

JAY INSLEE  
Governor



STATE OF WASHINGTON  
OFFICE OF THE GOVERNOR

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**EXECUTIVE ORDER 13-04**

**RESULTS WASHINGTON**

**PREAMBLE**

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. In order 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.

**WHEREAS**, preparing students for the future, enhancing the conditions for job creation, valuing our environment, our health, and our people by fostering the spirit of innovation builds a thriving Washington; and

**WHEREAS**, immense opportunity exists to create a legacy of performance and accountability for the future; and

**WHEREAS**, with a unique strategy aligning policy, budget, and performance objectives, state government can be as innovative as the people it represents; and

**WHEREAS**, comprehensive data analysis serves an important role in increasing public accountability; and

**WHEREAS**, to remain leaders in this area, a state system rooted in cross agency collaboration that strives to improve services to its customers by analyzing data and coordinating performance improvement efforts is necessary; and

**WHEREAS**, “Quality Improvement,” “Government Management, Accountability and Performance,” and “Lean Transformation” generated improved services for our citizens, including better use of resources, decreased waste and delays, and increased transparency. Further empowering executive leaders, managers, and frontline employees across state government will invigorate state employees to build upon past successes;

**NOW, THEREFORE, I**, Jay Inslee, Governor of the state of Washington, by virtue of the power vested in me by the Constitution and statutes of the state of Washington do, effective immediately, hereby order and direct as follows:

## **1. Results Washington.**

Results Washington is created within the Office of the Governor. Results Washington shall develop strategic improvement plans to manage, monitor and implement the five priority goals of this initiative: (1) World-Class Education; (2) Prosperous Economy; (3) Sustainable Energy and a Clean Environment; (4) Healthy and Safe Communities; and (5) Effective, Efficient, and Accountable Government.

The Director and staff of Results Washington shall oversee the development and implementation of the policies and services necessary to ensure successful implementation of this Executive Order. This shall include the development of: (1) the standards for the Governor Reports required pursuant to this Executive Order; (2) the framework to create a Lean culture enterprise wide; and (3) the deployment of the Lean Fellowship and the Lean Expert Partnership Program.

## **2. Agencies, Boards, and Commissions.**

The Director of each state agency, board, commission, and other organization that reports to the Governor shall be responsible for executing the following:

- a. Citizen Engagement. Each Director shall make Washingtonians' priorities the primary focus of operations by increasing continuous engagement, opportunities for involvement, and enhancing the understanding of the people we serve.
- b. Employee Engagement. Each Director shall ensure all state employees have the opportunity for increased engagement and involvement with administration and agency leadership. Washingtonians require a more innovative and responsive government structure to enable all state workers to perform to the highest of their abilities.
- c. Cross-agency Collaboration. Each Director shall be continually active in the exchange of new ideas and insights to achieve the five-priority goal areas of Results Washington, including ongoing reporting to the Governor's Office.
- d. Governor Reports. Each Director shall provide regular reports to the Governor. In advance of the reports to the Governor: (1) organizations shall submit the requested data to Results Washington; and (2) the Director of Results Washington shall produce a report, provided to relevant directors, to track progress against defined measurable goals. Each Director shall be responsible for the data provided to Results Washington by their department.
- e. Alignment. Each organization shall develop, implement, and sustain a responsive, innovative, and data-driven culture and conduct day-to-day operations, legislative efforts, and regulatory or policy reforms and initiatives in alignment with the five goal areas set forth by Results Washington.
- f. Accountability. Each Director shall coordinate with Results Washington staff to allow for more frequent reporting, review of goals, and thorough analysis of organizations' data, measures, and communications as necessary, to facilitate the achievement of specific goals or to address management inefficiencies.

The Director of Results Washington, in collaboration with the Governor's Executive Management Team shall also be responsible for implementing a continued customer oriented approach to state government by increasing public awareness of opportunities for participation in efforts to improve our state. To that end, Results Washington shall utilize technology to promote a system of open data that is regularly updated, transparent, and communicated.

All other elected officials, agencies, boards, and commissions and institutions of higher education are invited to follow the provisions of this Executive Order.

This Executive Order, which supersedes Executive Orders 05-02 and 11-04, shall take effect immediately.

Signed and sealed with the official seal of the state of Washington on this 10<sup>th</sup> day of September, 2013, at Olympia, Washington.

By:

/s/

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Jay Inslee  
Governor

BY THE GOVERNOR:

/s/

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Secretary of State