

Washington State Public Sector Performance Improvement

2000 - 2013

Early 2000s

By the early 2000s, Total Quality Management (TQM) had become the structured approach to improve service quality, internal practices, and overall organizational management. In 2002, Gov. Gary Locke applied a structured approach to budgeting for the 2003-05 biennial budget called the Priorities of Government (POG) in which agency funding requests were considered in the context of statewide results. In this results-based budget process, 1,400 state government activities were reviewed and prioritized based on performance and alignment within ten measurable goal areas and decision-making was guided by the desire to invest in those results citizens most wanted.



Late 2000s

In 2005, Gov. Christine Gregoire established the Governor's Management, Accountability, and Performance or GMAP program. Previous performance efforts addressed only one aspect of performance management, such as customer service or budgeting. GMAP merged these management tools into a comprehensive framework. More complex data management and performance metrics became the standard under GMAP. The web-based Dataview tool was brought online in 2008 to deliver publicly-accessible data dashboards.

Under GMAP, state agency heads met with Gov. Gregoire in a public forum to discuss performance measure gaps and opportunities, and the governor held her leaders accountable in a very visible way for improving performance.

Early 2010s

In 2010, Gov. Gregoire accepted advice from the Boeing Company to explore Lean as a strategy for state government. A Lean Symposium was held and several hundred state employees attended. The following year, Gov. Gregoire issued EO 11-04 directing her cabinet agencies to each conduct and report on improvement projects using Lean methods. The Lean Practitioner Path was created to support this effort. Private-sector Lean experts provided pro bono coaching and training to more than 70 employees representing 26 cabinet agencies.

By 2012, less than a year later, there were 180 Lean practitioners throughout state government, and 6,400 employees and 1,600 leaders had received Lean training. In addition, ninety-five formal improvement projects and more than 700 informal improvements had been completed. This strong

beginning set the pace for the acceleration of Lean culture and practices across state government for the years that followed. The first Washington State Government Lean Transformation Conference was also held in 2012.

In 2013, newly-elected Gov. Jay Inslee issued executive order 13-04, launching Results Washington, the state's current performance management initiative. Many of the performance management efforts that came before Results Washington shared common principles and strategies, such as an emphasis on tracking progress, adjusting accordingly and involving front-line employees in improvement work. Results Washington built on these past efforts, with an expanded focus on Lean management and a structure designed to make progress on some of the state's biggest challenges. The GovState (Socrata) tool was brought online in 2014.