



Office of Fraud and Accountability (OFA)

Addressing Employee Concerns



Your participation will help strengthen OFA. You were heard. We have a plan to address your concerns.

This year, OFA had a 100% response rate to DSHS employee survey. Thank you for your responses; such a high response rate ensured that our management team received broad representation, providing a window into the health of our organization.

Based on your feedback, four focus areas have been identified for development within OFA:

- **Communication**-sharing of mission and vision by management, listening to staff
- **Professional Growth**-training and promotional opportunities
- **Accountability**-clear expectations, performance measurement
- **Infrastructure**-resources, technology, policy and procedure development

I am committed to each of these areas and have developed the following action plans for each. I ask for your commitment too so that we can jointly work together to address your concerns and strengthen our office.

– Steve Lowe, Senior Director

CONTACT INFORMATION

For more information, please contact Troy Parks, OFA Accountability Chief at **360.664-5836**.



Focus Issue: Communication

Question: I receive the information I need to do my job effectively.

54% of respondents reported always or usually.

Responses to What Changes would you like to see in your workplace?

“Be able to give input that is truly listened to..”

“We need to know what is going on..”

“There needs to be more communication from the top to the employees that work in the field..”

Objective

Improve internal communication and collaboration and create an office culture where managers and employees recognize each other in a meaningful way.

Key Messages for Staff

- Everyone plays a role in creating a culture of open, honest and two way communication in which there is opportunity for questions, discussion and clarification.
- Staff will engage each other, be open and listen to another's point of view and seek clarification to avoid misunderstanding.
- OFA managers want ongoing dialogue with staff and welcome feedback on how we communicate with staff. We are always accessible by email, phone or in person.

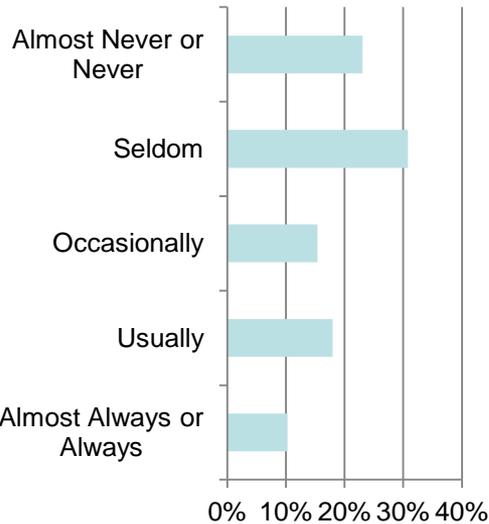
Our plan for the coming year

- Convene Staff Groups- by region to measure how staff feel about internal communications, identify areas needing improvement, and gauge whether or not staff understand the mission, vision and goals of OFA and their individual roles in achieving them.
- Develop Internal Communications Plan- evaluate survey results from survey and develop strategies to improve internal communication e.g. quarterly staff meetings, videoconferencing, OFA newsletter, team meetings, employee recognition, employee suggestion capability, ongoing focus groups.



Focus Issue: Professional Growth

Question: *I have opportunities at work to learn and grow.*



Employees say:
"More opportunity for growth."

"More training."

Summary of the Issue

OFA management is committed to employee professional growth and recognizes that professional growth is a collaborative effort; management is responsible for providing training and development opportunities and staff are responsible for taking advantage of them and using their training to further the mission and vision of OFA and DSHS.

What we're already doing

- Developing training program for new investigators
- Eligibility training created by Overpayments Coordinator
- Search warrant training by Director
- Recruiting and hiring staff with specific skill sets to complement and enhance existing office expertise

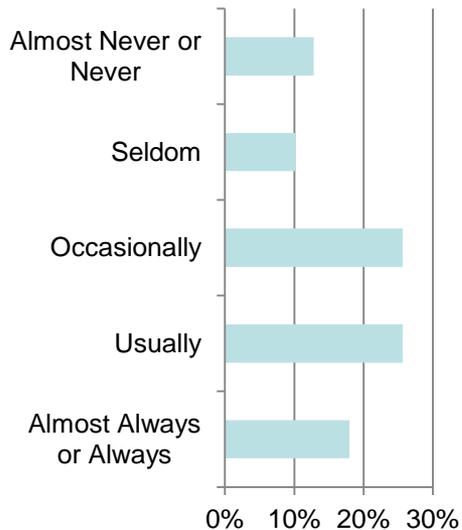
Our plan

- Ensure all PDPs are completed and identify training needs specific to each employee
- Cross administration training relating to client eligibility, CA, ESA/Quality assurance, OFR
- Solicit training ideas from staff and develop internal annual week long OFA training forum for SFY2013.



Focus Issue: Accountability

Question: *My supervisor holds me and my co-workers accountable for performance.*



Summary of the Issue

OFA management is committed to measuring the success of our unit through development of a strategic plan and performance measures, both for the office and for individual employees. These efforts will allow OFA staff to unify to achieve defined goals and produce results.

What we're already doing

- Developing OFA Priorities Work Plan- tasks identified and project plan to ensure timely completion.
- Designing new OFA Case Tracking System-will enable OFA to better report on office activities and further support integrity and accountability of investigative work.

Our plan

- Develop performance measures and strategic plan for office- measures for the office and also specific to each employee for inclusion in performance development plans (PDP).
- Development of cost avoidance formula for unit to demonstrate financial impact of the work OFA performs and financial return on investment to State of Washington.
- Update OFA Investigative Guidelines and Procedures Manual to ensure consistency of investigations.



Focus Issue: Infrastructure

Question: I have the tools and resources I need to do my job effectively.

54% of respondents reported always or usually.

Responses to What Changes would you like to see in your workplace?

“More investigators-we just do not have enough.”

“Better technology.”

“Better credentials, surveillance equipment, cell phones and lap tops with wireless internet capability”

Objective

OFA management understands that staff need the proper tools and organizational structure in order to carry out the mission of RCW 74.04.012; we are doing all we can given fiscal constraints impacting DSHS.

Improvements that have implemented

- Addition of vehicles to OFA fleet for use by investigative staff.
- Two way phones issued to investigators to enhance communication and safety.
- Recruitment and hiring of new investigative staff.

Our plan for the coming year

- Secure funding and procure new OFA Case Tracking System that will allow staff manage investigations more effectively and efficiently.
- Execute office space leases so that OFA can have greater regional presence through co-location of investigators within CSO's.
- Updating of OFA Investigative Guidelines and Procedures Manual.