



# ANNUAL REPORT

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Calendar Year 2023

February 2024



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# Purpose of the Report

Each year, Results Washington provides an annual report outlining the progress of our agency to provide an enterprise-level perspective of performance management that helps agencies stay aligned with the governor's priorities and helps break down historic silos and barriers to improve services to Washingtonians. Additional efforts include leading Governor Inslee's Public Performance Reviews, performance audits, the annual Lean Conference, and the monthly enterprise Lean and Continuous Improvement Community of Practice.

## Message from the Director

Thank you for your interest in Results Washington's 2023 annual report. Over the last year, we focused on the following key themes:

### Equity, Diversity, and Inclusion

- We emphasized that representation matters. Impacted communities, customers and demographics were front and center in all the governor's Public Performance Reviews. This allowed for meaningful customer engagements with Governor Inslee.
- For the first time, we partnered with Washington State business resource groups (BRGs), who brought lived experiences and perspectives of our diverse state employees to the Public Performance Review process.
- We formed an accessibility workgroup to ensure appropriate levels of participation in monthly Public Performance Reviews could be achieved and maintained, including ASL interpretation, closed captioning, and audio. This includes the production of materials for the 2023 Lean Conference.

### Process Improvement

- The Results Washington team produced and hosted the 12<sup>th</sup> annual Washington State Government Lean Transformation Conference, an event which provides state employees with Lean and continuous improvement tools and methodologies that can be readily applied to their work while supporting the advancement of diversity, equity, and inclusion in state government.
- We continued to foster our state's Lean and continuous improvement culture by hosting and facilitating monthly Community of Practice meetings with the goal of increasing state employees' knowledge and skills and highlighting effective process improvements efforts within state agencies.

### Statewide Performance Management



- Results Washington began an ambitious project in partnership with the Office of Financial Management, the Office of Equity and Washington Technology Solutions to build a cohesive performance management system across the enterprise with performance measures integrated into decision making for the governor’s policy, budget, and performance staff.

### Performance Audits

- We continued to foster the performance audit process between executive branch agencies and the State Auditor’s Office.

As you can see, 2023 was a great year of accomplishments for our staff, and we are continuing that work into 2024 and beyond. I look forward to sharing more about it in our quarterly reports.



**Mandeep Kaundal, Director**

## Results Washington: Background and Looking Ahead

Results Washington, founded in 2013 within the Office of the Governor, integrates performance management, Lean and continuous improvement disciplines, and cross-agency collaboration to achieve key goals and improve government effectiveness.

Gov. Jay Inslee issued [Executive Order 13-04](#) in September 2013, which stated, in part, that:

*Washington state and its public servants are committed to the continuous improvement of services, outcomes, and performance of state government, to realize a safe, beautiful, and healthy place to live and work. To achieve these aims, "Results Washington," an innovative, data-driven, performance management initiative will drive the operations of state government through Lean thinking. This initiative will aid state*

*leaders in fact-based decision making, enhancing the breadth of understanding, focus and commitment to our customers — all Washingtonians.*

The order lays a framework for citizen and employee engagement, cross-agency collaboration, reporting and sharing of results with the public.

Results Washington is organized around achieving five key goals:

1. **World-class education:** Preparing every Washingtonian for a healthy and productive life, including success in a job or career, in the community and as a lifelong learner.
2. **Prosperous economy:** Fostering an innovative economy where businesses, workers and communities thrive in every corner of our state.
3. **Sustainable energy and a clean environment:** Building a legacy of resource stewardship for the next generation of Washingtonians.
4. **Healthy and safe communities:** Fostering the health of Washingtonians from a healthy start to a safe and supported future.
5. **Efficient, effective, and accountable government:** Fostering a Lean culture that drives accountability and results for the people of Washington.

