

# Agency Management Improvement Progress Report

## 2009

This report demonstrates how your organization is taking steps to improve quality management practices based on the previous agency self assessment. You may also consider the results from any independent assessment\*, performance measure assessment, or other audits, studies, surveys, and reviews. See [RCW 43.17.385](#) and [RCW 43.17.390](#).

\* This may include Washington State Quality Award Lite assessment and Full application.

Agency/Department <b>Department of Revenue</b>	Administration/Division/Office (if applicable) <b>Organizational Development, Executive Division</b>
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### A. Improving Management Practices

Indicate the top three areas your organization is focusing on to improve management practices during the period between July 2009 and June 2010.

<p><b>CATEGORY:</b></p> <p><input type="checkbox"/> 1. Leadership: Senior Leadership Skills; Governance and Social Responsibility</p> <p><input checked="" type="checkbox"/> 2. Strategic Planning: Strategy Development and Strategy Deployment</p> <p><input type="checkbox"/> 3. Customer Focus: Customer Knowledge; Customer Relationships and Satisfaction</p> <p><input checked="" type="checkbox"/> 4. Measurement, Analysis, and Knowledge Management: Measurement and Improvement of Organizational Performance; Management of Information, Information Technology, and Knowledge</p> <p><input checked="" type="checkbox"/> 5. Workforce Focus: Workforce Engagement and Workforce Environment</p> <p><input type="checkbox"/> 6. Process Management: Work Systems Design; Work Process Management and Improvement</p> <p><input type="checkbox"/> 7. Results: Service Outcomes; Customer Outcomes; Financial Outcomes; Workforce Outcomes; Process Effectiveness Outcomes; Leadership Outcomes</p>
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## B. Improvement Initiatives Action Plans

In this section, provide the action plans of improvement initiatives under the three areas selected in Section A. You may report one or two initiatives for each of the three areas, and insert more action plan tables as needed. Please also answer the self assessment questions.

### Initiative 1 (for CATEGORY: 2 )

<b>Purpose Statement: Continue to Improve the Strategic Business Planning Process.</b>				
Action Step (Brief Description)	By Who (Groups/Titles)	By When (mm/yyyy)	Complete (Yes or No)	Output or Outcome (Measures)
1. Develop, present, and implement the Project Plan for the 2010-2015 Strategic Business Plan.	Budget & Strategic Planning Manager  Organizational Development Manager  Performance Administrator	07/2009	Yes	<i>Result:</i> Gain customer feedback and secure approval for the six-phase approach to the SBP.  <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Adherence to timeline</li> </ul>
2. Conduct internal and external reviews.	Organizational Development Manager	09/2009	Yes	<i>Result:</i> Conduct a SWOT analysis based upon the Quality Management Model to serve as basis for 2010 SBP.  <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Consideration of feedback by Goal Committees</li> <li>• Adherence to project plan and timeline</li> </ul>
3. Coordinate and manage five Goal Committees through completion of all scheduled tasks.	Budget & Strategic Planning Manager	12/2009	No	<i>Result:</i> Goals Objectives, Strategies, and Performance Measures established.  <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Goal Committee adherence to timeline and deliverables</li> <li>• Approval by Executive and Strategy Teams</li> </ul>

4. Coordinate and manage the writing and document preparation through completion of all tasks.	Budget & Strategic Planning Manager	06/2010	No	<i>Result:</i> Completion and submission of the final SBP. <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Adherence to project plan and timeline</li> <li>• TBD</li> </ul>
5. Communication Plan implemented.	Budget & Strategic Planning Manager	07/2010	No	<i>Result:</i> Distribution and cascading of the 2010 SBP, in multiple formats, to all levels of the agency. <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Adherence to project plan and timeline</li> <li>• TBD</li> </ul>

**Self Assessment** (Check the statements that accurately describe your initiative by double clicking on the box.)

Approach: This initiative uses systematic approach that is repeatable and can be shared and sustained.

Deployment: This initiative applies to all work units and multiple personnel levels within the organization.

