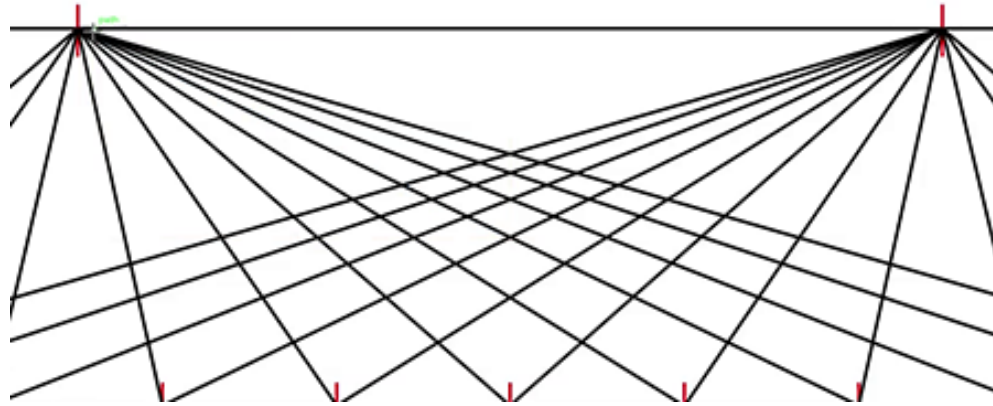


***ELIMINATE FEAR:
CREATING A WORKPLACE
OF PARTICIPATION, TRUST,
AND RESULTS***



Washington State Department of
Enterprise Services

Leadership Perspectives



Chris Liu,

Enterprise Services Director

Renee Smith Nyberg,

Lean Transformation Services Director

Stories from Two Teams at Enterprise Services



Contracts and Procurement
Small Agency Financial Services

Contracts & Procurement: Who We Are




Contracts & Procurement's Story



Contracts & Procurement's Story

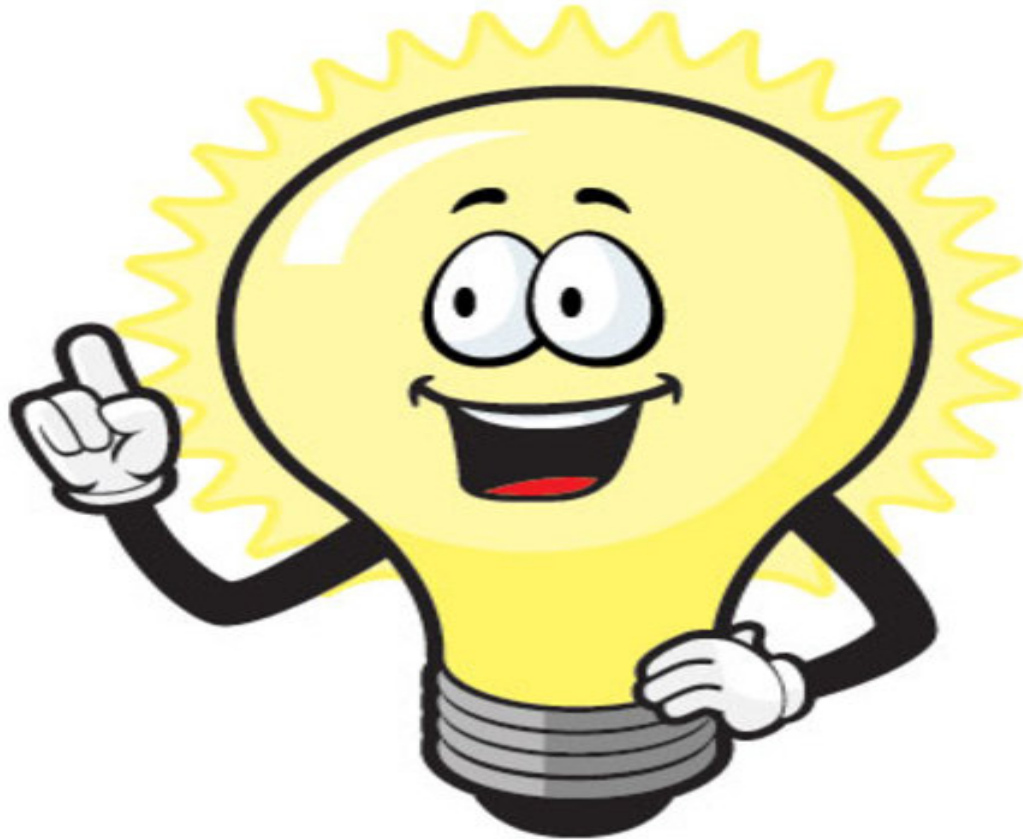


Team Results Meeting

- 
1. Communications
 2. Standardization
 3. Manager's Workload/Availability



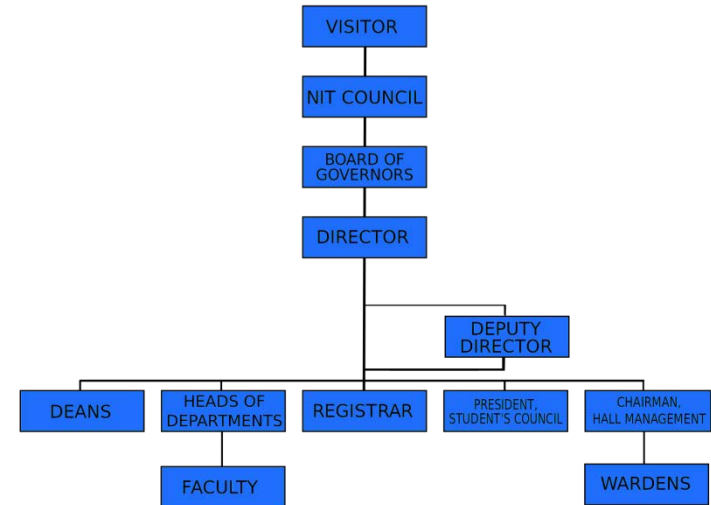
New organizational structure needed!



Reorganizing Contracts & Procurement








Reorganizing Contracts & Procurement



Reorganizing Contracts & Procurement



Outcomes of Reorganization

-  1. Breakdown of silos
-  2. Provide enhanced career-development opportunities and promote employee retention
-  3. Promote customer inclusion and participation
-  4. Promote a Lean culture
-  5. Enhance the customer experience

Our New Culture

Customer Satisfaction

Employee Satisfaction

Our CLS Proc Process =

1. Streamline Functions
2. Manage With Data
3. Follow Data-Driven, Transparent Process

Essential Processes:

- a. Resource non-contract areas first
- b. Analyze Contract workload Functions
- c. Assign Complexity / Weighting
- d. Group by Type, then Cost
- e. Assess Resource needs for each
- f. Confirm "Affinity Groups" A-H
- g. Confirm Estimated PTEs Required
- h. Create Functional Org Chart

→ Next Steps: Jan 16-17 Staffing Workshop (see Project Board in word)

Contracts Support

Business Support

LEAN FACILITATION

DIVERSITY OUTREACH

MARKETING

Compliance

Log / Fiscal Notes / Bill Analysis

Project Plan (and other Procurement Special Proj)

IT Systems Support (Procurement, HR, etc)

Other Support

Forms Mgmt

Division Support (Procure, etc)

Other Contract Support

Compare Proc. Processes (Project)

Contract and Project Reference Key

Factor Name	Dimensions
Complexity	Political sensitivity Dollar amount Procurement process Multiple activities (goods plus subcontractor work Long term (duration) high value Contract structure State wide Customers (including political subdivisions) Continuity type New (Learning Curve)
Vendors	Number of vendors Vendor size (small company to large corporation) Sophistication Experience with the State Political sensitivity
Other	Activity Contract administration and implementation Improvement opportunities

0 = Very Complex
 1 = Complex
 2 = Some Complexity
 3 = Straight Forward
 4 = Easy (low complexity)
 0 = N/A