## Measuring Progress

### Public Performance Reviews

Through Results Washington, Governor Inslee convened select cabinet agencies with input and collaboration from BRGs, state partners, and Washingtonians with lived experience to discuss the progress of key initiatives and programs, barriers, and areas for improvement on key issues related to the goal areas. The meetings were open to the public and streamed live over the internet via TVW. The agendas, data, presentations, and video recordings of the PPRs below are available on Results Washington's [website](#). The topics discussed and reported on include:

- **Suicide Prevention** by the Department of Veteran's Affairs, Department of Health, Health Care Authority, Columbia High School, and Educational Service District 105.

January 25, 2023 | [Video Link](#)

- **Disparities in High School Graduation Rates and Student Success** by the Office of Superintendent of Public Instruction, Department of Children, Youth and Families, State Board for Community and Technical Colleges, and Oakridge Community Facility School.

February 22, 2023 | [Video Link](#)

- **Improving the Availability of a Skilled Workforce** by the Employment Security Department, Department of Health – Nursing Care Quality Assurance Commission, Department of Transportation, and Edmonds College.

March 22, 2023 | [Video Link](#)

- **Achieving Clean Energy Goals by Decarbonizing Transportation** by the Department of Commerce, Department of Transportation, Department of Ecology, Highline Public Schools, Twin Transit, and Vicinity Motor Corp.

April 26, 2023 | [Video Link](#)

- **Small Business Sector Growth and Supplier Diversity** by the Office of Minority & Women’s Business Enterprises, Department of Commerce, Commission on Hispanic Affairs, Governor’s Office for Regulatory Innovation and Assistance, Department of Transportation, Department of Enterprise Services, Community for the Advancement of Family Education, and Advanced Government Services, Inc.

May 24, 2023 | [Video Link](#)

- **Improving Traffic Safety** by the Traffic Safety Commission, Department of Transportation, Department of Licensing, Washington State Patrol, Seattle Department of Transportation, and Johns Hopkins University.

June 28, 2023 | [Video Link](#)

- **Outdoor Youth Learning Opportunities and Benefits** by the Office of Superintendent of Public Instruction, Parks and Recreation Commission, Recreation and Conservation Office, Department of Natural Resources, Seattle Children’s Hospital, and Unleash the Brilliance.

July 19, 2023 | [Video Link](#)

- **Transportation – Electrification of Ferries** by the Department of Transportation, Department of Commerce, and Glosten.

September 27, 2023 | [Video Link](#)

- **Behavioral Health and Focus on WA Youth** by the Department of Health, Health Care Authority, Department of Children, Youth and Families, Department of Commerce, and Seattle Children’s Hospital.

October 11, 2023 | [Video Link](#)

- **State Employee Engagement and Wellness** by the Office of Financial Management – State Human Resources, Department of Enterprise Services – Employee Assistance Program, State Employee Business Resource Groups: Hawaiians, Asian, Pacific Islanders Promoting an Empowerment Network (HAPPEN), Disability Inclusion Network (DIN), Rainbow Alliance and Inclusion Network (RAIN), and Blacks United in Leadership and Diversity (BUILD).

November 30, 2023 | [Video Link](#)

- **Employment Opportunities and Supports for People with Disabilities** by the Office of Equity, Governor’s Committee on Disability Issues and Employment, Department of Social and Health Services – Division of Vocational Rehabilitation, and the School for the Blind.

December 6, 2023 | [Video Link](#)

## Cross-Agency Consultation

In 2023, Results Washington began providing strategic planning, process improvement and performance management consultation services to state agencies.

### Strategic Planning

#### WA Traffic Safety Commission

**Vision: We work together to travel safely on our roadways.**

*“We developed a relatable mission and vision that will support collaboration with other stakeholder and*

RW worked with WTSC to renew their strategic plan for 2023-2026. WTSC work is unique as it is focused on empowering others to make changes in their communities and reliant on strong

*partner agencies at all levels of community.”*

*“I am so proud of the strategic plan we created! [RW] training, guidance, and facilitation skills allowed the team to focus on the content instead of investing that time into figuring out what, why, and how creating the framework.”*

partnerships and collaborations. As such, feedback from partners and the community was vital in shaping WTSC priorities. Their final strategic plan supports the unique nature of their work and sets them up to evolve with the needs of the communities they serve.

