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3.3.a: Supplemental - Increase the percentage of agencies with strategic plans that align to Results Washington goals from 86% in 2013 to 100% in 2017

Goal 5: 3.3.a. Increase the percentage of agencies with strategic plans that align to Results Washington goals from 86% in 2013 to 100% in 2017

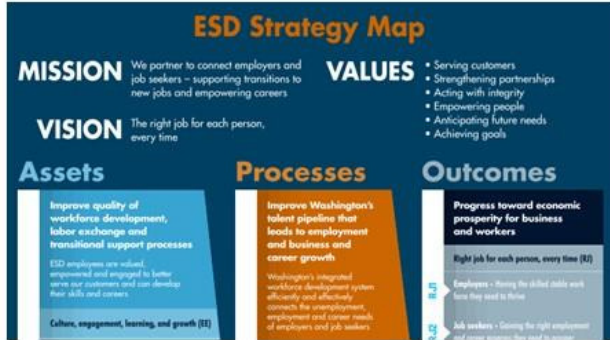
Results Washington

Jessica Dang

March 6, 2017



Background



GOALS	STRATEGIC INITIATIVES	STRATEGIC OUTCOME MEASURES
Long-term commitments	What we will do to cause measurable progress toward the goal	What we will measure to quantify progress and communicate results
When engaged employees ...	<ol style="list-style-type: none"> Ensure every employee connects to DOL's Mission, Fundamentals Map, measures, and results. Enable and encourage every employee to solve problems and come up with better ways of doing things. Ensure supervisors actively seek and incorporate input from employees. Engage every employee with communication and training to be prepared for the ongoing changes in our work. Enable every employee to learn and grow by developing and implementing an employee development program. 	<ul style="list-style-type: none"> % of employees who understand their connection to the mission, map, and measures % of employees who say they are encouraged to come up with better ways of doing things % of employees who say they have opportunities to give input on decisions affecting their work % of employees who say they receive clear information about changes being made within DOL # of employees, supervisors, and managers trained in change management % of employees who say they have opportunities at work to learn and grow
A Customer Focused Organization	<ol style="list-style-type: none"> Ensure every employee understands and delivers on the customer service promise. Gather and use timely, actionable feedback from all customer groups, so customers guide our improvement efforts. 	<ul style="list-style-type: none"> % of customers who say we were friendly and helpful (drivers, vehicles, professions, in person, by phone) % of customers who say we met or exceeded their ideal expectation (drivers, vehicles, professions; in person, by phone, online)

Current Status: We are near target!

Agency Strategic Plan Alignment



Problem/Opportunity: Agencies not reporting



Strategies: Agencies not reporting

- Continue outreach with agencies.
- Consider timing of request.

4

Update: Inter-Agency Strategic Planning Conversations

Background

- The idea of connecting agencies interested in sharing information about their strategic planning efforts surfaced during a goal council meeting several months ago.
- Results Washington follow-up interviews and recent survey confirmed specific interest.



Plan

- Convene gathering of interested agencies
- Leverage emerging Results Washington Learning Communities design

Timeline:

- Meeting scheduled for March 20

5

Update: Strategic Plans and Agency Contacts Dataset

- All agencies can now access each other's strategic plans and contact information in one place!

7	Department of Early Learning	https://del.wa.gov/about-us	frank.ordway@del.wa.gov
8	Department of Ecology	https://fortress.wa.gov/ecy/publications/SummaryPages/1601009.html	Martha.Hankins@ecy.wa.gov
9	Department of Enterprise Services	http://sp.des.wa.gov/des/Pages/DES-Strategic-Framework.aspx	Jeff.Canaan@des.wa.gov
10	Department of Financial Institutions	http://www.dfi.wa.gov/documents/about-dfi/2015-2017-strategic-plan.pdf	levi.clemmens@dfi.wa.gov
11	Department of Fish and Wildlife	http://wdfw.wa.gov/publications/01765/wdfw01765.pdf	Robert.Geddis@dfw.wa.gov
12	Department of Health	http://www.doh.wa.gov/About/Strategic-Plan	chris.allen@doh.wa.gov

6

Action Plan:

