

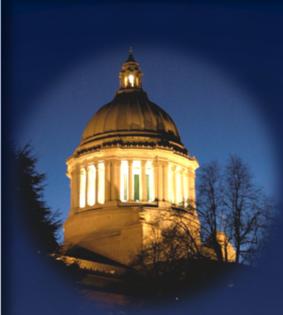
Using Lean Management to Improve Government Performance

Pacific Northwest Intergovernmental Audit Forum
September 4, 2013

Wendy Korthuis-Smith, Ed.D., Director
Results Washington, Office of the Governor
&

Hollie Jensen, Enterprise Lean Consultant
Results Washington, Office of the Governor

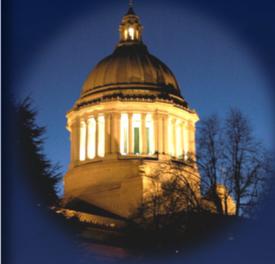




Session Objectives

1. Become aware of Results Washington performance management system
2. Understand what Lean is and how applying Lean thinking will achieve results
3. Understand how Lean can be used in your work

Washington Strategic Framework



Governor Jay Inslee

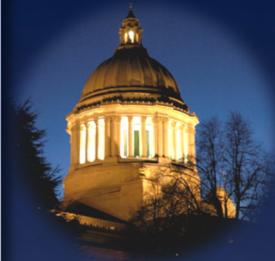
A New Strategic Framework

<p>Vision</p>	<p>A Working Washington built on education and innovation ... where all Washingtonians thrive.</p>
<p>Mission</p>	<ul style="list-style-type: none"> ➤ 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
<p>Foundation</p>	<ul style="list-style-type: none"> ➤ 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.
<p>Goals</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>World-Class Education</p> </div> <div style="text-align: center;">  <p>Prosperous Economy</p> </div> <div style="text-align: center;">  <p>Sustainable Energy and a Clean Environment</p> </div> <div style="text-align: center;">  <p>Healthy and Safe Communities</p> </div> <div style="text-align: center;">  <p>Efficient, Effective and Accountable Government</p> </div> </div>
<p>Measure & Improve</p>	<p style="text-align: center;">Building a more responsive, data-driven state government to get results:</p> <div style="text-align: center;">  </div>

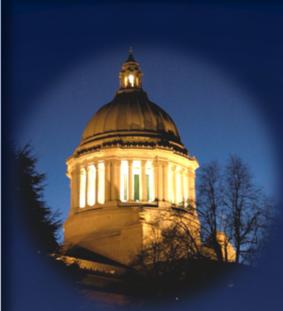
Results Washington

Results Washington is how we achieve the strategic framework

- Performance management and continuous improvement system AND culture
- Data-driven decision making
- Uses Lean thinking, principles and tools to focus on what matters most to Washingtonians
- Accountability through regular reporting and management discussions
- Accessible information available to all
- Builds on the “best of the best”



Results Washington



World Class Education

Goal 1

Goal Council
(Agency Directors)

Results WA with Executive Policy and OFM

Budget Lean Fellows and private-sector partners



Prosperous Economy

Goal 2

Goal Council
(Agency Directors)

Results WA with Executive Policy and OFM

Budget Lean Fellows and private-sector partners



Sustainable Energy and a Clean Environment

Goal 3

Goal Council
(Agency Directors)

Results WA with Executive Policy and OFM

Budget Lean Fellows and private-sector partners



Healthy and Safe Communities

Goal 4

Goal Council
(Agency Directors)

Results WA with Executive Policy and OFM

Budget Lean Fellows and private-sector partners



Efficient, Effective and Accountable Government

Goal 5

Goal Council
(Agency Directors)

Results WA with Executive Policy and OFM

Budget Lean Fellows and private-sector partners

Goals and outcome measure development

Governor review

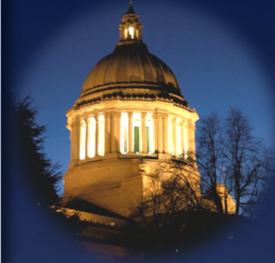
Citizen, employee, stakeholder engagement