## WA Office of Regulatory Innovation Assistance

Vision: ORIA aspires to be the state’s most customer-focused organization and the first-place customers contact when needing assistance.

*“[Working] with the fantastic team provided to us from Results Washington produced a set of products which completely serve the purpose of this organization and its staff. I was thoroughly impressed with the final versions of these products, and even more impressed with the process it took to get to this point.”*

RW worked with ORIA to develop a strategic plan for 2024-2026. The entire ORIA office participated on the planning team yielding a product that each staff member could see themselves in, contribute to, and be proud of. Feedback from partners and customers was integral in shaping their priorities and each staff person is working to implement the key results that will allow them to reach their objectives and goals.



## WA Office of the Corrections Ombuds

Vision: The OCO envisions a more humane and transparent Washington Corrections System.

*"I think that the strategic plan we built was robust and thoughtful and has the capacity to truly change the way the OCO does business for the better and get us closer to becoming the best agency we can be."*

RW worked with OCO to develop a strategic plan for 2024-2026. As a new office, this was OCO's first strategic plan. Ombuds work is challenging and prioritizing a multitude of advocacy needs is not easy. OCO developed a plan through feedback from the community, partners, DOC, and prisoners. The robust feedback they gathered shaped their priorities moving forward and will help them build strong partnerships and relationships to achieve their vision.

## Process Improvement

### WA Department of Health

In March 2023, RW partnered with DOH to assist in the scoping and execution of their Credentialing Improvement project. DOH regulates more than 520,000 healthcare practitioners across 86 professions and more than 12,000 health facilities, and their ongoing project works to address delays in health care licensures in Washington State and focuses on reducing credentialing backlogs and improving internal systems for more efficient, standardized processes. RW serves as the liaison between DOH and the Governor's Office and will continue to provide updates and share DOH's progress while providing consultative services and recommendations for improvement, as necessary.

## WA Enterprise Recruitment and Retention Project

In late 2022, RW began working with State HR to coordinate and facilitate a large working group comprised of 15 state agency deputy directors to review enterprise-wide recruitment and retention processes and barriers for potential efficiencies and improvements. The team was joined by agency subject matter experts representing a wide array of HR functions including talent acquisition, onboarding, training, and more. Agencies reviewed the enterprise-wide metrics and shared their own internally tracked metrics, considered additional tools available within NeoGov (the State's recruitment system), and presented results and lessons learned from their recent internal improvement efforts. They were additionally identified potential partnerships and shared learning opportunities with other agencies working to address similar barriers, priorities, recruitment pools, etc.

## Conference Consulting

Having successfully hosted our 12<sup>th</sup> annual Lean Transformation Conference, Results Washington has become a resource for conference consulting. In 2023, Results Washington provided technical consultation to various Washington State agencies and out-of-state partners around DEI, Lean and continuous improvement. We look forward to supporting partners in the future to provide high quality learning opportunities for Washington State employees.

## Performance Audits

Results Washington fosters the performance audit process between executive branch agencies and the [State Auditor's Office](#). It also assists the [Joint Legislative Audit and Review](#)

[Committee](#) for its studies upon request. Results Washington champions performance management and continuous improvement principles and provides leadership for responses and action plans between the audited agencies, the Governor’s Office and the Office of Financial Management or Office of the Chief Information Officer so that they are aligned with the Governor’s policies and achieve the best possible outcomes for Washingtonians. Agencies’ performance audit action plans are tracked on [Results Washington’s website](#) to completion.

## Statewide Performance Management

In 2023, Results Washington began an ambitious project in partnership with the Office of Financial Management, the Office of Equity and WaTech to build a cohesive performance management system across the enterprise with performance measures integrated into decision making for the governor’s policy, budget and performance staff. This system will provide insight into two key questions:

- How are we performing in key programs and services?
- How are we performing in statewide priorities?