EXAMPLE

Contract List by Type and Factor = Total of PTEs

Type	Contract Name	Complexity	Vendors	Other	Factor = Total of PTEs
Goods (C) Contract	Washington State Access Control	2	1	0	3
Goods (C) Contract	Custom Made High-Visibility Safety Garments	2	1	0	3
Goods (C) Contract	Learning, Uniforms and Career Apparel	2	1	0	3
Goods (C) Contract	Uniforms and Accessories (WSP, Emergency)	2	1	0	3
Goods (C) Contract	Undergarments	2	1	0	3
Goods (C) Purchase	10400 LUMBER, 0016, 0016A, 0016B (WSP & WSP, PTEAS - 00)	3	3	0	11
Goods (C) Misc	Management	3	2	0	8
Goods Contract	Attorney	3	1	0	8
Goods Contract	Contracting for the Disabled	2	1	0	3
Goods Environmental	02114 Notice Plans (Indust)	4	4	0	12
Goods Environmental	Vegetation Management	2	1	0	3
Goods Environmental	Wardens	2	1	0	3
Goods Environmental	Trapped Animal Trap	2	1	0	3
Goods Environmental	Food Service (Pharmaceutical)	2	1	0	3
Goods Environmental	Vaccine Software (MS, 020)	2	1	0	3
Goods Facilities	Printing Materials and Services	4	3	0	11
Goods Facilities	Printing Paper, Toner	2	1	0	3
Goods Facilities	WSP Facilities (MS)	4	2	0	8
Goods Facilities	Uniforms, Specialty and Industrial	3	1	0	4
Goods Facilities	Lamps and Ballasts	4	2	0	8
Goods Facilities	Plumbing Supplies	3	2	0	5
Goods Facilities	Supplies, General Purpose	3	2	0	5
Goods Facilities	Structural Supplies	3	2	0	5
Goods Facilities	Air Filters for HVAC	3	2	0	5
Goods Facilities	WSP Parts	3	2	0	5
Goods Facilities	Printing Materials and Related Products	4	3	0	11
Goods Facilities	Medical Steril Hardware	2	1	0	3
Goods Facilities	Medical Polymer Bags/Pouches and Accessories	2	1	0	3
Goods Facilities	Drugs and Supplies	2	1	0	3

Grid of contract data sheets with colored sticky notes (A, B, C, D, E, F) and arrows indicating flow and relationships between different contract categories.

COMPLEX (POWER) CONTRACTS (WSP) → Reduced (MS, WSP)

