Reinforcement:

Team Champions

To develop staff expertise, we deployed a "Lean Champion" on each team. They are tasked with keeping track of what their team is doing as it relates to continuous improvement, discussing ideas and progress at each staff meeting, educating themselves and others about continuous improvement principles and practices, and sharing ideas with other teams.

Brown Bags

We completed 11 brown bag sharing and learning sessions. We covered good government, audit value, loving your work, TeamMate tips, Excel tips, Liberating Structures, level of reporting, audit wrap-up, OneNote, time management, and SharePoint. It has grown from the facilitator selecting topics and 2-3 attendees to staff choosing the topics and offering to facilitate the discussion. On average, we have about 20 attendees.

Top 10 E-mail

We started out asking for any improvements a person or team made. It was a start. Now it is hard to choose there are so many. We've improved the process by creating a calendar reminder and providing a standard template for staff to fill out.

1st Annual PIE awards

Some improvement ideas have a huge impact and they should be celebrated! So, to recognize staff's eagerness to learn and improve, we developed the first annual process improvement excellence awards. It was just one way to show staff appreciation for the work they did.

Operational Planning

We continued to work on operational goal 2 – high audit quality and operational efficiency. We achieved our objectives to reduce internal QCR critical comments by 10%, analyze and develop uniform audit scheduling, and develop a process to identify, prioritize and track agency projects.

SAO Continuous Improvement Roadmap
* Key activities for the Operations Plan

Develop a multi-year continuous improvement operational plan	*Establish a goal for the number of process improvements to be completed: 1/person/year; add goal to PDPs*
Define Leadership Commitment: What does it mean to show up as a CI Leader (supervisor)?	Execute on agreed upon process improvement teams (determine to what extent managers will be involved)
Determine the support structure for continuous improvement in SAO (e.g., central full-time staff, part-time CI sponsors/champions)	Standardize the language and best practices SAO will use in continuous improvement
Determine and execute training for leaders/ managers: Coaching for Continuous Improvement	Create a communication plan: This includes strategy and roll-out as initial communication, and extends through the life of CI
Define roles and responsibilities of the CI support structure & select staff where needed	Establish systems to support CI across SAO, e.g. common SharePoint site, standard naming convention on all documentation and files
Provide ROK training for all staff by 12/31/16	Build the SAO Continuous Improvement toolkit
Identify the key processes to focus on	Determine how to apply localized improvements across the entire agency, where appropriate

2017 CONTINUOUS IMPROVEMENT
BY THE NUMBERS

Office of the Washington State Auditor

Numbers at a glance:

- **6** major projects
- **34** ideas received
- **114** reported improvements
- **6** trainings developed

Progress at a glance:

In progress

Projects
- STAR continued
- Procurement & Purchasing
- Exit items

Training
- Continuing education in LEAN

Activities
- Value Stream Analysis Session

Completed

Projects
- STAR continued
- Procurement & Purchasing
- BARS updates
- Financial statement reviews

Training
- Competing commitments
- Rapid Office Kaizen (ROK)

Activities
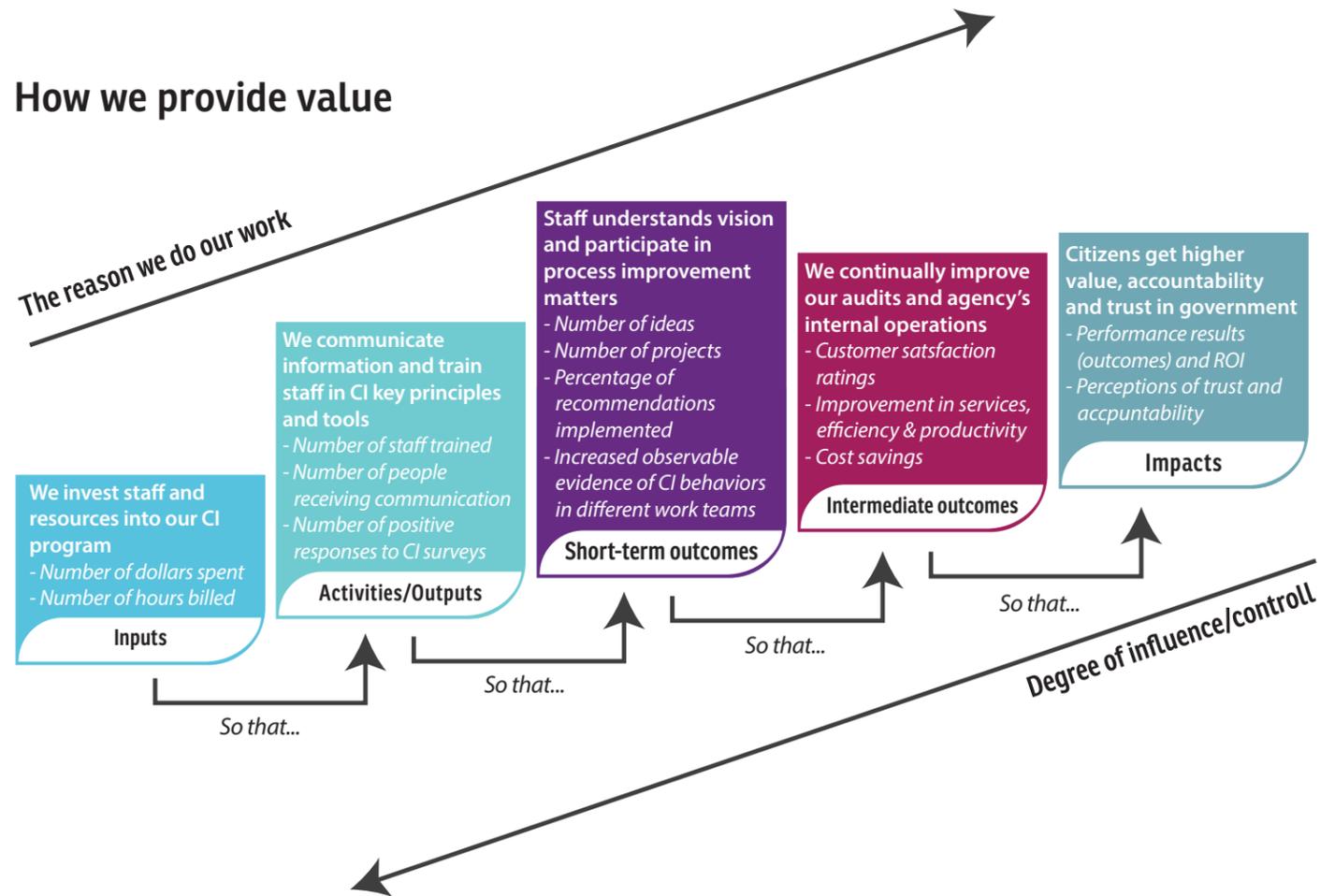- Operational planning
- Strategy mapping