Learning and Improvement: This initiative allows new knowledge acquired and improvement to take place.

Integration: This initiative aligns with the mission, goals, objectives, or strategies of the organization.

**Initiative 2 (for CATEGORY: 4)**

<b>Purpose Statement: Create the next iteration of the Internal GMAP Program</b>				
<b>Action Step (Brief Description)</b>	<b>By Who (Groups/Titles)</b>	<b>By When (mm/yyyy)</b>	<b>Complete (Yes or No)</b>	<b>Output or Outcome (Measures)</b>
1. Formally identify Key Business Processes	Organizational Development Manager  Performance Administrator	09/2009	Yes	<i>Result:</i> Building upon 2006 WSQA exercise, the key business processes are discussed and confirmed.  <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Key Business Processes list</li> </ul>
2. Reinvent the FY10 Internal GMAP Program	Organizational Development Manager  Performance Administrator  Budget & Strategic Planning Manager	04/2010	No	<i>Result:</i> Plan & host four quarterly sessions with the Strategy Team. Solicit and incorporate user feedback into framework. Possibly host a pilot in spring 2010.  <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Approved GMAP framework</li> <li>• Approved roles &amp; responsibilities</li> <li>• Approved project plan</li> </ul>
3. Update calendars, communication tools, and resources.	Organizational Development Manager  Executive Assistant to the Director	06/2010	No	<i>Result:</i> Clarity and consistency in direction and information.  <i>Measure(s) Under Consideration:</i> <ul style="list-style-type: none"> <li>• Continuously updated GMAP Intranet pages</li> <li>• % employees know how the agency measures success on biennial Statewide Climate Satisfaction Survey</li> <li>• % employees know how they contribute to</li> </ul>

				agency success on biennial Statewide Climate Satisfaction Survey • Annual Strategy Team check-in
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**Self Assessment** (Check the statements that accurately describe your initiative by double clicking on the box.)

Approach: This initiative uses systematic approach that is repeatable and can be shared and sustained.

Deployment: This initiative applies to all work units and multiple personnel levels within the organization.

Learning and Improvement: This initiative allows new knowledge acquired and improvement to take place.

Integration: This initiative aligns with the mission, goals, objectives, or strategies of the organization.

Initiative 3 (for CATEGORY: 5 )

Purpose Statement: Create and implement a framework and umbrella program that includes workforce analysis, succession planning, and leadership management.				
Action Step (Brief Description)	By Who (Groups/Titles)	By When (mm/yyyy)	Complete (Yes or No)	Output or Outcome (Measures)
1. Begin Phase II by creating the Leadership Management Program Committee at the senior leadership level.	Human Resources Director	04/2009	Yes	<p><i>Result:</i> Commitment and ownership by subset of Strategy Team. Alignment of multiple programs and initiatives.</p> <p><i>Measure(s) Under Consideration:</i></p> <ul style="list-style-type: none"> <li>• Roster for Leadership Academy committee</li> <li>• Initial scope for Leadership Academy committee</li> </ul>
2. Consolidate all Succession Planning products developed to date, research and analyze peer and national best practices, and then propose a Leadership Competencies framework to the committee	Organizational Development Manager	07/2009	Yes	<p><i>Result:</i></p> <ul style="list-style-type: none"> <li>• Approved Leadership Competencies framework</li> <li>• Examples shared for communication, roll-out, and application and alignment with other programs.</li> </ul> <p><i>Measure(s) Under Consideration:</i></p> <ul style="list-style-type: none"> <li>• Committee approval rate</li> <li>• Committee member engagement</li> <li>• Six-month Strategy Team update</li> </ul>
3. Committee tailors the tools drafted by OD Manager. Requires subcommittee work.	Human Resources Director	12/2009	No	<p><i>Result:</i> Approved framework, tools, and communications.</p> <p><i>Measure(s) Under Consideration:</i></p> <ul style="list-style-type: none"> <li>• Completion of following: <ul style="list-style-type: none"> <li>○ Leadership Competency Arenas (framework)</li> </ul> </li> </ul>