1-5 CA/CS1

6-10 CS2

11-15 CS3 WMS 01/02



Office Operations 1.0

Ready

R0692
Rayna

R0690
Socrates

K3511
Knight
Fire

R0688
K894

Out for Signature

R0692
Rayna

R0690
Socrates

R0573
Rayna

R0681
TV
Display

R0659
GES

R0687
K1632

R0588
K1075

R0585
K1438

**January 2015:
Breann Aggers**

Office Operations 2.0

R0607
Voters
Comp
7/1/15

Hunting/
Fishing
No Contract

R0606
7/1/15

Lottery
Mech
4/30/15

10/7/14
Lottery
Sign

R0653
EFI

R0658
K1274
R0658
K1002

R0658
K1430
R0658
K1085
R0658
K894
R0658
K1450
R0658
K1456

R0671
Bond
Statement
4/30/15

Clean-up
Contract
02713

R0670
Deposit
Slip
4/1/15

R0672
odometer
Statement
4/30/15

R063/R064
via w/clear
hand

04411
Ink /
Toner
4/10/15

COMPLETED

February 2015:
Breann Aggers
Chris Martinez

Re-Bid

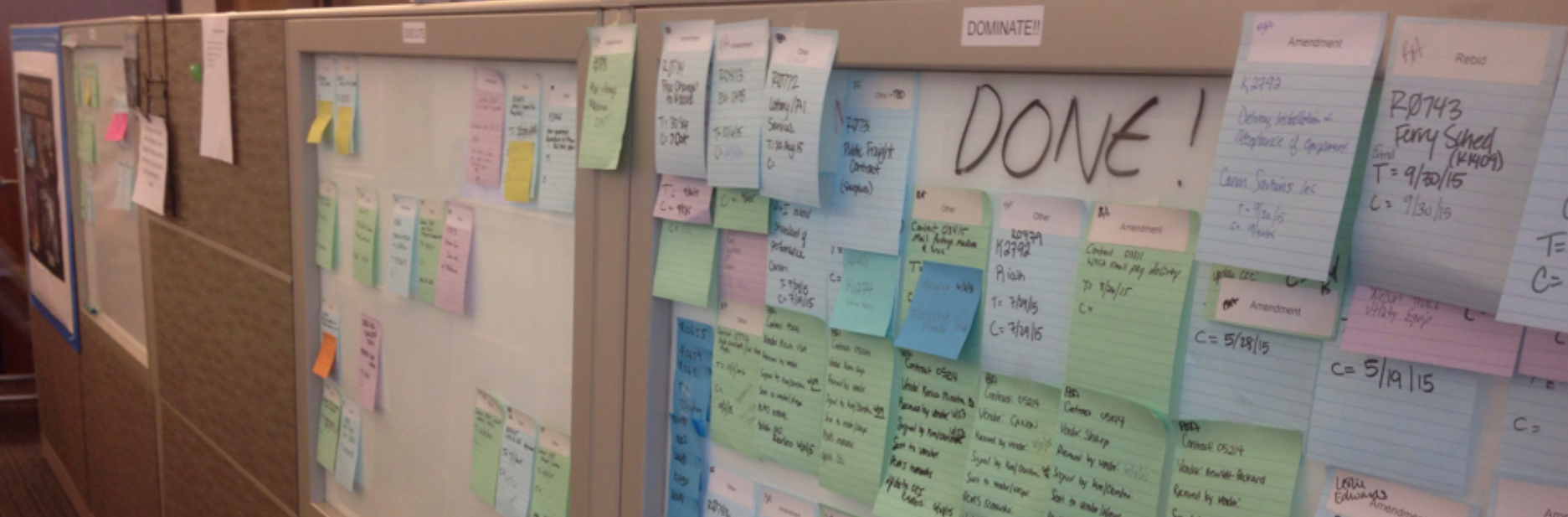
And

Direct
Buy

Sole
Source

Office Operations 3.0

April 2015:
Breann Aggers
Chris Martinez
Josh Klika

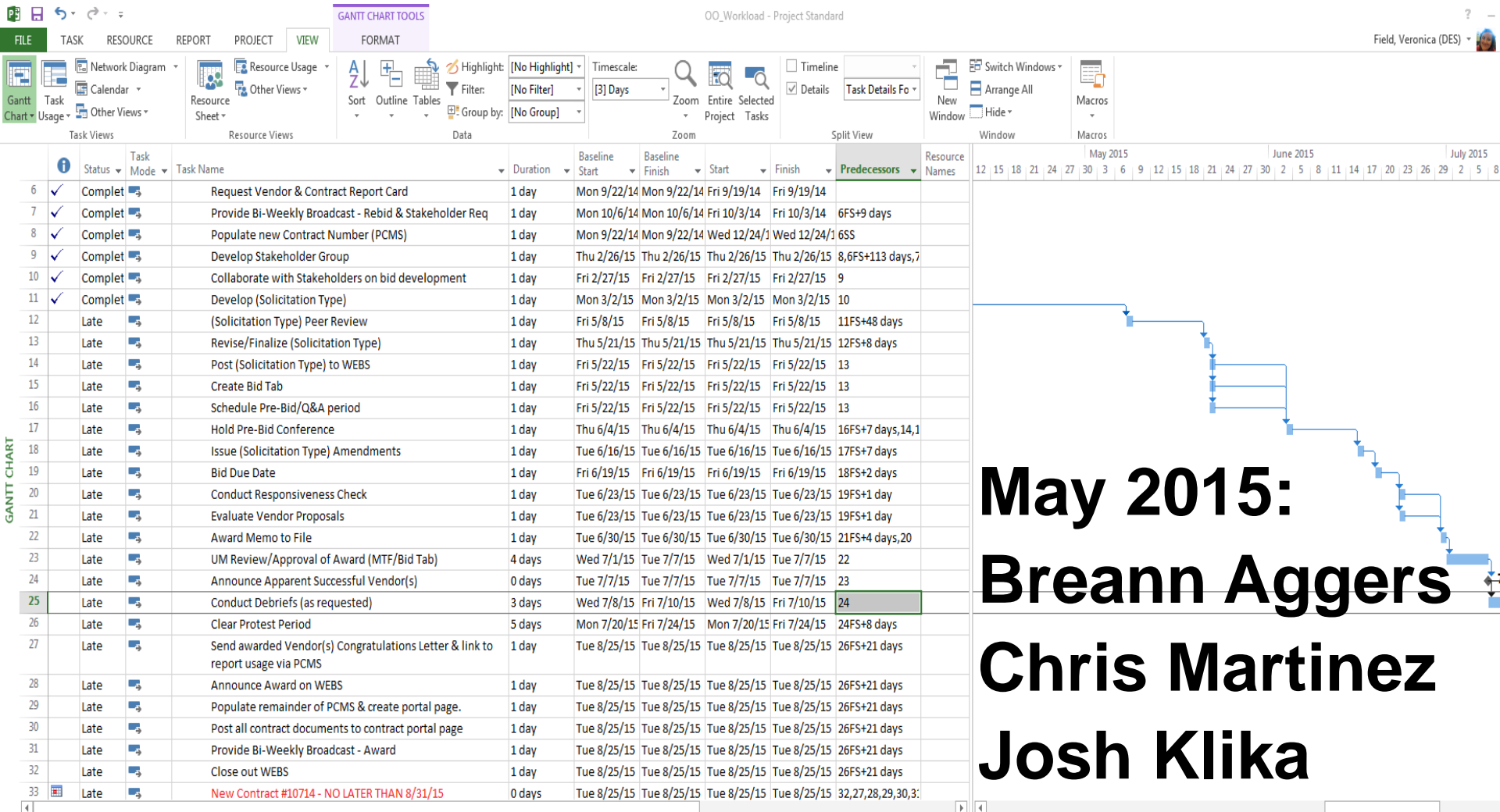


PF
Amendment
R808
Extend K2262
to 6/30/16
T = 31 Dec 15
C =

BA
Other
Contract 01214
mail srvc
→ Could be extended to 2018
T = 12/31/15
C =
Max Life 2018

CM
Rebid
01013
Armor Car
Service
w/ Melanie.

Office Operations 4.0



May 2015:
Breann Aggers
Chris Martinez
Josh Klika
Roni Field

TASK DETAILS FORM

Name: Conduct Debriefs (as requested) Duration: 3 days Effort driven Manually Scheduled

Dates: Start: Wed 7/8/15 Finish: Fri 7/10/15

Constraint: As Soon As Possible Date: NA Task type: Fixed Units WBS code: 2.1.20

Current Baseline Actual Priority: 500 % Complete: 0%

ID	Resource Name	Units	Work	ID	Predecessor Name	Type	Lag
24	Announce Apparent Successful Vendor(s)	FS	0d				

Our Office Operations Future



Office Operations Board

Office Operations Team Visible

Ready (PLAN)

- 04411 Office Supplies/Paper