Action	Lead	Partners	Expected Outcome	Due Date	Status
Convene interested strategic planning managers in Learning Community	Results WA	Interested agencies	Shared learning and collaboration	March 2017	Underway
Contact agencies who did not respond	Results WA	--	A more complete dataset; understanding of barrier	June 2017	Start after session
Assess maturity of current measure	Results WA	All Agencies	Recommendation for future measure	August 2017	Not started

7



AGENCY PARTNER: STRATEGIC PLANNING

Department of Enterprise Services

Renee Smith Nyberg
Director of Lean Transformation Services



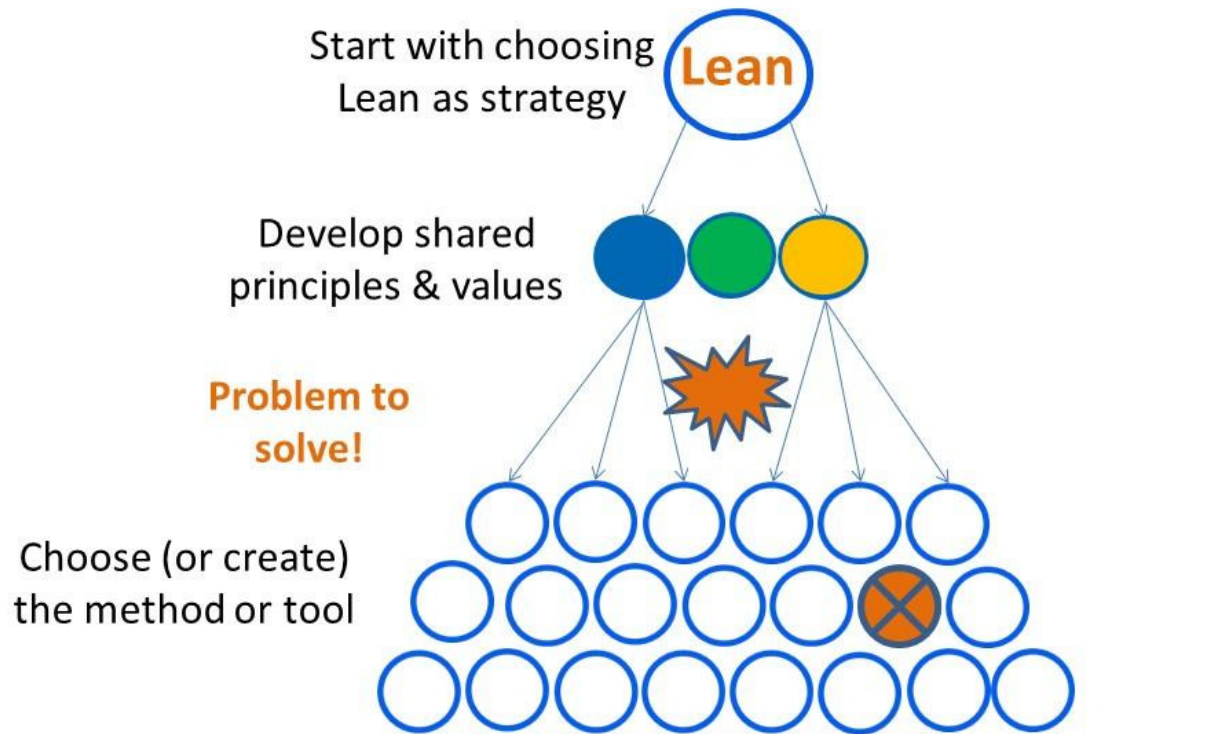
March 6, 2017

8

DES was founded on Lean Strategy.



Strategy, principles and values drive the choice of methods to solve a business problem.



Adapted from "This is Lean: Resolving the Efficiency Paradox" by Niklas Modig & Par Ahlstrom

10

In 2013, what problem(s) were we trying to solve?

Do agency planning with an approach that...

- Connected employees to agency outcomes.
- Focused on our fundamental work.
- Built team capability to use data to make decisions.