Coming Soon

Improvement plan development

Reporting against measures

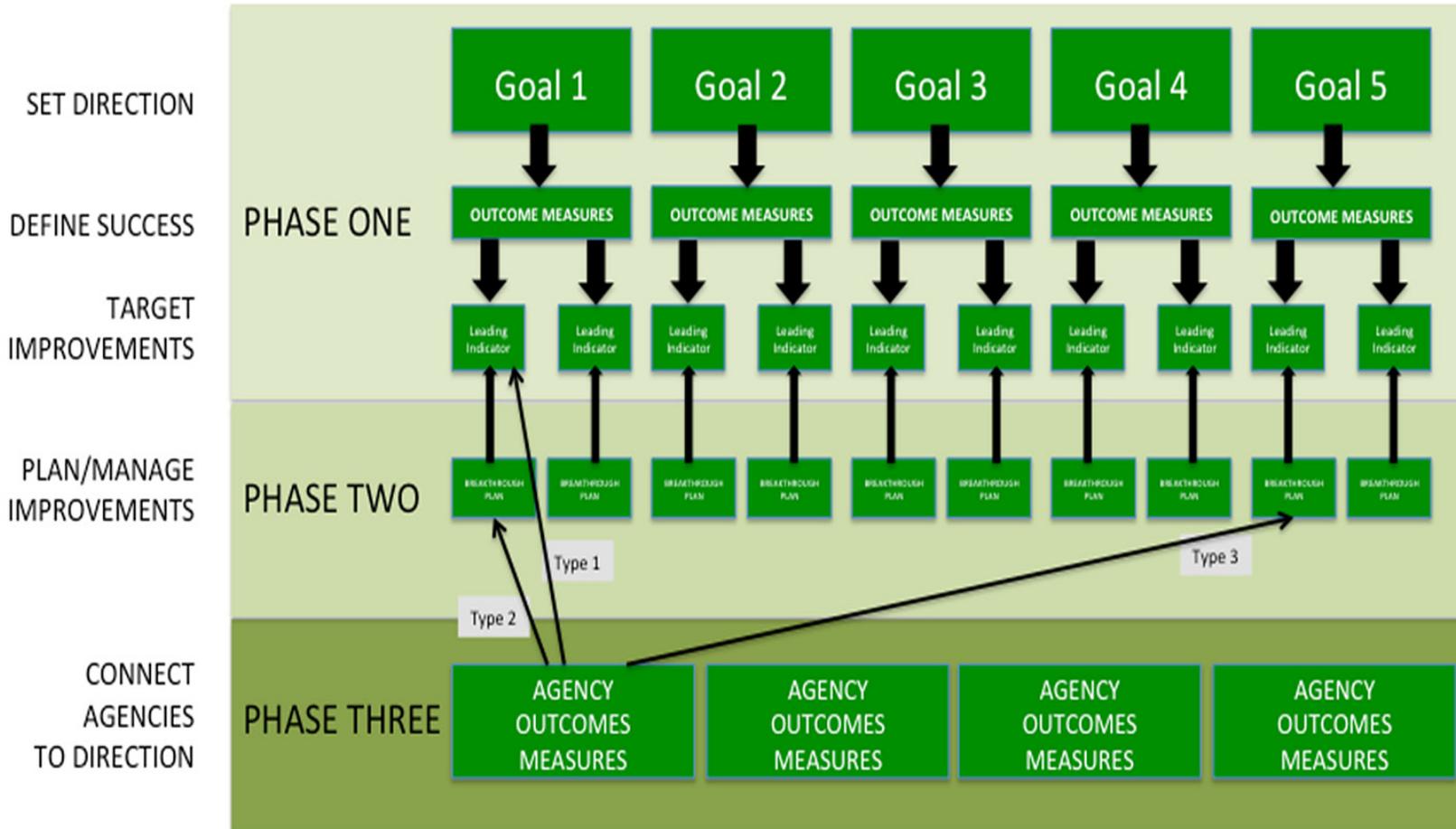
Continuous improvement with Lean



Performance Management

RESULTS WASHINGTON

Setting the Foundation for Accountability



The intent is to maximize the connection between Agency Outcome Measures and the Governor's Goals



GOAL 5: EFFECTIVE, EFFICIENT AND ACCOUNTABLE GOVERNMENT

Fostering a Lean culture that drives accountability and results for the people of Washington

GOAL TOPIC

SUB TOPIC

OUTCOME MEASURE

LEADING INDICATORS

WASHINGTONIANS ARE SATISFIED AND CONFIDENT *"I'm being served well"*

CUSTOMER SATISFACTION

- 1.1. Increase customer satisfaction from ___ to ___ by x
- 1.2. Increase Washington State as an employer of choice from ___ to ___ by x
- 1.3. Increase on-time delivery for state services from ___ to ___ by x (INDEX)

- a. Increase the number of services available online from ___ to ___ by x
Increase online services designed for mobile devices from ___ to ___ by x
- a. Increase the percent of state employees who score the standard questions on the employee survey at 3.8 or higher from ___ to ___ by x
- a. Increase
- b. Increase

- b. Increase/maintain customer service satisfaction with
Accuracy
Timeliness
Respectfulness
from ___ to >80% ___ by x

- c. Increase the number of core services where customers are surveyed at the point of service/delivery from ___ to ___ by x

RESOURCE STEWARDSHIP *"My money is used responsibly"*

COST-EFFECTIVE GOVERNMENT

- 2.1. Remove waste in processes from ___ to ___ by x
- 2.2. Reduce energy consumption in state owned/leased buildings from ___ to ___ by x
- 2.3. OUTCOME MEASURE TBD
- 2.4. Increase agencies who score between ___ and ___ in risk management from ___ to ___ by x

- a. Increase number of improvement ideas implemented from ___ to ___ by x
- a. Reduce kilowatt consumption in state owned buildings from ___ to ___ by x
- a. Increase % of passenger vehicles replaced with hybrid or electrical vehicles from ___ to ___ by x
- a. Increase % of leadership teams in every agency who review/update risk management plans at least annually from ___ to ___ by x.
- b. Reduce kilowatt consumption in leased facilities from ___ to ___ by x
- b. Reduce gallons of gas used by state agencies from ___ to ___ by x
- b. Increase the number of agencies who have implemented annual workplace safety plans from ___ to ___ by x

- b. Increase % of team members eliminating wastes in job tasks from ___ to ___ by x
- c. Increase % of team members engaged in improvement events from ___ to ___ by x
- c. Increase dollars recaptured by the commute trip reduction program from ___ to ___ by x
- b. Increase the number of agencies who have implemented the Labor and Industries Working Solutions program from ___ to ___ by x

- d. Increase % of tem members completing learning activities from ___ to ___ by x
- c. Increase the number of state employees who have completed annual security training from ___ to 100% by x
- c. Increase the number of agencies that "exercise" their continuity of operations plans at least annually from ___ to 100% by x