- 01214 Mail Services
- 03013 WSCA Digital Prt and Copy Srv
- 07013 Mattresses
- 14393 Furniture
- 07214 Add On Furniture
- 02308 One Piece Boxes
- R0003 Paper for PRT
- R0004 Printing Ink for PRT

Add a card...

Doing (EXECUTE)

- R0350A Ferry Tickets (K1423)
- R0337 Hunting and Fishing Pamphlets (K1470)
- 01614 Fuel Tanks & Equipment
- R0607 Voters Composition Pamphlets (K1384)
- K3702 Inter-Govt agreement w Oregon for Roll Stock Paper
- 10103 CI Umbrella
- 01013 Armored Car Srv
- 06615 Molded Furniture
- C0339 Recip. Agreement for Emergency Inserting Srvcs

Add a card...

Done (DOMINATE)

- R 0772 Lottery/P&I Srvcs
- R0731 Public Freight Contract (Surplus)
- 05214 Toshiba Am Bs
- 04110 Towing Services
- 02911 Manlifts
- 06710 Portable Roadway Signs
- R0743 Ferry Schedule (K1409)

Add a card...

Add a list...

No Fear



Tips from Contracts and Procurement Office Operations

- Do it!
- It doesn't have to be perfect.
- Adapt...change is not good or bad just different.

***“DO OR
DO NOT,
THERE IS
NO TRY.”***



***THE SMALL AGENCY
FINANCIAL SERVICES
JOURNEY***



Washington State Department of

Enterprise Services

Small Agency Financial Services: What we do!

\$71,000,000

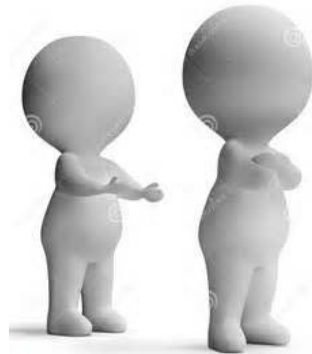


25,000

\$82,000,000

67,000

How bad was it?



Our LEAN Journey.....

Resistance to change
Communication
Standardization



Our LEAN Journey...Resistance to Change



BPI Action Template

Name: _____ Date: _____

Title of Proposed Improvement: _____

STATUS

Submitted

Under Review

Approved

Implementation Date

Follow-up Review

Process to be changed or created: Explain which process you wish to change and why. Use additional pages as needed. What is the current process? Why does it need to be improved?