				<ul style="list-style-type: none"> <li>○ Leadership Competency Performance Statements</li> <li>○ Leadership Competency Examples</li> <li>● Six-month Strategy Team update</li> </ul>
4. Develop Assessment and Analysis Schedule for Turnover Rates by Division	Human Resources Director	03/2010	No	<p><i>Result:</i> Provide annual resource for divisional use in forecasting and succession planning.</p> <p><i>Measure(s) Under Consideration:</i></p> <ul style="list-style-type: none"> <li>● Confirm and communicate the schedule with Strategy Team</li> <li>● Diagrams or process flow charts for: <ul style="list-style-type: none"> <li>○ 100% of the Competencies per job class</li> <li>○ Field Office Needs Assessment and Analysis</li> <li>○ Turnover Assessment and Analysis</li> </ul> </li> </ul>
5. Alignment and incorporation with Training programs and resources	Human Resources Director	06/2010	No	<p><i>Result:</i> Confirmed plan with linked resources and identified performance metrics.</p> <p><i>Measure(s) Under Consideration:</i></p> <ul style="list-style-type: none"> <li>● Six-month update to Strategy Team</li> </ul>
6. Communication and Program Implementation	Strategy Team	09/2010	No	<p><i>Result:</i> Implementation of program with regular improvement cycles.</p> <p><i>Measure(s) Under Consideration:</i></p> <ul style="list-style-type: none"> <li>● # of hits to Leadership Management webpage</li> <li>● # of agency and divisional programs aligned with Leadership Management</li> </ul>

				Program <ul style="list-style-type: none"> <li>• % satisfaction with Succession Planning Program on biennial Employee Satisfaction Survey</li> <li>• TBD</li> </ul>
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**Self Assessment** (Check the statements that accurately describe your initiative by double clicking on the box.)

Approach: This initiative uses systematic approach that is repeatable and can be shared and sustained.

Deployment: This initiative applies to all work units and multiple personnel levels within the organization.

Learning and Improvement: This initiative allows new knowledge acquired and improvement to take place.

Integration: This initiative aligns with the mission, goals, objectives, or strategies of the organization.

## C. Strengthening Leadership and Management Capacity

In this section, identify the strategies your organization has used to increase leadership and management skills, knowledge, and capability. Please also select the self assessment status on the right column that best describes your organization. To select, double click on the box and choose “checked.”