11

The Countermeasure: Strategy Mapping

Agency Strategy Map



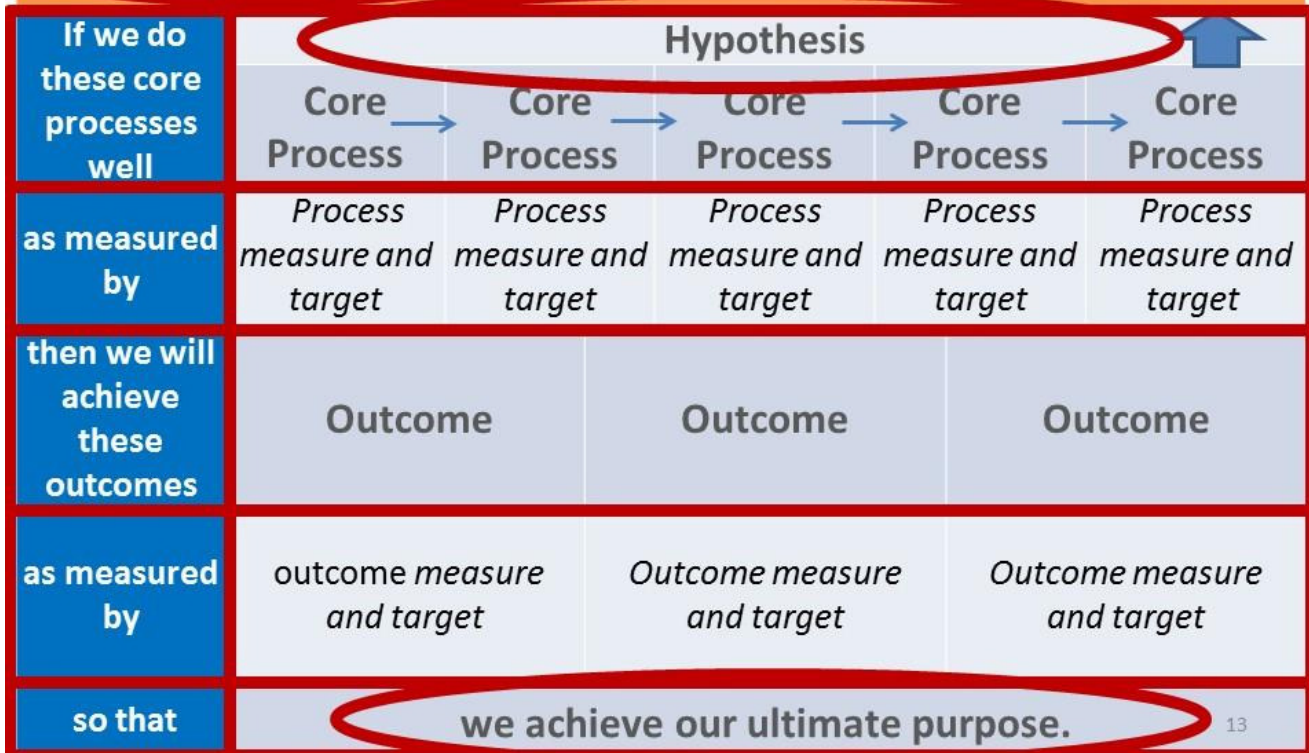
Program, Product or Service Strategy Maps

12

Program, Product or Service:

Who are our customers?

What do they value?



13

Strategy Mapping: What's your hypothesis?

If we do these core processes well,

Then we will achieve these outcomes.