SAO Continuous Improvement Program

CI deployment indicators focus on full enterprise engagement and cultural change, but growing and sustaining an improvement culture does not come easy. It is a long-term, multi-faceted process. For these efforts we focus on four specific dimensions: customer focus, enterprise alignment, continuous improvement, and leadership respect. In addition to those dimensions and the measures listed on the logic model, below are measures that can be captured to further demonstrate the value of the program.

The annual CI survey is a comprehensive examination of results achieved, deployment, and maturity of the organization. This is a critical way to measure the CI expertise in place to sustain the transformation at the Office. The CI Coordinator will compare the assessment to the actual activity and determine if the organization is on track and address any noted deficiencies.

Leadership, empowerment, organization structure, human resource practices and policy, and application of CI principles are all examined. Lessons learned are captured and necessary corrections are identified. Roadblocks are identified for removal or elevated to the appropriate level for resolution. The results and agreed upon actions of the survey are summarized and provided to Leadership. As part of the SAO performance measurement system, we will include the quarterly report out.

How we provide value

The reason we do our work

We invest staff and resources into our CI program
- Number of dollars spent
- Number of hours billed

Inputs

We communicate information and train staff in CI key principles and tools
- Number of staff trained
- Number of people receiving communication
- Number of positive responses to CI surveys

Activities/Outputs

Staff understands vision and participate in process improvement matters
- *Number of ideas*
- *Number of projects*
- *Percentage of recommendations implemented*
- *Increased observable evidence of CI behaviors in different work teams*

Short-term outcomes

We continually improve our audits and agency's internal operations
- Customer satsfaction ratings
- Improvement in services, efficiency & productivity
- Cost savings

Intermediate outcomes

Citizens get higher value, accountability and trust in government
- Performance results (outcomes) and ROI
- Perceptions of trust and accpuntability

Impacts

So that...
So that...
So that...
So that...

Degree of influence/controll

Priorities of the Continuous Improvement Program

Trainings and Staff Development

2 new trainings developed
- Roles and Expectations – Facilitated training with audit teams Financial Audit and Olympia to gain an understanding of what each other does.
- Competing Commitments – Audit teams Schools and Wenatchee learned about what is needed for the change process itself, and more understanding of people's hidden competing commitments.

Four dimensions of a lean culture

	2015	2016	2017
Customer focus	78%	85%	81%
Enterprise alignment	76%	80%	81%
Continuous improvement	61%	74%	78%
Leadership and respect	73%	84%	76%

Process Improvements

STAR:
- Addressed the entire life cycle of an employee. This was done in 5 separate projects with 22 different participants.
- Learned what the personnel notification triggers, created an application inventory, developed a new hire resources flow chart, identified categories of access and permission by position and team, automated non-inventoriable assets, developed and updated guidance and policies, and standardized and streamlined the processes.

Procurement and Purchasing:
- Reviewed three procurement activities within the Office to include contracts for services, IT procurement, and procurement of all other goods and services with 10 participants.
- Streamlined and automated the purchase card process, modified the purchase card online training.

Audit Scheduling:
- Reviewed ways teams manage workload and schedule and track audits with 17 participants.
- Analyzing and developing uniform audit scheduling, and increasing report functionality.

BARS Updates:
- LGS reviewed how they update the BARS manual.
- Developed criteria for making changes or updates, started monthly check-in meetings, automated the process in SharePoint, and reduced manual searching.

Financial Statement Reviews:
- LGS brainstormed opportunities to reduce time to complete financial statement reviews.
- Eliminated footing, reduced printing and saving in multiple locations, automated the process in SharePoint, and improved customer satisfaction.

Team Wenatchee Audit Scheduling:
- Team Wenatchee reviewed ways to develop a more predictable, streamlined, and less stressful scheduling process.
- Identified areas for improvement to include how the scheduler receives information, defined responsibility and timeline for contacting clients, and developed strategies to schedule entities sooner.

Documenting and Communicating Audit Exceptions and Exit Recommendations:
- Reviewed ways to write a clear and concise recommendations, including coming up with best practices for exit items.
- Developed template with guidance and examples. Next up is developing training.

90% *of employees feel they have the tools they need to improve*