



Policy Brief  
September 2013

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World-Class  
Education



Prosperous  
Economy



Sustainable Energy  
and a Clean  
Environment



Healthy and Safe  
Communities



Efficient, Effective  
and Accountable  
Government

[www.results.wa.gov](http://www.results.wa.gov)

## Results Washington: A more efficient, effective and transparent state government

*Any organization functions better — and gets better results — when its decisions and actions are guided by solid data. Washington has seen this firsthand. Over the past decade, for example, our data-driven “Target Zero” traffic safety program has helped reduce the state’s fatality accident rate to record lows. Intensive data-gathering has helped us speed up our response to reports of child abuse and streamline delivery of government services, from water permit approvals to vehicle registration renewals. Now we’re taking it to a new level.*

Governor Inslee believes we can do more to ensure a faster, smarter and more accountable state government — a government focused on key goals that will help strengthen our economy, improve our schools and make Washington an ideal place to live and do business. By setting clear goals and continually tracking results, the state will be better equipped to engage its employees, partners and the public in building a healthier, better-educated and more prosperous Washington. Indeed, the Governor is delivering on his inaugural address promise that “We will provide efficiency, effectiveness and transparency.”



Washington has long been a national leader in adapting proven private-sector methods and tools to measure and improve state government performance. For the past eight years, tools such as the Government Management Accountability and Performance (GMAP) program and Lean process improvement tools and techniques have been used to improve individual state agency performance.

The state is now poised to launch [Results Washington](#), a new system combining the best aspects of GMAP with a significantly expanded Lean initiative that involves all state agencies. Results Washington will use the latest technology to routinely gather, review and display performance data which will make it easier for citizens to see for themselves how well state government and its many partners — such as school districts, local governments and community organizations — are delivering services and meeting key performance goals.

## An innovative and data-driven approach to governing

Governor Inslee started this effort by identifying the vision, mission and top goal areas of his administration:

- » [World-Class Education](#)
- » [Prosperous Economy](#)
- » [Sustainable Energy and a Clean Environment](#)
- » [Healthy and Safe Communities](#)
- » [Efficient, Effective and Accountable Government](#)

These goals tie into his “Building a Working Washington” agenda and encompass everything from transportation and education to health care and a clean environment. Goal councils, composed of agency directors, representatives from the Governor’s budget and policy offices and the Results Washington team, were established for each goal area. The Results Washington team will work with agencies to gather and review performance data. This will provide valuable real-time information to help state managers spot trends and make data-driven decisions that will improve quality, speed up service delivery and support meeting improvement goals.

## Access to an unprecedented array of performance data

Governor Inslee’s goal councils identified key outcome measures and leading indicators for each of his five goal areas. These indicators require agencies to work together in developing strategic plans to meet the established goals. Results Washington will provide unprecedented transparency and access to information about how well we’re making progress toward the goals. The goal councils, Results Washington team and Lean fellows will meet monthly to review performance data with the Governor, covering one goal area per month on a rotating basis. The data will be displayed and updated — with charts, graphs and context — on the Results Washington web portal.

## Expanding state government’s Lean initiative

Washington’s businesses and health care industries have discovered the value of Lean as a way of doing business and achieved tremendous results. Lean is a system of proven principles, methods and tools that encourages employee creativity and problem solving. Lean is applied at all levels of an organization to review policies and procedures from a customer’s point of view and consider what adds value and what can be eliminated. As part of Results Washington, we are creating a new Lean fellowship program, led by a Lean expert, to work side-by-side with agencies on performance improvement plans. Lean efforts will help state agencies more efficiently serve the people and businesses of Washington.

## Engaging employees, partners and the public to deliver results

Previous state government performance management efforts typically measured only selected state agency outcomes. While Results Washington will continue to do that, it will also have a broader focus. Results Washington will use higher-level measures that gauge how well state government — and its public and private sectors partners — are doing. For example, one proposed outcome measure in the Prosperous Economy goal area is increasing the average wage for workers statewide. In the World-Class Education goal area, one proposed outcome measure is increasing the percentage of children enrolled in high-quality early learning programs.

Governor Inslee understands that state government alone cannot deliver success. By setting the vision and mission, and establishing clear expectations of continuous improvement against clear goals and targets to achieve, we will build a healthier, better-educated and more prosperous Washington.

“Let’s get it done.”