14

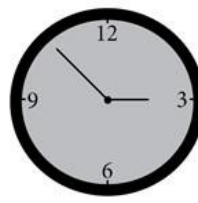
Seven Measures



Safety



Cost



Time



Quality



**Customer
Satisfaction**



**Employee
Engagement**



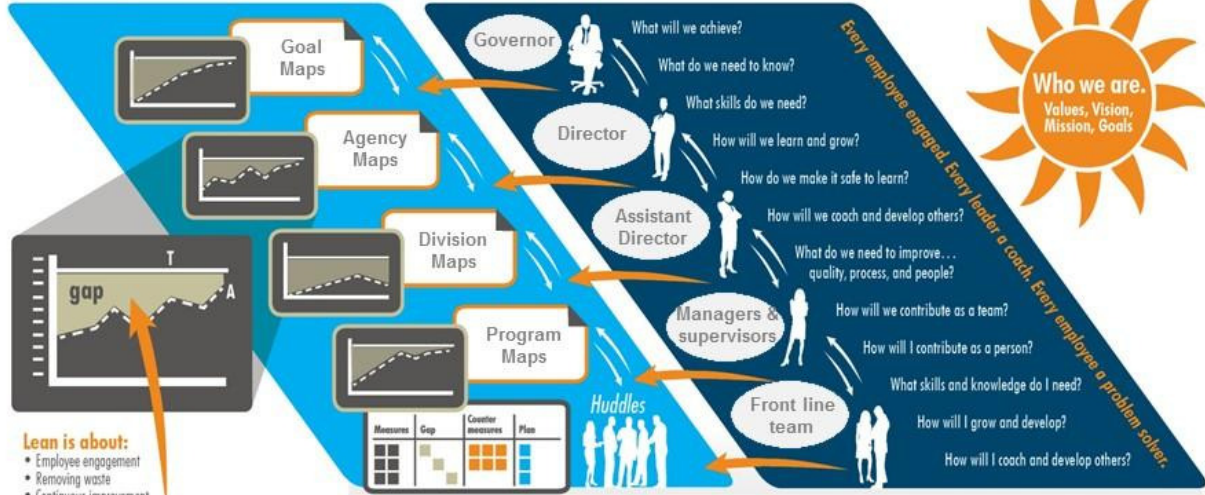
**Financial
Health**

15

Lean Management System: Alignment & continuous improvement.

Clarity: Policy deployment & daily management

Competence: Culture of learning and development



Lean is about:

- Employee engagement
- Removing waste
- Continuous improvement

Continuous improvement is about:

- Closing the **gap** between Actual (A) & Target (T)
- Finding the root of the problem
- Trying experiments (counter measures) to close the **gap**
- Verifying outcomes
- Sustaining the results

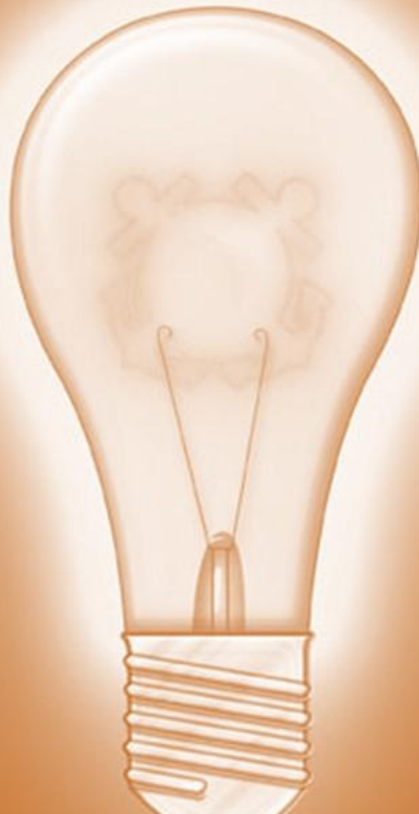
Graphic design: WA ESD | Design concept: Ariana Wood, Senior Lean Consultant, Lean Transformation Services, WA DES



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LESSONS



LEARNED

Lessons Learned

1. Start with a model area.
2. Map for a primary service rather than a functional line of business.
3. The DES agency map and Quarterly Target Reviews were useful for a important initial learning.
 - We learned to talk openly about our measures.
 - We learned about the other lines of business.
 - We learned to make it safe to make mistakes and to share openly when things weren't going well.
 - We learned to ask questions of each other in support of improving.
3. We are refocusing to pursue customer satisfaction, team satisfaction and financial health by service line (value stream).
4. New efforts, maps, quarterly meetings, and problem solving will focus on a service line (value stream).

