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

Current Status: We are near target!

Agency Strategic Plan Alignment

44
2013 = 86%

46
2015 = 90%

44
2017 = 86%
Problem/Opportunity: Agencies not reporting

10
Agencies not reporting

Strategies: Agencies not reporting

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

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
**Update: Strategic Plans and Agency Contacts Dataset**

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

<table>
<thead>
<tr>
<th>Department</th>
<th>Lead</th>
<th>Partners</th>
<th>Expected Outcome</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Early Learning</td>
<td>Results WA</td>
<td>Interested agencies</td>
<td>Shared learning and collaboration</td>
<td>March 2017</td>
<td>Underway</td>
</tr>
<tr>
<td>Department of Ecology</td>
<td></td>
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<tr>
<td>Department of Enterprise Services</td>
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<tr>
<td>Department of Financial Institutions</td>
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<tr>
<td>Department of Fish and Wildlife</td>
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</tbody>
</table>

**Action Plan:**

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>Expected Outcome</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene interested strategic planning managers in Learning Community</td>
<td>Results WA</td>
<td>Interested agencies</td>
<td>Shared learning and collaboration</td>
<td>March 2017</td>
<td>Underway</td>
</tr>
<tr>
<td>Contact agencies who did not respond</td>
<td>Results WA</td>
<td>--</td>
<td>A more complete dataset; understanding of barrier</td>
<td>June 2017</td>
<td>Start after session</td>
</tr>
<tr>
<td>Assess maturity of current measure</td>
<td>Results WA</td>
<td>All Agencies</td>
<td>Recommendation for future measure</td>
<td>August 2017</td>
<td>Not started</td>
</tr>
</tbody>
</table>
DES was founded on Lean Strategy.

Purpose
We seek to understand the value we deliver to customers.

Capability
We build team capability to do and improve the work.

Process
We improve the way we deliver value through our work processes.

Mindset
We cultivate shared organizational values and beliefs.

Management System
We create and use management systems to sustain this.

*Adapted from the Lean Enterprise Institute’s Lean Transformation Model
Strategy, principles and values drive the choice of methods to solve a business problem.

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.
The Countermeasure: Strategy Mapping

### Program, Product or Service Strategy Maps

<table>
<thead>
<tr>
<th>Program, Product or Service:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who are our customers?</td>
</tr>
<tr>
<td>What do they value?</td>
</tr>
</tbody>
</table>

| If we do these core processes well as measured by then we will achieve these outcomes as measured by so that |
|---------------------------------|------------------|---------------------------------|------------------|
| Core Process                   | Core Process     | Core Process                   | Core Process     |
| Process measure and target     | Process measure and target | Process measure and target     | Process measure and target |
| Outcome                         | Outcome           | Outcome                         | Outcome           |
| outcome measure and target     | Outcome measure and target | Outcome measure and target     | Outcome measure and target |
| so that we achieve our ultimate purpose. |
Strategy Mapping: What’s your hypothesis?

If we do these core processes well,

Then we will achieve these outcomes.

Seven Measures

- Safety
- Cost
- Time
- Quality
- Customer Satisfaction
- Employee Engagement
- Financial Health
Lessons Learned

1. Start with a model area.


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).

AGENCY PARTNER: STRATEGIC PLANNING

Employment Security Department
Cynthia Forland
Karl Kraber
March 6, 2017
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

ESD Strategy Map
## ESD Strategy Board

![Image of a strategic planning tool with sticky notes and data]

### Employment Security Department

### Strategic Plan

**Key:** ASSETS | PROCESSES | OUTCOMES

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ESD SUCCESS MEASURES (Agency Level)</th>
<th>TRENDS CHART (Show target, actual and forecast)</th>
<th>IMPROVEMENT ACTIVITIES</th>
<th>GAP ANALYSIS</th>
<th>COUNTER MEASURES</th>
<th>OWNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>What we want to achieve</td>
<td>How will we know the measures</td>
<td>Quantity vs. target/performance</td>
<td>How are we going to achieve targets/close gaps</td>
<td>Why is improvement activity not closing gap</td>
<td>Do we need to alter our execution or adjust improvement activities</td>
<td>Person</td>
</tr>
</tbody>
</table>

#### ASSETS: Culture, engagement, learning, and growth (EE- Employee Engagement)

**EE1. Grow Lean culture as we do things here**

- **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.**
- **EE1.2 Increase the spirit of cooperation and teamwork; ESD work groups from 73% in Nov 2015 to 85% by July 2019.**
- **EE1.3 Increase encouragement to “come up with better ways of doing things” from 62% in Nov 2015 to 95% by July 2019.**
- **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.**

- 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 Ours, etc.).

| A | Karl Knabor |
Example Measure
Expanded use of WorkSource: Jobseekers

Communications Office Board
Communications Office Visual Control Board

Tax and Wage Division Board
Accounts Management Center Daily Management Board

Finance and Administrative Services Division Daily Management Board
Financial Services Daily Management Board

Contracts Office Daily Management Board
Contracts Office Idea Board