Improvement will positively impact the following:

<input type="checkbox"/> Efficiency	<input type="checkbox"/> Eliminate Waste	<input type="checkbox"/> Quality of Service
<input type="checkbox"/> Reduce Paperwork	<input type="checkbox"/> Communication	<input type="checkbox"/> Teamwork
<input type="checkbox"/> Cut Costs	<input type="checkbox"/> Employee Morale	<input type="checkbox"/> Clarity of Roles/Responsibilities
<input type="checkbox"/> Reduce Rushing/Haste	<input type="checkbox"/> Metrics	<input type="checkbox"/> Other _____

Explanation of new process: What do you want to do differently? When would implementation happen? Explain cost assumption. Use additional pages as needed. Why did you choose this option? Explain alternatives.

Plan to improve process:

What areas are impacted and how will it affect them?

Alternatives:

<input type="checkbox"/> Payroll	<input type="checkbox"/> Budget	<input type="checkbox"/> Small Agency HR Management
<input type="checkbox"/> Revenue Management	<input type="checkbox"/> Agencies	<input type="checkbox"/> Other _____
<input type="checkbox"/> Accounts Payable	<input type="checkbox"/> Admin Team	

Resources needed:

<input type="checkbox"/> Training	<input type="checkbox"/> Subject Matter Experts
<input type="checkbox"/> Equipment/Systems	<input type="checkbox"/> Agency Input
<input type="checkbox"/> Fiscal/Budget	<input type="checkbox"/> Other _____

Our LEAN Journey...Communication

Team Results Meetings

Post Close Meetings

The screenshot displays the Washington State Department of Enterprise Services website. At the top, there are navigation links: HOME (welcome), SERVICES (what we do and provide), ABOUT (who we are), and CONTACT (get in touch with us). A logo for the Washington State Department of Enterprise Services is visible, along with a sign-up link for email/text updates. The main content area features a breadcrumb trail: home > services > hr, finance, & lean > small agency services > small agency services bulletin. Below this is the title 'Small Agency Services Bulletin'. A sidebar on the left lists various services: Jobs, Payroll, State Employee Services, Training, Lean Transformation Services, Small Agency Services, Small Agency Services Bulletin, Small Agency Services Bulletin Archive, Small Agency Financial Services, and Small Agency HR. The main content area includes a table for 'August 2015' with links for 'Important Dates', 'Important Messages', 'Small Agency Financial Services News', 'Travel Tips', and 'Contact Us'. Below the table is a section titled 'Important Dates' with a sub-section for 'September 4 - Phase 2 CAFR Close (Fiscal Year financial activity is officially closed). Please note that during year-end close, payment batch processing may be delayed. Contact DES Accounts Payable if there are any items that require priority processing to ensure batches are paid on time.' A bullet point below states: 'Phase 2 Federal Assistance Disclosure forms and State Disclosure forms are due to OFM. Your DES Budget Analyst will work with you prior to Sept. 4 to...'