Through our partnership with the Office of Financial Management, Results Washington began overseeing the Results through Performance Management (RPM) system, an existing web-based tool that allows agencies to meet statutory requirements to report performance measures that are relevant for the budget. In 2023, our office interviewed staff from top-performing states across the country for their experiences, and gathered insights from staff across cabinet agencies regarding their current metric reporting in the RPM system as well as their internal performance management activities.

In the fall of 2023, Results Washington began working with cabinet agencies to update the measures currently in RPM to reflect what they are currently doing and measuring. The next phase of the project, in 2024, will focus on aligning the measures that are reported with state priorities and agency core programs and services. We also proposed a study, currently included in the Governor’s proposed budget, that would direct our office to review current state laws governing statewide performance management and recommend changes. That report will be published by October 2024.

At the same time, Results Washington launched efforts to improve the technology that supports performance measurement. We partnered with WaTech to develop an enterprise performance data platform that will enable agencies to share performance data quickly, efficiently, and accurately with Results Washington, and display the data in a way that allows for context and storytelling. We are excited to bring more data transparency to Washington and support the continual improvement of state programs and services for Washingtonians.

## Continuous Improvement

### Enterprise Lean and Continuous Improvement Community of Practice

In November 2022, Results Washington established the statewide Lean and Continuous Improvement Community of Practice (CI CoP) in alignment with Governor Inslee’s Executive Order 13-04. This community serves as a platform for continuous improvement practitioners to:

- Share knowledge, experience, and expertise as it relates to multiple continuous improvement and project management methodologies.
- Obtain continuous improvement strategies, insights and resources via teachings, group activities and networking.
- Receive support on any CI efforts their organization or agency is or may be implementing.
- Continue fostering a CI culture throughout the state that helps us reduce and eliminate waste while increasing the quality of a program or process and its product.

In 2023, 20 presenters shared their expertise in a variety of topics, including continuous improvement, performance management, diversity, equity and inclusion, and design thinking with an average of 156 community members in attendance. Below are some of the few goals the CI CoP was able to achieve:

Strategic Goal Target	Outcome
Hold one CI CoP meeting a month in 2023.	11 meetings held (excludes October for our annual Lean Transformation Conference)
85% of CI CoP members are Washington state agencies.	79% (721) state employees 21% (200) private, federal, other state employees

85% average satisfaction as it pertains to content applicability in the workplace throughout 2023.	98% average for helpful information 86% average for applicability to role/position 99% average for presenter engagement
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The Community meets the third Tuesday of the month from 10:30 a.m. – 12:00 p.m. and is optional for state employees and open to all who would like to attend. Survey respondents rate the content at 96% applicable and helpful to their work. A few things community members are saying about the CI CoP are included on the following:

- "This was my first event. Engaging, it got me thinking, and I learned a lot. Thank you all!"*
- "It is great to hear of other actual work and actual results/issues/work arounds - rather than just theory."*
- "I appreciate all the LEAN techniques that have been shared and have gained new insights with each presentation."*
- "I love the format of the meetings, with topic teaching and project share. It's a really [well] run COP."*
- "Love the variety of this CoP. Thank you for bringing the talent to this CoP."*

In addition to our commitment to develop impactful meetings, we also create a monthly newsletter called The Blast to recap each meeting and keep community members engaged and informed. To view The Blast, past meeting materials and recordings, and the 2024 schedule, visit our [CI CoP webpage](#).

## The Washington State Government Lean Transformation Conference

The 2023 conference theme was *Transforming Ideas Into Action*. Governor Jay Inslee kicked off the conference by providing stories on process improvement from agency partners such as the Department of Enterprise Services, Department of Revenue, and Department of Licensing.

Results Washington welcomed more than 3,600 attendees including participants from state and out-of-state agencies, local government, higher education, non-profit organizations, and the private sector.

The conference provides state employees with exposure to new techniques and tools and inspires improvement efforts. Such efforts support the culture of continuous improvement in WA state government.