TRANSPARENT AND ACCOUNTABLE *"I know how my money is being spent"*

TRANSPARENCY ACCOUNTABILITY

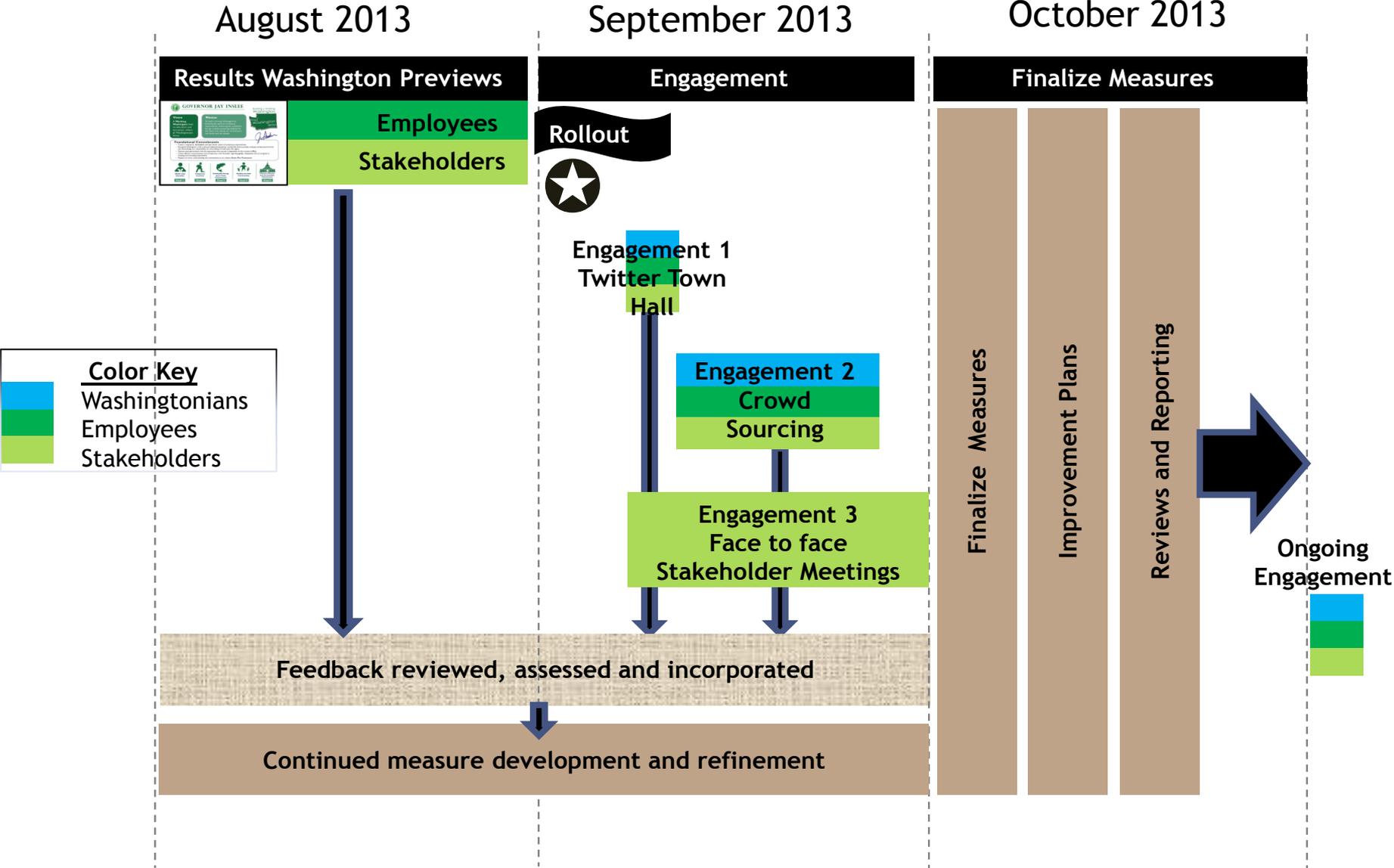
- 7.1. Increase Washington State Government's Transparency Rating from 14 to the top 5 in the US by 2016
- 8.1. Increase the number of Results Washington outcome measures and leading indicators improving from ___ to ___ by x

- a. Increase the amount of data available in a downloadable and searchable format from ___ to ___ by x
- a. Increase the number of citizens who access the Results Washington website from ___ to ___ by x

- b. Increase availability of spending data on a state-wide level, by funding source, in a downloadable and searchable format from ___ to ___ by x
- c. Increase visibility of major projects from ___ to ___ by x

Draft Example

Engagement - High-Level Timeline



Transparency and Accountability

Results Washington website (draft - in progress)



RESULTS WASHINGTON

fiscal.wa.gov | governor.wa.gov | contact

Search Go

[Home](#) [What We Do](#) [Resources](#)

Participate in the Results Washington Twitter Town Hall on Sept. 4.