18



AGENCY PARTNER: STRATEGIC PLANNING

Employment Security

Department

Cynthia Forland

Karl Kraber

March 6, 2017



Employment Security Department
WASHINGTON STATE

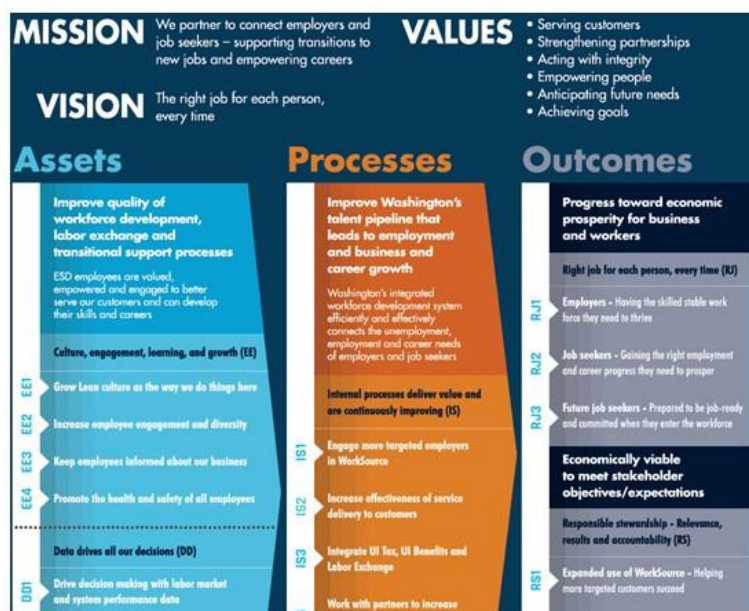
19

ESD's Goals Support the Governor's Goals

- Governor's Goal 2: Prosperous Economy
 - Thriving Washingtonians: Increasing the number of jobs in the state and average earnings of Washington workers
- Governor's Goal 5: Efficient, Effective and Accountable Government
 - Customer Satisfaction and Employee Engagement

20

ESD Strategy Map



21

ESD Strategy Board



22

Key: ASSETS | PROCESSES | OUTCOMES

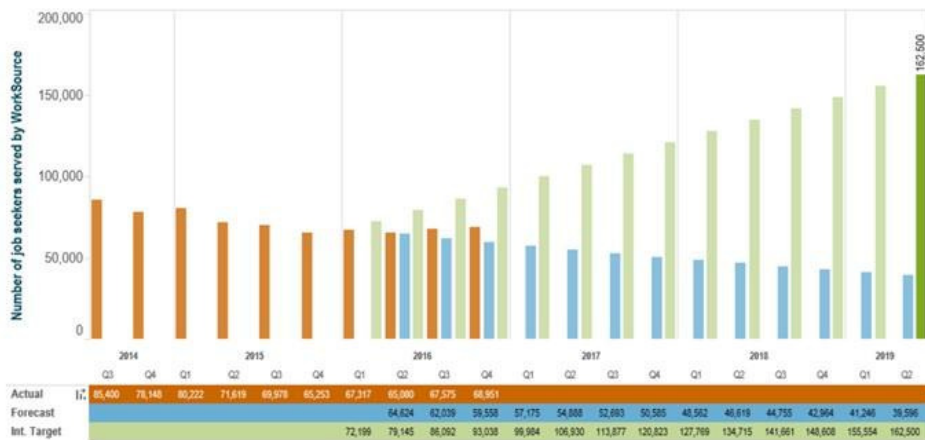
OBJECTIVES	ESD SUCCESS MEASURES (Agency Level)	TREND CHART (Show target, actual and forecast)	IMPROVEMENT ACTIVITIES	GAP ANALYSIS	COUNTER MEASURES	OWNER
<i>What we want to achieve</i>	<i>How will we know</i> <i>Define the measures</i>	<i>Quantify target/performance</i>	<i>How are we going to achieve targets/close gaps</i>	<i>Why is improvement activity not closing gap</i>	<i>Do we need to better execute or adjust improvement activities</i>	<i>Point person</i>
ASSETS: Culture, engagement, learning, and growth (EE- Employee Engagement)						
EE1. Grow Lean culture as the way we do things here	<p>EE1.1 Increase percentage of employees who report "We make improvements to make things better for our customers" from 71% in Nov 2015 to 95% by July 2019.*</p> <p>EE1.2 Increase the spirit of cooperation and teamwork ESD workgroups from 73% in Nov 2015 to 95% by July 2019.*</p> <p>EE1.3 Increase encouragement to "come up with better ways of doing things" from 65% in Nov 2015 to 95% by July 2019.*</p> <p>EE1.4 Increase percentage of ESD employees who say "we use customer feedback to improve our work processes" from 48 % in Nov 2015 to 95% by July 2019.*</p>	<p>A</p> <p>A</p> <p>A</p> <p>A</p>	<ul style="list-style-type: none"> Focus improvement activities and service delivery on internal and external customers. Build common language and standard practice for Lean thinking and problem solving and deploy across the agency through training, mentorship, and practice (e.g., standard work, classes, SharePoint, etc.). Develop and implement team-based activities to improve collaboration in achieving continuous improvement outcomes (e.g., through structured huddles using daily management boards, work group problem solving, chartered teams, workshops, divisional planning, etc.). Communicate success and lessons learned across the agency to accelerate improvement (e.g., Lean Community of Practice, Lean Improvement Inventory, Lean Event Report Outs, etc.). 			Karl Kraber