The two-week virtual agenda included a variety of topics such as: continuous improvement, Lean, change management, performance management, and Lean leadership strategies in



hybrid/remote work environment with speakers representing state government, local government, industry, non-profits, and professional consultancies.

We surveyed attendees and asked them to rate their overall experience and to provide specific session feedback. Results Washington uses the feedback in our own continuous improvement processes. Below is a sampling of what participants had to say:

*"The variety of offerings, there was something for almost everyone. The presenters were excellent and had a lot of experience to share."*

*"It was fantastic to have so many breakout sessions available to choose from rather than a full day of pre-chosen semi-relevant content. Having the seminars virtual was fantastic too, I couldn't have participated as fully if I'd had to travel or ask for time (or full days) away from the office. I also appreciated that it wasn't hybrid because it's sometimes to the detriment of (either technologically or interactivity-wise) to some of the participants."*

*"The flexibility to pick and choose what trainings I wanted to attend, and to be able to do it virtually."*

#### Total number of registrations – a multiple year comparison

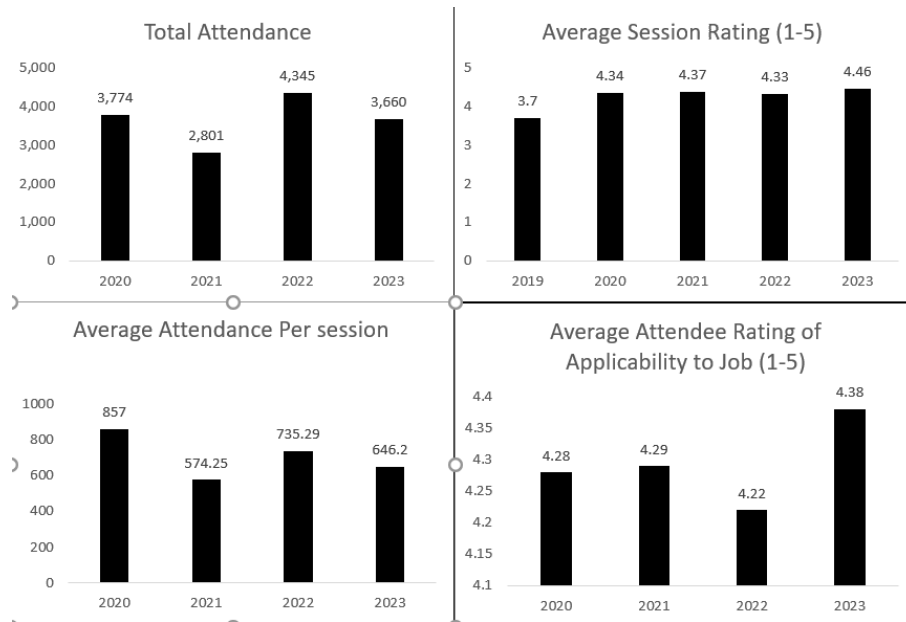
### Lean Conference Attendance Overview Multi Year Comparison

	2019	2020	2021	2022	2023
Average Number of Sessions Per Person	*	5.2	4.9	4.4	4.3
Total # of Registrations	*	31,379	23,530	32,536	30,330
Total Attendance for all Sessions	*	19,718	13,782	19,314	15,509
Average Attendance Per session	*	857	574.25	735.29	646.20
Average Time in Session	*	48	46	47	48.25
Average No Show Rate	29%	38%	42%	40.5%	48.8%
Average Attendee Rating of Session Quality (1-5)	*	4.34	4.37	4.30	4.46
Average Attendee Rating of Applicability to Job (1-5)	*	4.28	4.29	4.22	4.38
<b>Total Attendees</b>	<b>2,688</b>	<b>3,774</b>	<b>2,801</b>	<b>4,345</b>	<b>3,613</b>

\*2019 data based on in-person attendance

#### Conference session attendance and satisfaction ratings – a multiple year comparison

### Lean Conference Attendance Overview Multi Year Comparison Charts



While overall attendance decreased between 2022 and 2023, it remains higher than pre-pandemic levels and over 1,000 additional state employees were able to attend the 2023 virtual conference compared to those attending the last in-person conference in 2019.