MOONBEAM 5000 - needs to be linked July 5: Community Meet and Greet in Lacey WA

MOONBEAM 5000 - needs to be linked Message from the Governor

World Class Education

Prosperous Economy

Sustainable Energy and a Clean Environment

Healthy and Safe Communities

Efficient, Effective and Accountable Government

Gov. Inslee's Plan for Progress

A Working Washington built on education and innovation... where all Washingtonians thrive.
[Learn more...](#)

Learn about Results Washington

Results Washington is Gov. Inslee's data-driven performance management and continuous improvement system.
[Learn more...](#)

Get engaged and stay connected

Provide feedback on how we measure progress in Washington state:

- 9/4 - Participate in the Results Washington Twitter

[Learn more...](#)

CONTACT

- Contact us
- Site Feedback

FEATURED LINKS

- Use Lean
- Find resources from 2012 Lean conference
- Manage performance audits

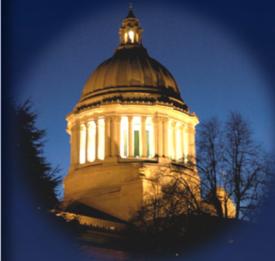
ABOUT US

- Mission & vision
- Measure results
- Gov. Inslee's Plan for Progress

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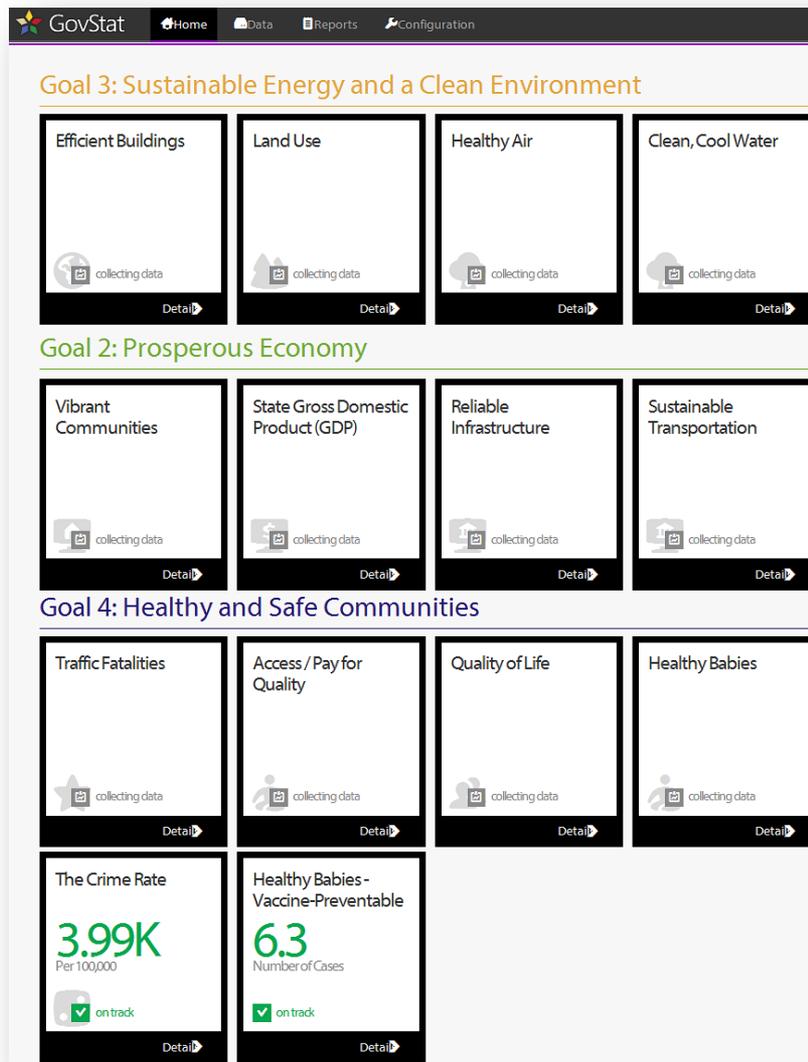
Access Washington®
Welcome to the State of Washington

Innovative Technology

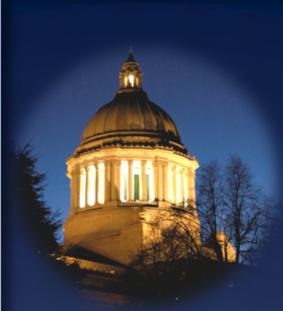


- Partnering with Socrata, a Seattle-based software company
- Early adopter of GovStat