23

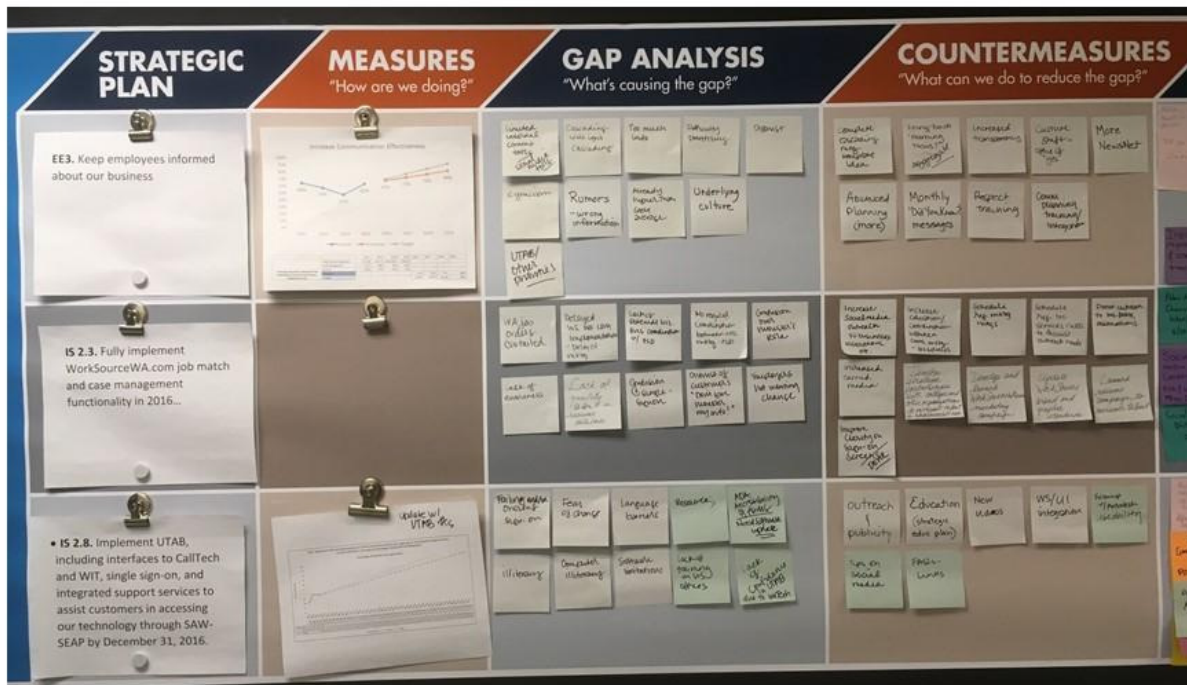
Example Measure

Expanded use of WorkSource: Jobseekers

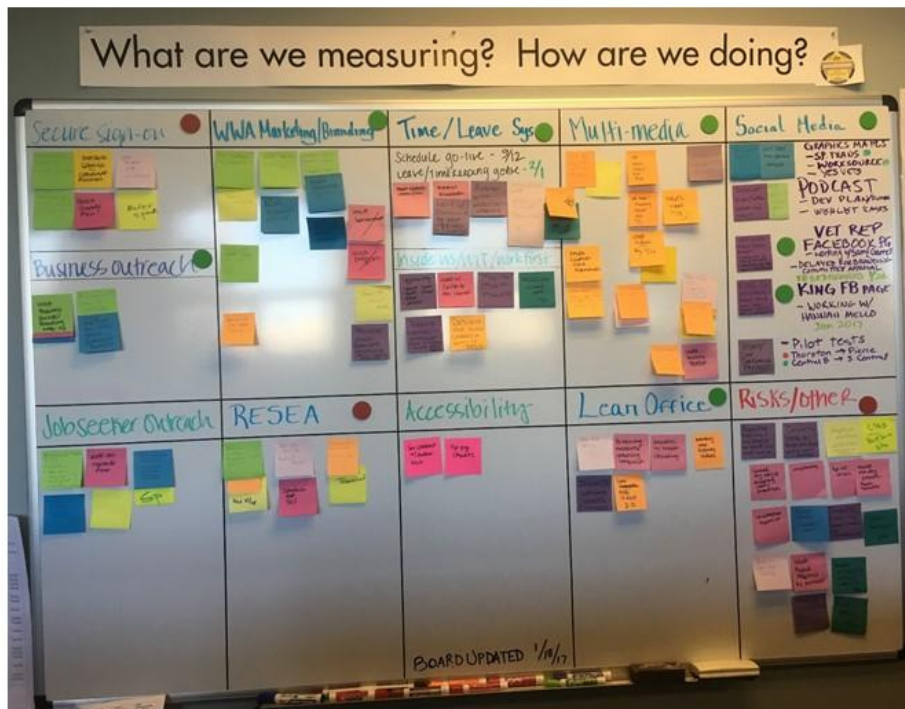
Increase WorkSource customers



Communications Office Board

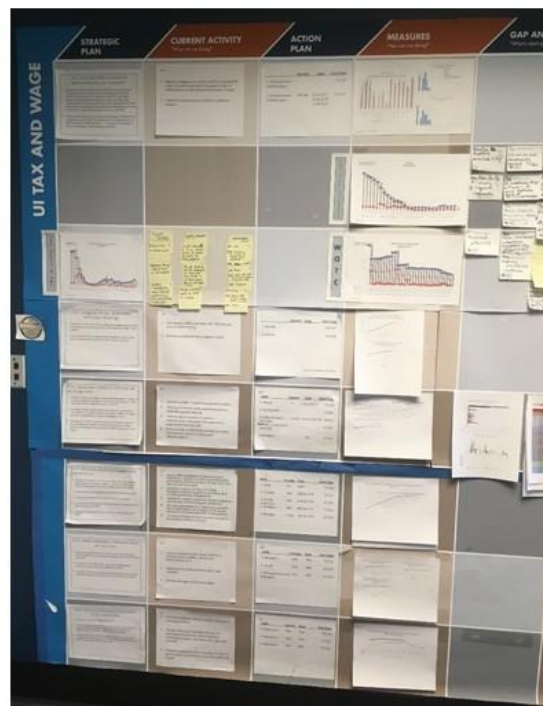


Communications Office Visual Control Board



26

Tax and Wage Division Board



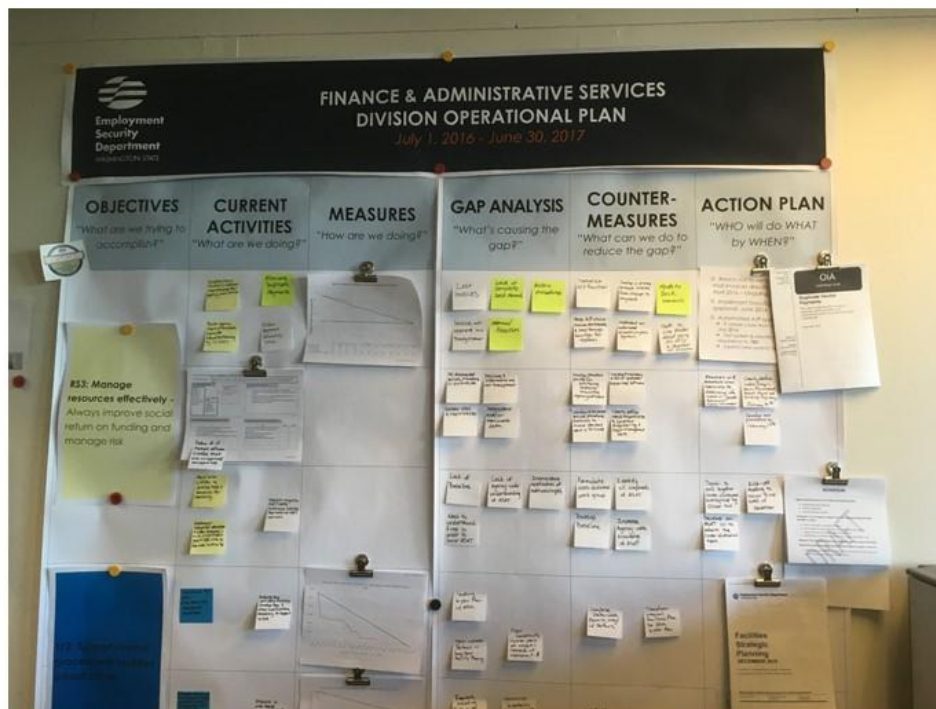
27

Accounts Management Center Daily Management Board



28

Finance and Administrative Services Division Daily Management Board



29

Financial Services Daily Management Board

