

Washington State

A Government Transformation for Performance Excellence

A photograph of the Washington State Capitol building, featuring a prominent dome and classical architectural elements, set against a clear blue sky. The image is framed by a large, stylized arrow pointing to the right, with a red floral border at the bottom.

High performance. Delivered.

Project overview

The Office of the Governor's bold initiative, Results Washington (Results WA), provides a roadmap for a government transformation to position the state as a national leader in job creation, education, sustainable energy and vibrant communities. It brings a common culture of performance and accountability to all Washington agencies, with an emphasis on personalized services for citizens. The state is taking full advantage of cost-effective solutions to improve citizen outcomes and deliver public service for the future.

Executive summary

Washington State has long been a leader in performance management and continuous improvement. The Governor's Office is building on that reputation with the successful launch of Results WA, a strategic framework to help achieve Governor Jay

Inslee's bold vision: turn Washington into a national model for states with limited resources in search of ways to create more jobs, world-class schools, sustainable energy, vibrant communities and more efficient government. Working together, Accenture and state executives identified opportunities and developed an action plan to embed a culture of performance excellence with measurable results. A central focus: empowering citizens and making them a partner in change.

Results WA fosters a new collaborative, cross-agency approach that is quickly changing the way government works. The initiative provides a new level of accountability and transparency, enabling state employees as well as residents to log onto <http://www.results.wa.gov> and track improvements against targets. The Results WA priorities and long-term goals will also drive the governor's budget and policies.

Client profile

The Washington Office of the Governor is the head of the executive branch of government in the State of Washington, establishing strategic direction for the policy agenda, guiding priorities for the \$33.6 billion budget and providing leadership for the state's more than 100,000 employees.

Business challenge

To transform the state into a national performance model, the governor needed powerful, sophisticated tools and innovative processes. After taking office in 2013, he sought to build on the state's existing accountability and performance tool, with Results WA, a government transformation framework that would help top executives better gauge how agencies perform against the governor's major goals. Developing Results WA brought together various stakeholders from across state government, but creating an actionable path forward proved challenging.

The Governor's Office was working intensely to launch Results WA and build it incrementally, but after meeting with Accenture and recognizing it needed a trusted partner, decided to pause to develop a more sustainable, long-term project approach. It turned to Accenture because of its track record in developing transformational strategies that allow global businesses and governments worldwide to solve pressing issues.

How Accenture helped

To rapidly move forward, Accenture employed its Collaborative Client Value Lab, an action oriented strategic process that engages government leaders from start to finish. The approach allowed the Governor's Office to quickly reach a consensus on a sustainable plan for embedding Results WA throughout state government. The implementation roadmap addressed two major issues: turning the strategic vision for Results WA into an actionable plan and using Results WA to reinforce the state's operating principles that address the use of purpose, accountability, incentives, control and culture to drive outcomes.

Phase 1

Top state officials identified high-value strategies and prioritized them based on Results WA goals. In workshops, Accenture's team—former government officials themselves—facilitated difficult discussions, with each strategy assessed against its feasibility and required resources.

Phase 2

Accenture helped officials develop an integrated plan for implementing Results WA across all participating agencies.

The final Results WA framework won buy-in from key stakeholders, critical to ensuring a government transformation with sustained success.

High performance delivered

With Results WA's launch, the initiative is quickly reinventing the way state government works. Newly adopted strategies create a new citizen-focused public service model that promotes collaboration among agencies and common performance standards.

Results include:

- **Accountability to citizens:** an interactive site, <http://www.results.wa.gov>, allows residents to monitor agencies' performance against key success metrics. Citizens also are included in performance review discussions, making them partners in designing more effective services.
- **Aligning the state budget:** the governor's staff is planning to use Results WA priorities and outcome measures to inform budget and policy decisions.
- **Employing Lean:** employing this process improvement methodology within the Results WA framework promotes innovative solutions for improved performance.

Results WA is turning the governor's ambitious government transformation vision into reality, helping state agencies achieve high performance and advancing the state's reputation as a national leader for delivering public service for the future.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 305,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is www.accenture.com.