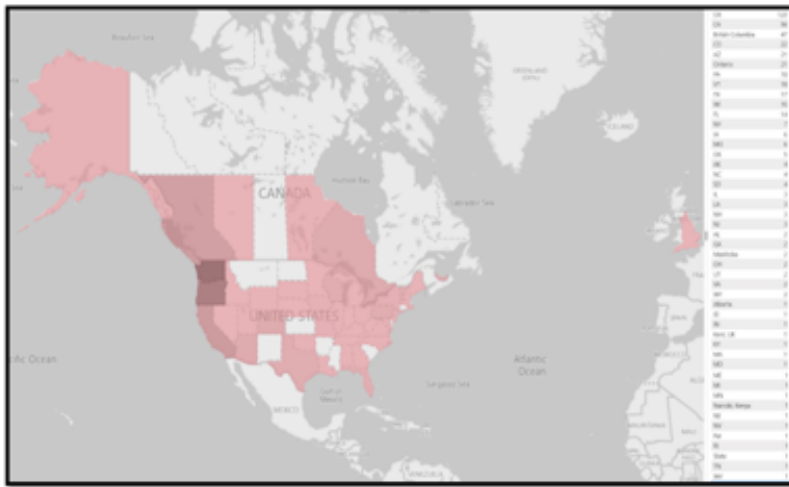
Attendance from Federal agencies and private employers increased, but state and local employee attendance dropped

Organization	2019	2020	2021	2022	2023
Federal Government	160	60	76	43	80
Higher Education	112	181	102	156	90
Local Government	363	615	459	535	448
Non-Profit	131	114	100	54	72
Private Sector	133	118	147	98	107
State Government	1,779	2,613	1,886	3,543	2,816
Tribal Government	10	3	21	2	0
<b>Totals</b>	<b>2,688</b>	<b>3,774</b>	<b>2,801</b>	<b>4,345</b>	<b>3,613</b>

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Attendance outside Washington spanned across North America and beyond.

# 450 attendees were from outside Washington

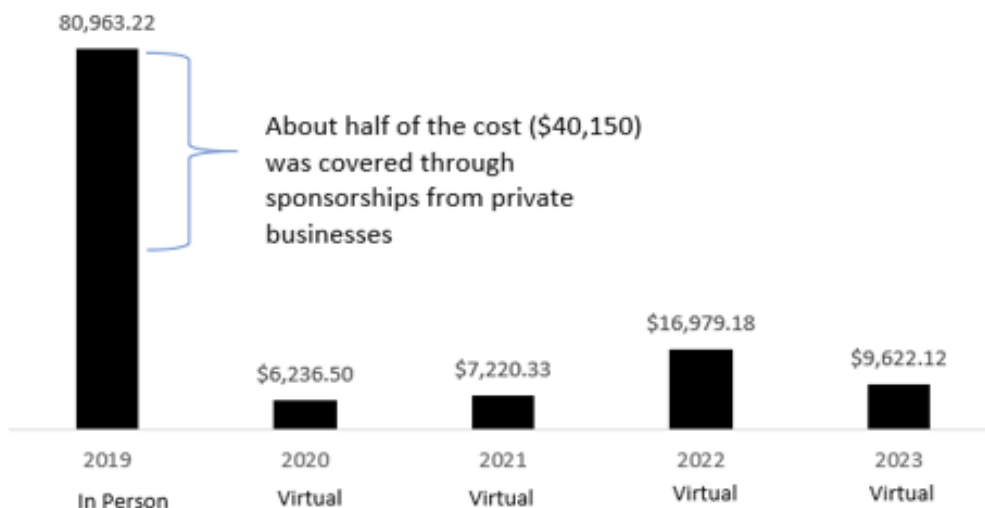


Attendees represented **39** U.S. states and **5** Canadian provinces, the UK and Kenya

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Virtual conference multi-year cost comparison – in-person and virtual format.