The image shows a physical management board titled "FINANCIAL SERVICES DAILY MANAGEMENT BOARD". It is organized into a grid with six columns: OBJECTIVES, CURRENT ACTIVITIES, MEASURE, GAP ANALYSIS, COUNTERMEASURES, and ACTION PLAN. The board is populated with numerous colorful sticky notes (yellow, green, blue, pink, orange) detailing specific tasks, metrics, and actions. A small calendar icon is visible in the top left corner of the board's header.

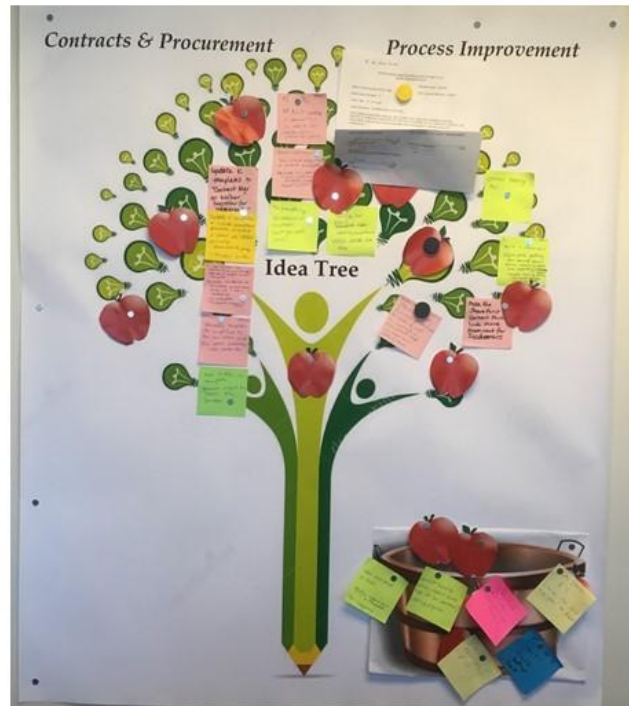
30

Contracts Office Daily Management Board

The image shows a physical management board titled "Contracts and Procurement – Strategy Map". It features a header with icons for "Contracts", "Asset Management", "Procurement", and "Shared Initiatives". The board is structured into a grid with seven columns: OBJECTIVE, ROADMAP, CURRENT ACTIVITY, GAPS AND ROOT CAUSES, COUNTERMEASURES, ACTION PLAN, and SUCCESSES. The content is organized into rows corresponding to different strategic objectives, such as "Reduce number of deployed software licenses that are unapproved/unsupported" and "Automate workflow and management of contracting, procurement and inventory work". The board is filled with detailed handwritten notes and sticky notes.

31

Contracts Office Idea Board



32

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