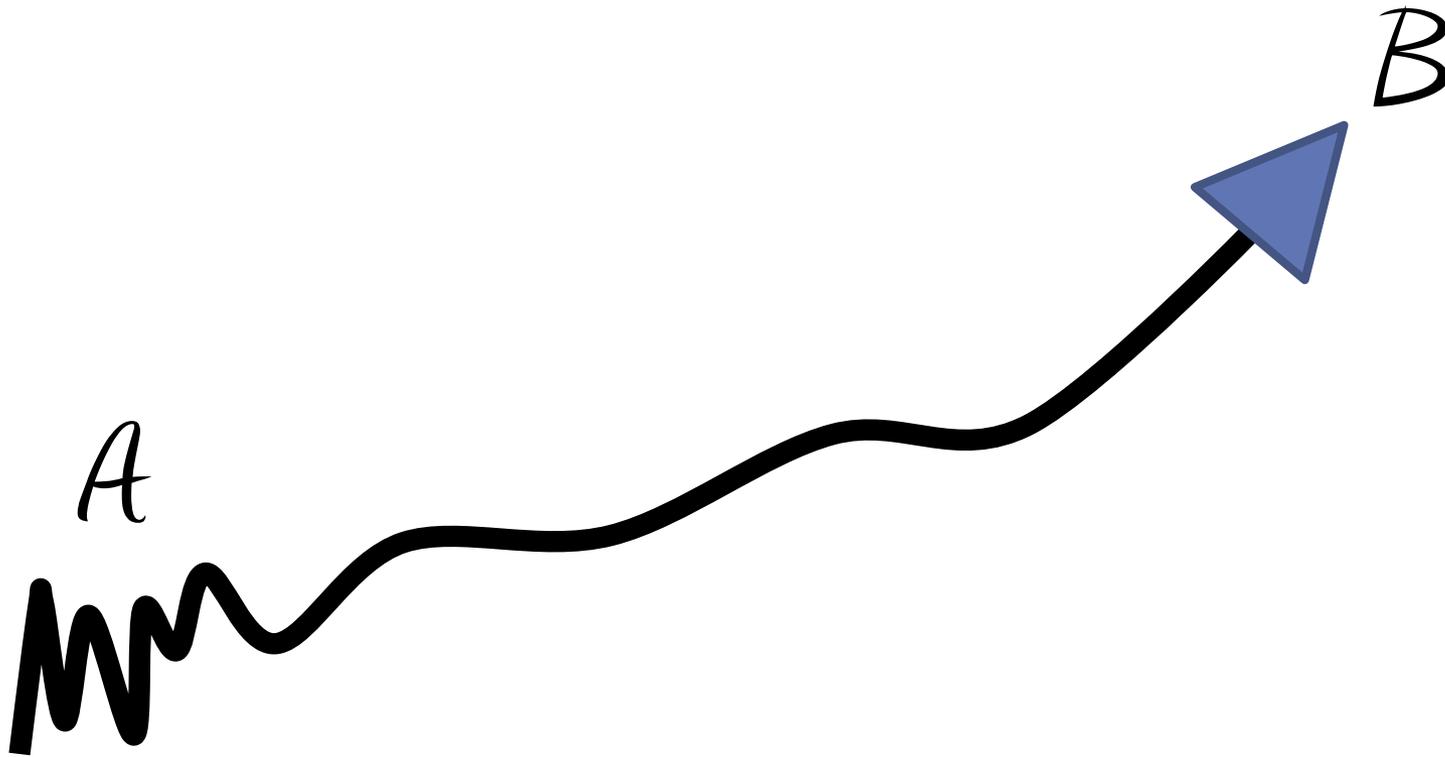
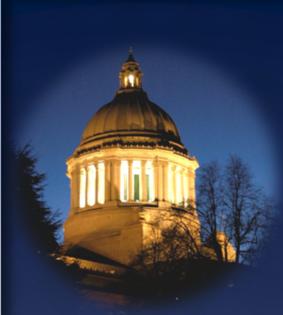
“Socrata GovStat provides a seamless system for government agencies to not only set goals, but measure their impact against data, perform broad analysis, and share results with the public.”



Continuous Improvement in Washington State

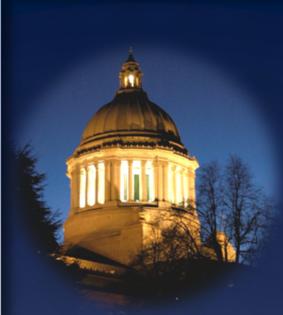


Improvement Plans

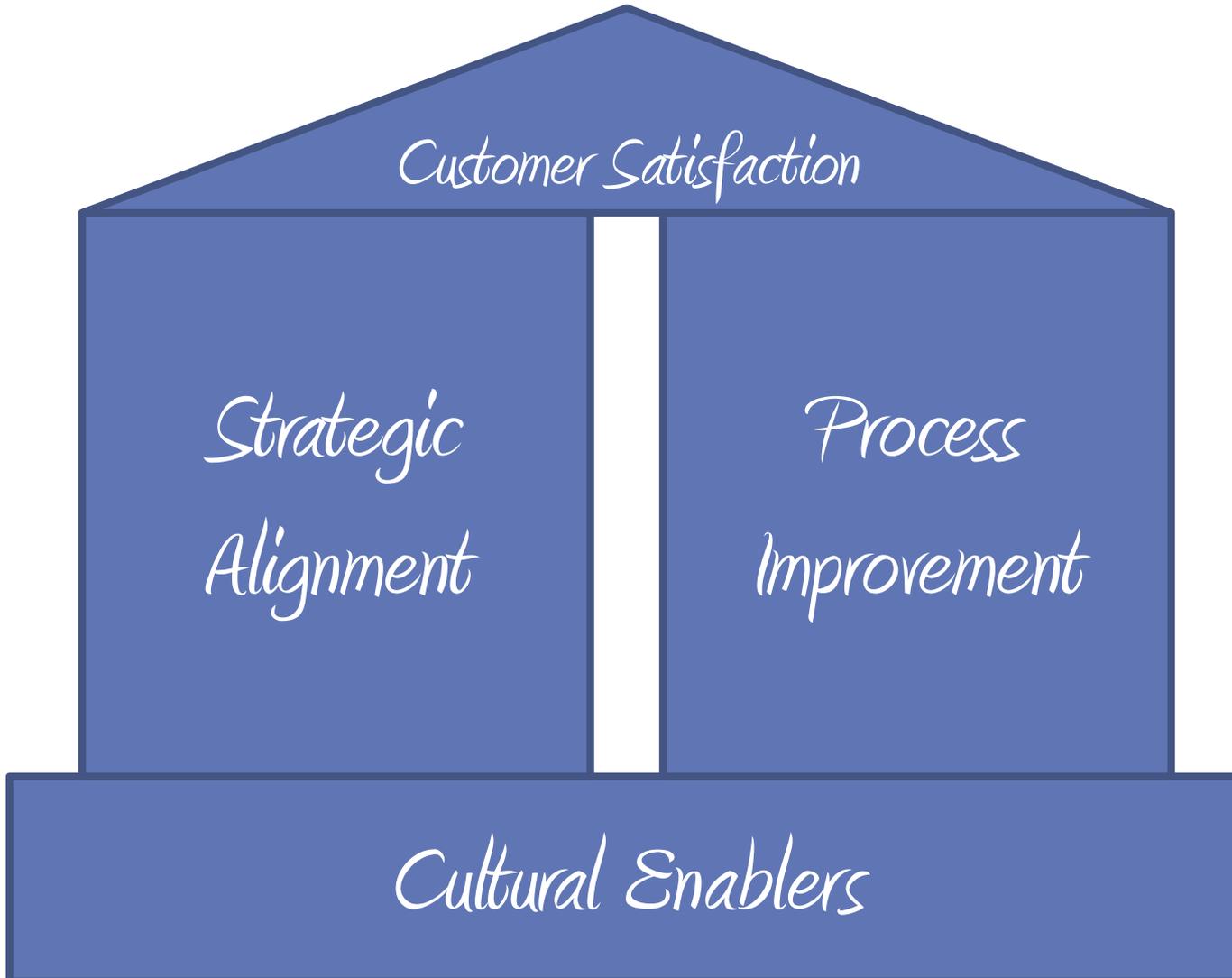
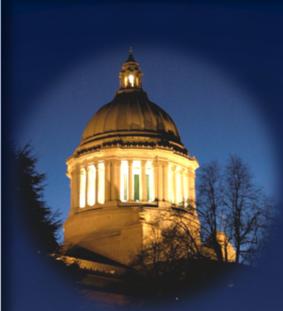


