



For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Commerce

Partner agencies: List other agencies involved in the project

Improvement project title: Results Commerce Management System Breakthrough – Divisional Connecting Strategy

Date improvement project was initiated: 10/12/2015

Project type: New Project

Project is directly connected to:

☒ Results Washington performance measure

☒ Agency Strategic Plan

If applicable, specify the alignment:

SP6 Optimizing Agency Performance; SP6.7 Measuring Agency Performance

Report reviewed and approved by: Connie Robins, Deputy Director

II. Project Summary:

The Department of Commerce improved divisional quarterly target reviews, resulting in increasing the number of divisional QTRs from 0 percent to 100 percent.

III. Project Details:

Identify the problem:

In 2013 we established Results Commerce to measure our progress on the things our citizens and employees care about the most. The effort to build, install and deploy a management system at Commerce had been underway for approximately 18 months when it was identified there was a gap in the desired level of adoption throughout the agency. There were many things working well and as employees participated, enthusiasm and support for the system built. There were also gaps in the process that created obstacles along the way to fully utilizing the system to achieve our outcomes and deliver results to our customers and the residents of Washington. The Fundamentals Map, which is a visual representation of the core work, outcomes, goals and mission of the agency still had some disconnects, like the relationship between processes and outcomes. Further some key Commerce activities weren't reflected in the current core processes, and some employees didn't see how our outcomes connect to the daily work of Commerce. Despite being nearly two years into implementation, there continued to be a wide variation in the adoption of the management system among executives, division leadership, and managing directors and consequently their staff. Not all leaders were equally committed. There were also some who did not see how this effort helped get the work done, and others who continued to see this as a project that will end, vs. the start of routines to manage the work. Divisions were not fully engaged in using data to inform their work and to meeting in a routine way to assess how they are doing and what they can do to improve.



Identify the problem: *con't* The problem was that not all divisions were equipped to use or connected to the management system in a routine way to measure performance and improve results.

Problem statement: Currently, 0 percent of divisions are routinely holding quarterly target reviews compared to our target of 100 percent, which we want to reach by 6/30/2016.

Improvement description: In December 2014, Commerce initiated a Management System Breakthrough with an objective of *"Results Commerce Management System is developed to a point that it is routinely used, maintained, and refined."* A breakthrough is a significant improvement in an existing process or capability to a never-before-seen level of performance, or the achievement of a brand new capability of competency and uses Lean processes, a planning tool, dashboard, and project management to execute on agreed upon actions.

A team of agency leadership used the breakthrough process to identify six strategies with identified actions, each owned by a member of the Commerce Executive Leadership. Strategy 1.3 of the breakthrough plan was intended to address the disconnects between divisions and adoption of the management system. The desired outcome of the strategy was: *"Divisions are connected to the management system, including divisional QTRs in place and POG measures integrated. Divisional management teams have worked with employees to ensure employees understand the management system, its components and their role in it."* Through a series of meetings totaling 10 to 12 hours overall, each of the divisions were guided through a consistent process with the outcome of achieving this strategy.

Work products included:

1. List of suggested changes to Commerce Fundamentals Map
2. Divisional Scorecard
3. Divisional QTR Process Established; 1st QTR Held
4. Plan for Sponsoring the Work with Full Division

Desired outcomes from this work included that Division Leadership:

- Know and understand the purpose of Results Commerce and can explain it to others
- Ideas for the Fundamentals map improvement opportunities have been identified
- Identify and document division measures for the division scorecard
- Division Quarterly Target Reviews are scheduled and the routines for conducting them are in place
- Is equipped and ready to sponsor this work with our teams

In addition to the outcomes above, the leadership teams were provided organizational change management training and resources to work with divisional staff on managing the people side of change to using data to inform decisions and Results Commerce.



Customer involvement: While external customers were not directly involved in this work, the connecting work ultimately improves our results. Participants were encouraged to think of the customer throughout and what we might measure to improve results as the goal of the Management System is to apply the Lean principles of Plan, Do, Check, and Adjust (PDCA) to continuously improve delivering results to our customers. Internal customers were also considered as part of the connecting especially for our Administrative Services Division. Finally, each division management team incorporated organizational change management strategies to assess how best to engage their staff so that each employee can see how they connect to the work and mission of the agency.

IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Employee Engagement	Increased Divisional Quarterly Target Reviews from zero to 100 percent.		Final

V. Contact information:

Name: Rebecca A. Stillings
Phone number: 360-725-3123

e-mail: Rebecca.stillings@commerce.wa.gov



For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Commerce

Partner agencies: List other agencies involved in the project

Improvement project title: Results Commerce Management System Breakthrough - Measure Activation

Date improvement project was initiated: 12/1/2014

Project type: New Project

Project is directly connected to:

- ☒ Results Washington performance measure
- ☒ Agency Strategic Plan

If applicable, specify the alignment:

Goal Council 5, Service Reliability and Transparency and Accountability
Results Commerce; SP6 Optimizing Agency Performance, SP6.c Measure Activation

Report reviewed and approved by: Connie Robins, Deputy Director

II. Project Summary:

The Department of Commerce improved measuring agency performance through activation of performances measures, resulting in increasing active measures from 50 percent to 100 percent for the reporting period ending June 30, 2016.

III. Project Details:

Identify the problem:	In 2013 Commerce established Results Commerce to measure our progress on the things our citizens and employees care about the most. The effort to build, install and deploy a management system at Commerce had been underway for approximately 18 months when it was identified there was a gap in the number of active measures versus our target. Fifty percent of the measures identified for both our Core Processes and Outcomes were inactive, meaning we had not yet identified targets, ranges or data collection methods.
Problem statement:	Currently, 50 percent of our performance measures are active compared to our target of 100 percent, which we want to reach by 6/30/2016.
Improvement description:	In December 2014, Commerce initiated a Management System Breakthrough with an objective of "Results Commerce Management System is developed to a point that it is routinely used, maintained, and refined." A breakthrough is a significant improvement in an existing process or capability to a never-before-seen level of performance, or the achievement of a brand new capability of competency and uses Lean techniques, a planning tool, dashboard, and project management to execute on agreed upon actions. A team of agency leadership used the breakthrough process to identify six strategies with identified actions, each owned by a member of the Commerce Executive Leadership. Strategy 1.4 of the breakthrough plan was intended to address activities necessary to fully activate the management system



Improvement description: including activating all outcome and process measures.

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The improvement included:

- completing process mapping through a technique called cascading (similar to high-level process mapping) to ensure the measures were meaningful
- one-on-one consultation and team consultation with the Agency Data Steward and Performance Manager
- Robust tracking including adding a measure to the management system for tracking and measuring improvement.

Customer involvement: While external customers were not directly involved in this work, the activation of all of our measures ultimately improves our results to those customers. Staff members across the agency were involved through the process of defining the measures, developing ranges and targets, and ultimately have a role in collecting the data, assessing the results, and initiate improvements as part of the Plan, Do, Check, and Adjust (PDCA) to continuously improve delivering results to our customers.

IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Quality	Increased the number of active measures from 50 percent to 100 percent by June of 2016.	100 percent of our measures are active.	Final

V. Contact information:

Name: Rebecca Stillings

Phone number: 360-725-3123

e-mail: Rebecca.stillings@commerce.wa.gov