Our LEAN Journey...Standardization

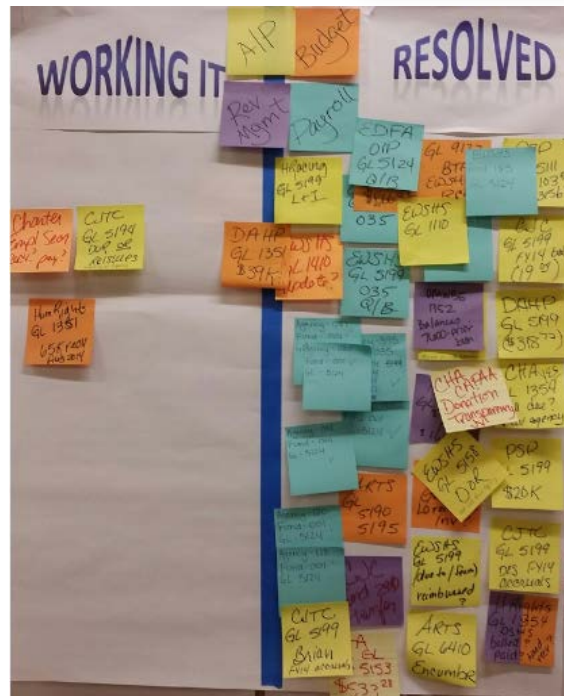
SAFS Current		Non-Standardize Services																				
		ACCOUNTS PAYABLE											PAYROLL									
Status			NEW 12/2014	NEW 12/2014	NEW 12/2014	ON HOLD 10/2014	DONE! 02/2015	ON HOLD 10/2014	DONE! 10/2014	DONE! 10/2014	DONE! 10/2014	DONE! 10/2014	DONE! 10/2014	Done! 8/24/14	Done! 9/10/14	Done! 8/10/14	Done!	Done! 08/2014				
Agy #	Agency Name	Using Delegated Authority Letter for recurring bills	Get Agencies to create travel policy on: Scanned travel documents in lieu of original per SAAM	Get Agencies to create travel policy on: Designated Meal Periods per SAAM	Agencies use their P-Card to pay some monthly recurring services (Comcast, Cell phones, utilities, etc). Saves paperwork and timely payin	Commissioner s & board members utilize EFT for AFRS payments (reimbursement s won't go SOL)	Each DES Staff unique batch type (instead of just IN or SA or XX) and agencies accept and understand it has no bearing on the data they see on their reports	Agencies utilize direct deposit for employees' AFRS payments (no SOL's)	Mailing/E mailing Changes to A45's or sending Monthly A/P Mailback	No Paying with exception code as a first resort instead of trying to get SWV# established - Less 1099 work needed	AFRS payments are not ordered up and sent to office through Campus Mail (no need for DES Finance staff must handle it.)	No Manual A/P mail back	NOT REQUIRED TO separate and stuff ESS statements in separate envelopes	Agencies do not have live payroll warrants that we handle	Agencies receive DAY 5 reports in electronic format	Agency uses standard PPDS	Agencies use ESS for earning statement, or paper copies are sent to CMS for insert					
013	Joint Transportation Committee	N/A	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	08/2014	09/2014	08/2014	X	08/2014					
035	Office of the State Actuary	Declined			10/2013		02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	06/2014	X	08/2014					
050	Commission on Judicial Conduct	Declined					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	07/2014	08/2014	X	07/2014					
080	Office of Lieutenant Governor	Declined					02/2015		10/2014	10/2014	08/2014	10/2014	07/2014	07/2014	08/2014	X	08/2014					
082	Public Disclosure Commission	04/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	08/2014					
086	Governor's Office of Indian Affairs	04/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	CMS					
087	Commission on Asian Pacific American Affairs	05/2015					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	08/2014					
099	Citizens Commission on Salaries for Elected Offic	05/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	08/2014					
101	Caseload Forecast Council	12/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	08/2014					
104	Economic and Revenue Forecast Council	06/2014					02/2015		10/2014	10/2014	Pre 2009	10/2014	08/2014	09/2014	08/2014	X	08/2014					
106	Economic Development Finance Authority	N/A	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	08/2014	X	08/2014	X	08/2014					
110	Office of Administrative Hearings	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	06/2014	09/2014	08/2014	OK	08/2014					
116	Washington State Lottery	N/A	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	X		08/2014	X	08/2014					
118	Commission on Hispanic Affairs	05/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	08/2014					
119	Commission on African American Affairs	06/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	CMS					
120	Human Rights Commission	12/2014					02/2015		10/2014	10/2014	Pre 2009	10/2014	08/2014	09/2014	08/2014	X	08/2014					
142	Board of Tax Appeals	05/2014					02/2015		10/2014	10/2014	08/2014	10/2014	08/2014	09/2014	08/2014	X	08/2014					

Our LEAN Journey...Tools



DES Action Plan

TASK	Assigned To	Due Date	Date Completed	Completed By
Research upcoming insurance payments 3/9 There will be no more FY15 self-ins invoices. Gwen also checked with John Christenson in Risk Mgmt about any Retrospective Group 159 adjustments. It looks like there will be no charges for BTA this year.	Laura	3/13/15	3/9/13	Gwen
Research EL Data Processing spikes Monthly \$550 SAFS; Quarterly \$250 CTS	Laura	3/13/15	3/9/15	Laura
Contact HR about furloughing process 3/12 Megan has a call into State HR and is	Gwen	3/13/15	3/13/15	Megan



Our LEAN Journey.....



Big Wins!



Our Lean Journey...What's next?



We welcome your questions!



Washington State Department of
Enterprise Services