What is Lean?

Lean is a systemic improvement approach involving all levels of state employees to deliver more value to more Washingtonians (customers) using the fewest possible resources while making state government a great place to work.



Lean Guiding Principles



Many Lean Tools



Value Stream Mapping

A3 Thinking

One-piece Flow

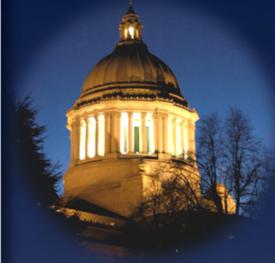
5S+Safety

Visual Management

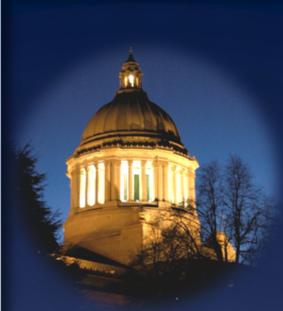
Six Sigma Analytics

Spaghetti Mapping

Standard Work



Plan-Do-Check-Act (PDCA)



- Adjust
- Standardize

Act

- Define
- Measure
- Analyze

Plan

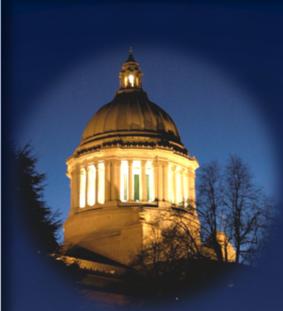
Check

- Measure
- Study

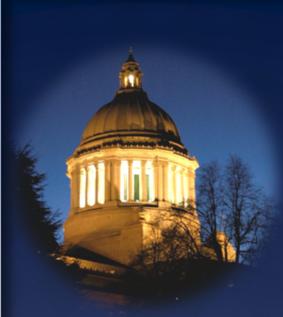
Do

- Improve

Add Value by Removing the 7 Wastes



Video



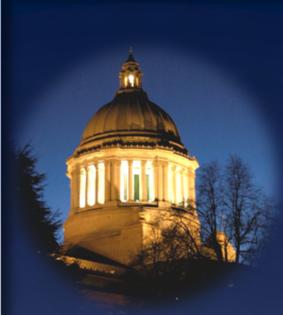


Table Debrief

1. Share your initial thoughts and response
2. What were the key messages in the video?
3. How can this apply to us in our work?

A black plastic crate filled with various food items. In the back left, there are three white and red boxes, likely instant noodle packets. The center and right sections are filled with fresh produce, including several brown onions and a large pile of light-brown potatoes. In the front left, there is a clear plastic bag of round, golden-brown bread rolls. On the right side, there are two stacked metal cans, possibly soups or beans. The crate is set against a light-colored wooden background.

More people in need get what they need

History of Lean in Washington State Government



LESSONS IN LEADERSHIP SERIES:
Getting Leaner – Getting Results

FREE Symposium for Washington State Agency Leaders

Date: Thursday, March 24, 2011
Time: 1:00 - 4:30 p.m.
Location: LSI Auditorium, 7273 Linderoth Way SW, Tumwater, WA 98501

In business, "Lean" is the relentless pursuit of maximum efficiency. A Lean organization produces more with existing resources by eliminating non-value added activities. Lean establishes a systematic approach to identifying and eliminating inefficiencies, and improves workflow throughout the whole organization.

HEAR from experts who have successfully used Lean in their organizations:

- Carolyn Corvi, Chair, Virginia Mason Medical Board, and retired VP & General Manager of Airplane Programs, Boeing Commercial Airplanes.
- Laura McMillan, Chief of Staff & VP of Strategic Planning and Deployment, Group Health
- Diane Miller, Executive Director, Virginia Mason Institute
- Pat Hagan, President and COO, Seattle Children's Hospital

LEARN how several state agencies are already using the tools to:

- Reduce costs.
- Expand services with fewer resources.
- Improve processing time.
- Increase productivity.
- Improve quality of services.
- Meet customer expectations.

