Detailed Lean Improvement Project Report



For the June 1, 2014, through December 31, 2014, reporting period

Agency name:

Department of Commerce

Improvement project title:

Development and Implementation of Fundamentals Map

Date improvement project initiated:

08/15/2013

Summary:

Commerce engaged in a system similar to Results WA, which we call Results Commerce. The department contracted with Mass Ingenuity as a consultant for adopting, developing, and implementing this new management system.

Details:

<u>Description of the problem</u>: Previously, the department struggled with the decentralized structure and functioning of the agency. For instance, while many staff were actively working in contracting, we knew we were doing contracting in many, many different ways. This was not very efficient and tended to support a very siloed approach to everything we do.

<u>Description of the improvement</u>: The team built a fundamentals map. This gives a concise picture of what Commerce does and how we measure our success. The full management system instills a culture of continual improvement. In addition, the development of a number of named core processes has created a process, rather than program, perspective.

<u>Specific results achieved</u>: 88.5 percent of Commerce's 61 process and outcome measures are active. Four measures have improved from yellow to green, and three measures have improved from red to green.

How we involved customers or stakeholders in this effort:

The primary customers and stakeholders in this management system are Commerce staff. Staff have been part of many process improvement teams, management team and executive team members were who developed the fundamentals map, along with input from all Commerce staff at a number of different points.

Contact person:

Dan McConnon, dan.mcconnon@commerce.wa.gov