## Lean Conference Multi Year Cost Comparison



Conference costs above do not include boarding costs for 2019 and staffing hours for any year.



## Agency Success Stories



Results Washington highlights innovation by acknowledging and publishing agency success stories annually. Executive and small cabinet agencies are proactively demonstrating and implementing change to provide measurable results with the goal to increase knowledge and skills of Lean and continuous improvement across the enterprise. These tangible examples

feature state government agencies and employees using Lean thinking that directly impacts and improves how Washington state government delivers services to Washingtonians.

Below are just a few examples submitted in 2023 from Washington state agencies showing measurable change.

Below are just a few examples from Washington state agencies showing measurable change.

 <p>Department of Archeology and Historic Preservation</p>	<p><i>In 2022 the Department of Archaeology + Historical Preservation launched a pilot project, the agency <b>reached out to diverse and marginalized communities</b> in Seattle and asked them <b>to identify and map properties of significance without the requirement of having to meet specific state or federal criteria</b>. The agency worked with the LGBTQ, Asian American, Jewish, Hispanic, and African American communities which resulted in documenting <b>150 buildings and produced 700 photographs</b>.</i></p> <p><i>The resulting <b>digital map will be shared with transportation and land use planners</b> to ensure the identification and recognition of important places during scoping and pre-planning processes.</i></p> <p><i>This will now alert local, state, and federal project developers of <b>the location of buildings that have cultural meaning to diverse and marginalized communities</b>. By pre-identifying historic and cultural places planners can make informed decisions on project placement which in turn <b>will expedite the environmental review process</b>.</i></p>
 <p>Department of Enterprise Services</p>	<p><i>The Washington State Arts Commission's Art in Public Places program purchases and cares for the State Art Collection, which comprises <b>more than 5,000 artworks located where people study, work, and live</b>. The team saw <b>an opportunity to increase diversity</b> on the Public Artist Roster—a list of professional visual artists prequalified for public art commissions—to <b>better reflect the constituency of Washington State</b>.</i></p>

	<p><i>By updating the required qualifications and reimagining the range of artwork disciplines, the Public Artist Roster experienced a quantum leap in its diversity: <b>increased rates of women, artists of color, and artists at the start of their career</b> have been selected by local communities to represent their diverse cultures, visions, and experiences of residents across the state.</i></p>
 <p>Department of Corrections</p>	<p><i>Numerous attempts have been made over the years to increase capacity for reception and diagnostic processes at Washington Corrections Center, however, several recent projects, including the Reception Systems Stabilization (RSS) project, Patient-Centered Medical Home (PCMH) project, and Solitary Confinement Transformation Project were developed <b>to better understand the depth and complexities of the problems</b> occurring at WCC, <b>while working closely with subject matter experts</b> closest to where the work was done to:</i></p> <ul style="list-style-type: none"> <li>• <i>Create better understanding of processes and realize efficiencies.</i></li> <li>• <i>Utilize Lean/continuous process improvement principles, tools, and methodologies, including Lean Six Sigma, PDCA, 5S, Root Cause Analysis, Project Management, and Change Management.</i></li> <li>• <i>Improve coordination, communication, and collaboration across multiple workstreams and divisions.</i></li> </ul> <p><i>Across 36 process improvements, there was a 40-day reduction in time to admit and transfer, and the backlog of physicals reduced from 850 to 50.</i></p>
 <p>Department of Ecology</p>	<p><i>There are <b>more than 600,000 septic systems</b> across Puget Sound. The Environmental Protection Agency (EPA) estimates that, <b>on average, 10% of systems fail annually.</b> When failure occurs, raw sewage can contaminate surface and groundwaters, posing a public</i></p>



health hazard. Swimming beaches and shellfish areas may close, drinking water wells can become contaminated, and sewage may also back up into a residence. *Addressing failing systems is crucial to protecting environmental and public health.*