Additional Information: Rich Ingber, 860.902.4107, richingber@pse.wa.gov

To Register: <http://www.pse.wa.gov/Training/Default.asp>

Sponsored by the Governor's Office and Department of Labor & Industries

Lean Symposium

CHIEF OF EXECUTIVE OFFICER

STATE OF WASHINGTON
OFFICE OF THE GOVERNOR
P.O. Box 41002 - Olympia, Washington 98507-0002 | (360) 735-4100 | www.governor.wa.gov

EXECUTIVE ORDER 11-04

LEAN TRANSFORMATION

WHEREAS, our current economic climate with lower revenue and higher demand for services requires state government to continue to streamline operational processes and eliminate non-value added activities; and

WHEREAS, the citizens of Washington expect state government to deliver needed services with innovation, efficiency and integrity; and

WHEREAS, we must continue to streamline government operations, eliminate non-value added activities, and improve the quality of services to the public; and

WHEREAS, Washington, with a long-standing commitment of using tools to improve government performance, has already embraced the Lean philosophy with several agencies reporting results which demonstrate a cost reduction, eliminate delays, save money and provide high quality services to the public; and

WHEREAS, Washington has already established a strong performance management culture through Government Measurement, Accountability and Performance (GMAP); a management tool that sets an performance standard for a disciplined approach to decision making; and

WHEREAS, Lean holds on the GMAP program as a process management approach used in a wide range of public and private organizations to improve customer satisfaction and optimize resource use; and

WHEREAS, government has embraced Lean subject matter experts in the private sector to learn how to apply Lean methods and tools to improve work, save time, eliminate waste, reduce backlog, and decrease process complexity; and

WHEREAS, Washington is already well served by performance improvement practices that encourage innovative and responsible ways of providing goods and services; and

WHEREAS, it is necessary for state agencies to take additional steps to do more with the resources we have available.

Executive Order 11-04

Washington State Government
2012 Lean Transformation Conference

Lean Transformation Conference & Report

Lean Transformation Report
2012 and Beyond

Prepared by the Office of Accountability & Performance
October 2012

Spring 2011

Mid 2011

Late 2011

Early 2012

Fall 2012

2013

Resources

Lean Learning and Partner Coaching Path

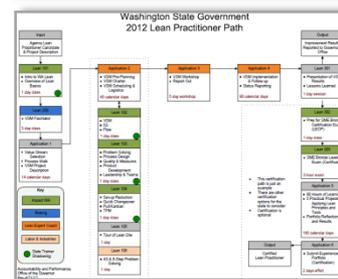
2013 Recommendations

Getting Started with Lean State of Washington

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity

Table of Contents

- Purpose of This Document
- Overview – Getting Started with Lean
- Lean Journey Graphic
- Lean Deployment Model Graphic
- Steps for Model Area Project Deployment
- How to Select a Model Area Project
- Project Description Template
- Critical Success Factors for Lean Implementation
- Lean Deployment Roles and Responsibilities



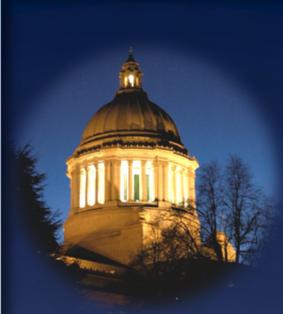
RECOMMENDATION	2013 Focus	2013 Focus	2013 Focus
1. Change to a Lean leadership evolution	Continue the transformation from traditional to Lean management by: <ul style="list-style-type: none"> Expanding leadership development opportunities with focus on Lean and change management through: <ul style="list-style-type: none"> education/training/rounding experiential role rotations Providing Lean in leadership assessment and selection criteria Including Lean in leadership assessment and performance evaluation Incentivizing innovation and understanding of Lean program and efforts among legislators and other government partners 	<ul style="list-style-type: none"> Leaders are actively engaged, supportive, committed and role modeling Leaders think like a Lean leader, not like a Lean leader, not like a Lean leader as part of their management tool Lean champions drive managerial decisions, hire and promote All members of Washington state government have a shared commitment to leading Lean 	<ul style="list-style-type: none"> Model was not required before Executive Cabinet approval. Lean projects and projects align with agency and strategic strategy Priority projects are successful, particularly those projects that are across agency boundaries and provide significant value to Washingtonians. Lean is part of everyone's job Staff from project focus on solving real issues Washington state government will have a focus on daily Lean projects for leaders and employees IT changes in the leader as state government Lean implementation with leading practices.
2. Build capacity for Lean transformation	Expand capacity to use Lean to deliver value by: <ul style="list-style-type: none"> Ensuring greater access/participation for existing, onboarding and onboarding Expanding leadership and tool training Expanding Continuity of Practice criteria with new roles and developing because not advanced practitioners level Intervening in dedicated resources for essential coordination, partnerships and agency collaboration 1% target for Lean projects (total regular or full) Providing / sharing / setting resources Ensuring resources used through Lean efficiency 	<ul style="list-style-type: none"> All Washington state government employees and leaders effectively use Lean thinking, tools and techniques Lean is part of everyone's job Washington state government is in expert level projects in the state with one person service projects Washington is a model for other states and local government. 	<ul style="list-style-type: none"> All employees understand Lean basics All employees understand and communicate Lean basics Lean is seen as a long-term, progressive, non-transactional journey – not an event

Lean Expert Partnership Program

Over 133 Lean experts from 51 private-sector organizations have donated more than 2200 hours of coaching, advice, training, and tours.