Leadership and Management Development Strategies	Self Assessment
<p>1. Participation in Training Programs</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Workshops by <a href="#">DOP</a>, UW Cascade Center, or state agencies</li> <li><input type="checkbox"/> Workshops by the <a href="#">Washington State Quality Award</a> program</li> <li><input checked="" type="checkbox"/> Other: Complementary webinars and guest speakers on leadership competencies, diversity, strategic change management, employee on-boarding, etc.</li> <li><input checked="" type="checkbox"/> Other: Federation of Tax Administrators</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> This is included in our HR training plan and we are meeting our targets</li> <li><input type="checkbox"/> This is included in our HR training plan but we aren't meeting our targets</li> <li><input checked="" type="checkbox"/> We are developing a Leadership Management program that will include leadership training programs and targets</li> <li><input type="checkbox"/> We don't have an HR training plan</li> </ul>
<p>2. Participation in Certification Programs</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <a href="#">Washington Certified Public Manager</a> Program</li> <li><input type="checkbox"/> Washington State Quality Award (WSQA) <a href="#">Examiner</a></li> <li><input checked="" type="checkbox"/> Certified project manager or improvement team facilitator</li> <li><input type="checkbox"/> UW Cascade Center <a href="#">Executive Management Program</a></li> <li><input checked="" type="checkbox"/> Other: Professional discipline certifications</li> <li><input type="checkbox"/> Other:</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> This is included in our HR training plan and we are meeting our targets</li> <li><input type="checkbox"/> This is included in our HR training plan but we aren't meeting our targets</li> <li><input checked="" type="checkbox"/> We are developing a Leadership Management program that will include certification programs and targets</li> <li><input type="checkbox"/> We don't have a training plan</li> </ul>
<p>3. Use of Self Assessment Tools to Improve Management Practices</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Agency Self Assessment from the Governor's Office</li> <li><input type="checkbox"/> <a href="#">Baldrige Self Assessment</a> Tool</li> <li><input type="checkbox"/> Baldrige "<a href="#">Are We Making Progress?</a>" Tool</li> <li><input type="checkbox"/> Baldrige "<a href="#">Are We Making Progress as Leaders?</a>" Tool</li> <li><input type="checkbox"/> "<a href="#">Organizational Assessment Survey</a>" endorsed by <a href="#">WSQA</a></li> <li><input checked="" type="checkbox"/> Other: Tailored Baldrige Self Assessment tools and processes</li> <li><input type="checkbox"/> Other:</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have used one or more tools and have made improvements as the result</li> <li><input type="checkbox"/> We have used one or more tools but haven't made any improvements</li> <li><input type="checkbox"/> We are planning to do a Baldrige self assessment starting (mm/yyyy)</li> <li><input type="checkbox"/> We haven't done any self assessment and aren't planning to do it soon</li> </ul>
<p>4. Other Organizational Development (OD) Strategies</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Mentoring/Coaching Partnerships</li> <li><input checked="" type="checkbox"/> Use of Internal or External Consultants</li> <li><input checked="" type="checkbox"/> Independent Assessment such as <a href="#">WSQA</a> Assessment</li> <li><input checked="" type="checkbox"/> Other: numerous surveys, quality teams</li> <li><input checked="" type="checkbox"/> Other: recognition programs</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have used some of these strategies and have seen positive impact</li> <li><input type="checkbox"/> We have used some of these strategies but haven't seen positive impact</li> <li><input type="checkbox"/> We are planning to use some of these strategies starting (mm/yyyy)</li> <li><input type="checkbox"/> We haven't used these strategies and aren't planning to use them</li> </ul>

## D. Learning from Independent Assessment

In this section, provide information about how your organization is using (or planning to use) the knowledge of Baldrige Criteria for performance excellence or the learning from an independent assessment, such as [WSQA](#) assessment, to improve the overall organization performance ([RCW 43.17.390](#)).

Please select the statements that apply to your organization and provide information as available. To select, double click on the box and choose "checked."

We have sent employees to take WSQA Examiner training.

Number of senior managers who serve as examiner: 0

Number of supervisors and middle managers who serve as examiner: 1 official WSQA examiner; numerous managers have been trained to conduct internal Baldrige-based assessments.

Number of other staff who serve as examiners: 1 official WSQA examiner; numerous employees have been trained to conduct internal Baldrige-based assessments.

Total number: 2

We have sent employees to attend other WSQA workshops.

Number of senior managers who attended the workshops: 30+

Number of supervisors and middle managers who attended the workshops: 40+

Number of other staff who attended the workshops: 40+

Total number: 100+

We have shared presentations about Baldrige Criteria or WSQA assessment at our staff meetings.

Topic: WSQA Full Examination Application Presenters: Senior Assistant Directors for Administrative Services and Operations

Topic: WSQA Progress Report Presenters: Organizational Development Manager

Topic: Department of Revenue's Approach to the WSQA Application Presenters: Deputy Director and Organizational Development Manager

We have formed one or more teams to start planning on the WSQA assessment application process.

Tentative application submission date: 2011

Other learning and development efforts are described below.

1. Consulted for other state agencies in their project plan development and writing of WSQA applications. Maintain an informal collaborative of multiple agency consultants to discuss progress and share resources related to Baldrige efforts at the agency level.

2. Consulted with national Baldrige winners and applicants for advice and consultation.

We submitted the WSQA application in 10/2007. Our improvement initiatives are described below.

1. **Continue to Improve the Strategic Business Planning Process, as listed in Section B.**

2. **Create the next iteration of the Internal GMAP Program, as listed in Section B.**

3. Create and implement a framework and umbrella program that includes workforce analysis, succession planning and leadership management, as listed in Section B.