To address this problem, the Department of Ecology collaborated with the Department of Health, local health jurisdictions, and a local not-for-profit lender to *create one centralized resource for Puget Sound residents to access funding for repairing or replacing failed systems: the Regional On-Site Sewage System Loan Program.*

In late 2021, Ecology expanded the program statewide and has *completed 44 projects in Eastern Washington through June 2023, 18 of which were to low-income households representing a \$1 million investment*



The loan program also supports environmental justice and equity. *Forty percent of all borrowers are low-income, and the program can fund neighborhoods initially left out of sewer services due to redlining.* In 2024, a grant-only option will be available for residents with little or no income.



Department of Enterprise  
Services

State employees have driven *more than 3 million miles in electric vehicles* managed by the Department of Enterprise Services Fleet Operations Program since the first long range EVs were added to the fleet in 2017. During that time, the *use of EVs* has resulted in the *reduction of more than 1 million metric tons of carbon emissions and saved over 126,000 gallons of gasoline.*

Recently, the DES Fleet Operations program was presented the *2023 Environmental Leadership Award by the National Conference of State Fleet Administrators* for its commitment to increase electric vehicles in the state's fleet. By accelerating the use of EVs in state government, DES is on course to meet Gov. Inslee's [Executive Order](#)

	<p><a href="#">21-04</a> to <i>electrify 100% of the state's light duty fleet by 2035.</i></p>
 <p>WASHINGTON STATE DEPARTMENT OF LICENSING Department of Licensing</p>	<p><i>The Department of Licensing and its driver licensing offices took the wheel during the pandemic and haven't stopped improving – adding appointments and modernizing customer check-in with contactless and multiple language options, installing cameras at every counter, and implementing express service lines in busier offices. With these processes and technology changes they are serving customers 38 percent faster, and their customer ease score improved by 1.5 points on a 7-point scale.</i></p> <p><i>But they didn't stop there. They put their foot on the gas: improvements in the Customer Contact Center allowed customers to renew over the phone for driver licenses, ID cards, and permits, increasing access for those who have barriers to visiting a traditional office. To date, the department has served 16,000 people this way.</i></p> <p><i>DOL then hit the road with DOL2Go, their new mobile licensing office. Launched in October 2022, the mobile solution has been reaching communities around the state in a variety of settings. As a result, DOL has been able to provide all driver licensing and ID card services to people who may have challenges getting into one of their traditional offices. In the first year, DOL2Go issued nearly 900 licenses, ID cards, and permits to people experiencing homelessness and poverty, recovering from wildfire damage, and living in rural communities.</i></p>
 <p>Department of Revenue Washington State</p>	<p><i>The Estate Tax Team was concerned that the review of estate tax returns was not timely and wanted to decrease the time it took to review and close out an estate tax return by issuing a final release letter.</i></p>

Department of Revenue

In November 2020, 44% of estate tax return inventory was less than 9 months old. The team's *target was to have 54% of inventory be less than 9 months old by June 2021.*

A process improvement team of employees from the DOR divisions of Audit, Business and Financial Services, and Taxpayer Account Administration was formed *to improve the estate tax return review and close out process.*

In all, there was a *66% decrease* in aged inventory, a *37-day decrease* in overall process time, *25% reduction* in the error rate per return, and *over 1200 hours of staff time has been saved* to date.

The Personnel Action Request (PAR) process is used to ensure the *timely and accurate input* into the state personnel system. The speed and accuracy of the PAR process impacts new employee onboarding. A process improvement team led by HR and made up of eleven employees from six divisions came together to improve the process.

In August 2020, *50% of PARs required rework, compared to the team's target of 28%*, which they wanted to reach by December 2020. The team analyzed the PAR process, identified the root cause of problems, implemented improvement ideas, and monitored results to adjust.

This work resulted in *reducing new employee onboarding by 6 days, a 44% reduction in errors, and saved 511 employee hours.*