Examples of Lean work in State Agencies



Enterprise Strategy

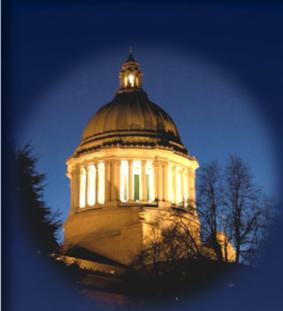
Partners

Inter-agency

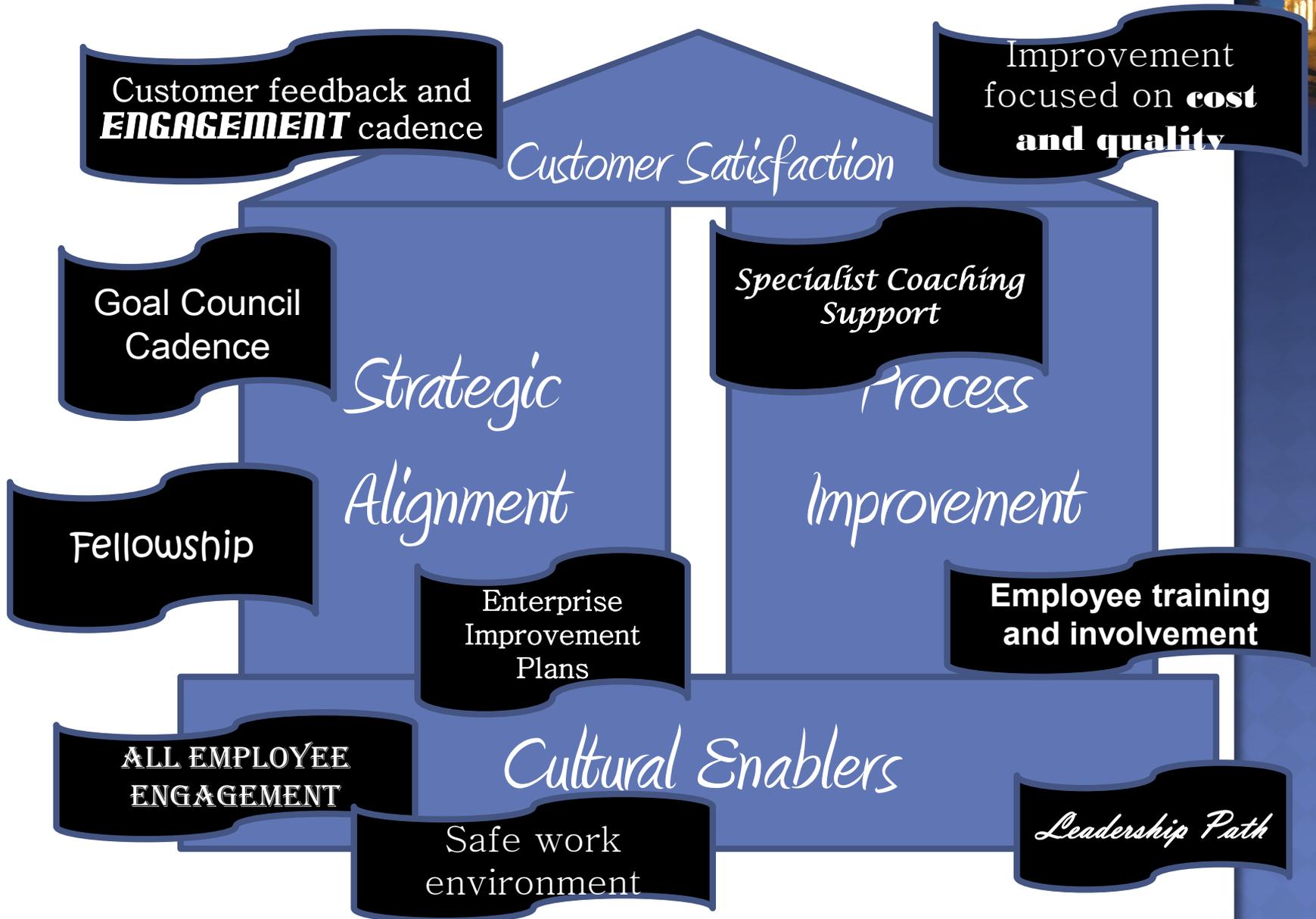
Core Processes

Support Processes

Future Lean Work in Washington State



Future Lean Work in Washington State



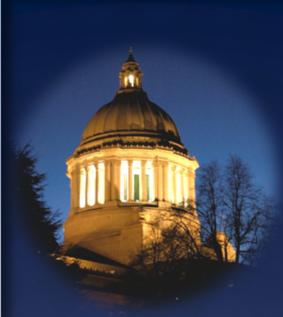


Table Discussion: Lean in Your Work

1. How can/are you using Lean today?
2. How can you incorporate this into your work?
3. What are you curious to know more about?

Helpful Resources: Recommended Books

- Transforming Health Care, *Charles Kenney*
- Lean for Dummies, *Natalie J. Sayer and Bruce Williams*
- Creating a Lean Culture, *David Mann*
- Lean Production Simplified, *Pascal Dennis*
- Learning to See, *Mike Rother and John Shook*
- Gemba Kaizen, *Masaaki Imai*
- Lean Thinking, *James Womack and Daniel Jones*

