD)

LEADING INDICATORS

COST-EFFECTIVE GOVERNMENT

1.2.1 Increase the percentage of state employees satisfied with their job by X% over 2013 statewide employee survey baseline
1.2.2 Increase the percentage of state employees satisfied with their job by X% over 2013 statewide employee survey baseline
1.2.3 Increase the percentage of state employees satisfied with their job by X% over 2013 statewide employee survey baseline

DATA AND METRICS WILL BE AVAILABLE IN 6-12 MONTHS
Benefits

- Cultural change: empowering workers and managers to focus on delivering value
- Streamlining workflow and focusing on customers’ needs
- Optimizing/ redeploying resources
- Cost avoidance/savings applied to essential services
- And better customer satisfaction
Lean Expert Partnership Program

Nearly 150 Lean experts from 58 different organizations have donated more than 2,200 hours of coaching, advice, training, and tours.
Results Washington Lean Fellowship Program

Fellowship Program Summary
- Supports the continuous improvement efforts in Results Washington using Lean thinking, tools, and techniques
- Guided by the Results Washington Enterprise Lean Consultant
- One Lean fellow in each goal area with Lean Expert Partner advice/coaching
- Fellows will be loaned by agencies in each goal area
- Fellows serve for one year in a rotational position

Program Development
- Recruit and Hire Fellows
- Prepare Fellows
- Fellows and Goal Councils begin work on Improvement Plans

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<th>Program Development</th>
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<td>August</td>
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<td>November December</td>
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Engagement

- Three key groups: Washingtonians, stakeholders and employees
  - Rollout, Twitter town hall, crowdsourcing feedback, stakeholder meetings
  - Finalize measures and improvement plans
  - Reviews and reporting
  - Ongoing engagement

Results Washington

Your ideas. Your feedback. Your government.

We know you've got ideas and feedback on how to measure performance in government and we want to hear them. That's why we created this website. So you can share the ideas that matter to you. We plan to measure our progress on these five goal areas. Do these represent what you care about most or are there other things we should measure?
Transparency and Accountability

- Reporting:
  - Regular goal team meetings
  - Monthly goal council meetings with the governor
- Leadership discussions:
  - Performance targets and actuals
  - Improvement plans
  - Budget
  - Policy
  - Best practices
  - Performance audits
  - Risk management
  - Agency measures
- Website: [www.resultswa.gov.wa](http://www.resultswa.gov.wa)
September 19 – Mid October – Engagement and feedback period

Mid to late October – Revised goal maps prepared and presented

Lean Transformation Conference
  ✓ Tacoma, Oct. 15-16

October - November – Improvement plans developed for priority goal areas and leading indicators

January – Regular reporting begins

Ongoing – Agencies map progress to goals
For more information

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