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WaTech Governor's Agency Lean Report

Jul-Dec 2017

1. Training Data:

	Data to Report	7/2017-12/2017*	Total WaTech**
1	Number of employees who have had any Lean knowledge and skill building in Lean in WaTech.	15	182
2	Number of supervisors, managers, executives who have had any Lean knowledge and skill building in Lean in your agency.	4	54
3	Number of employees who have had problem solving training.	0	44
4	Number of supervisors, managers, executives who have had problem solving training.	0	5
5	Number of supervisors, managers, executives who have had coaching training.	0	6
6	Number of employees who have had "facilitator" training.	0	5
7	Number of employees who have participated in an improvement effort.	5	97

* Counts listed here are only for staff who had no previous Lean experience or who joined WaTech during Jul-Dec with Lean experience from their previous job. In reality, 51 WaTech staff received training or participated in Lean projects during the first half of 2017.

** Slight reductions in this report are partly due to the reduction in the size of the WaTech workforce that took place Jul-Dec.

2. Project Data: OCIO IT Decision Package Review Process Lean Project

Agency: Washington Technology Solutions/Office of the Chief Information Officer

Partners and Customers: Executive Branch Agencies, Office of Financial Management (OFM), WaTech Customer Account Manager Program, Labor and Industries, Department of Health

Project Impact

Improved the state IT Decision Package Review Process to reduce the number of required meetings, which resulted in:

- Less agency and OCIO staff time required
- Reduction in the time required to produce the prioritized list of IT project funding requests

Project Summary

The goal of this project was to:

1. Gather information related to how the OCIO Conceptual Review and the WaTech Services Consultation processes related to the annual IT Decision Package Review Process are currently conducted.
2. Recommend changes to make both processes:
 - a. Faster
 - b. Require less meetings and staff to complete

OCIO required an average of 3 meetings per review compared to our target of 1 meeting which WaTech wanted to reach by November, 2017.

OCIO produced the prioritized list of project funding requests every year for the legislature at the end of December compared to our target of producing the list in November.

OCIO did not complete the prioritized list of project funding requests in time to inform the Governor's budget compared to our target of producing the list in November to inform the Governor's budget.

- The OCIO Conceptual Review and the WaTech Services Consultation processes take too long.
- Too many staff from OCIO, WaTech, OFM and State Agencies have to be involved in both processes.
- Formal IT expenditure prioritization occurs on an annual basis as part of the [state's budget building activities](#). The Governor and the Legislature look to the OCIO to provide guidance on whether an agency's proposed IT expenditure is sound and consistent with the [state's IT strategy](#) to inform policy decisions on the allocation of limited state funds.
- [RCW 43.88.092](#) requires the Office of Financial Management to collect and agencies to provide information sufficient to allow for the review, analysis, and documentation of IT expenditures. This IT budget detail must be included as part of agencies' budget submittal documentation. This statute also requires the OCIO to evaluate proposed IT expenditures and establish priority ranking categories for the proposals.

- [RCW 43.105.240](#) requires the OCIO to establish criteria for the evaluation of agency IT budget requests and evaluate IT related budget requests against this criteria. [Current criteria](#) includes:
 - Business Transformation
 - Architectural Standards
 - Technology Strategy Alignment
 - Security and Privacy
- The OCIO establishes this prioritization criteria in response to current state business needs and changing technologies. The OCIO evaluates agency funding requests (received in the form of decision packages) against those values and establishes a priority ranking of all funding requests. The resulting prioritized list of project funding requests is submitted to both the Governor’s office and the Legislature.
- Reduced number of required meetings from 3 to 1 for any agency submitting a decision package.
- Provided the prioritized list of project funding requests to OFM on November 15, 2017. In time to inform the Governor’s Budget, for the first time.
- Provided the prioritized list of project funding requests to the legislature on December 21, 2017. One month earlier than the prior year.

Project Results



Cost

Decreased labor obligation **from** several meetings per day **to** self-paced scoring with occasional meetings.



OCIO and agency staff did not have to defer existing work to accommodate scoring.



Cost

Decreased the cost associated with OCIO Scoring Sessions **from** 76 hours **to** zero hours (38 DPs in FY18 were evaluated. It used to take on average 5 OCIO staff and 3 agency staff per session with each session lasting .25 hours (38x.25x8)).



Saved 76 hours in staff time in just actual session time alone. Note the savings will be larger in future non-supplemental years which have more DPs.



Quality

Increased data analysis content **from** a simple tier structure **to** multi-level qualitative analysis.



More criteria angles can be considered when assessing DPs leading to better quality and understanding.



Time

Decreased staff time commitment **from** 3 in person meetings **to** maximum of 1 meeting (meetings were optional).



Scoring activities were completed quicker, resulting in faster data turnaround.



Time

Decreased the number of ranking meetings.



Able to do more DP analysis due to the time freed up by not having to attend ranking meetings.



Time

Decreased the time it took to produce the prioritized list of project funding requests **from** December **to** November.



Able to inform the Governor's Budget process and the Legislative Budget process earlier.

Project Details

Date improvement project was initiated: 4/5/2017

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