



Operations Support and Services

Addressing Employee Concerns

Thank you for completing the 2011 employee survey. Your feedback was very positive and highlighted several areas that are clearly strengths of the Division. However, you also pinpointed areas within the Division that require additional focus and attention and will be the subject of this Action Plan. Although the staff that joined the Division in November, 2011, were not included in our survey results, I have elected to include all of the CMO in the development and execution of our action plan (with the blessing of our residential facility and hospital CEO's/Superintendents).

We will focus on the following:

- Learn and Grow: I will carve out as many dollars as I can for training staff but the real growth opportunities will come from being challenged in business planning and process improvement.
- Recognition: Always a challenge because it requires effort every single day by every one of us.
- Performance Evaluations: This is the first year all evaluations will be prepared at the same time. We must plan sufficient time to ensure these are valuable to staff and not revert to cookie cutter evaluations as an expedient way to handle the workload.
- Clear Information: How do I and the leadership team of OSSD more effectively communicate with OSSD staff?
- Customer Feedback: Use your imaginations to effectively engage our customers in our business planning and process improvement efforts. Let them help design the service rather than comment after the fact.

On the following pages you will find a summary of how we plan to address these focus areas in the coming year. We will update the plan every quarter as we discover, with your input, how to improve the Division.

Thanks again for your feedback – I look forward to working with you to make OSSD an even better place to work.

CONTACT INFORMATION

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Jim

– Jim Carter, Director, Operations Support and Services Division



Comparison of Responses - “Always, Almost Always, or Usually”

		% Always, Almost Always, or Usually								
		DSHS	FSA	OSSD (less CSS)	BCCU	CAP	CCS	DIR	OAR	CSS
QUESTION										
1	I have the opportunity to give input on decisions affecting my work.	47%	75%	78%	83%	80%	73%	100%	74%	58%
2	I receive the information I need to do my job effectively.	66%	80%	92%	94%	100%	100%	100%	79%	56%
3	I know how my work contributes to the goals of my agency.	79%	89%	90%	94%	80%	91%	100%	84%	81%
4	I know what is expected of me at work.	87%	90%	95%	94%	80%	100%	100%	100%	81%
5	I have opportunities at work to learn and grow.	48%	63%	65%	78%	60%	55%	86%	63%	40%
6	I have the tools and resources I need to do my job effectively.	62%	74%	82%	100%	90%	64%	93%	79%	58%
7	My supervisor treats me with dignity and respect.	83%	82%	92%	94%	80%	100%	100%	95%	58%
8	My supervisor gives me ongoing feedback that helps me improve my performance.	64%	70%	80%	94%	67%	82%	93%	72%	46%
9	I receive recognition for a job well done.	48%	62%	70%	83%	40%	82%	93%	68%	29%
10	My performance evaluation provides me with meaningful information about my performance.	53%	65%	71%	89%	56%	73%	75%	72%	46%
11	My supervisor holds me and my co-workers accountable for performance.	75%	81%	90%	94%	89%	82%	100%	83%	63%
12	I know how my agency measures its success.	52%	57%	65%	94%	38%	36%	71%	65%	42%
13	My agency consistently demonstrates support for a diverse workforce.	64%	78%	88%	100%	50%	90%	100%	81%	54%
14	I receive clear information about changes being made within the agency.	38%	57%	70%	83%	38%	64%	93%	61%	29%
15	I am encouraged to come up with better ways of doing things.	44%	70%	77%	89%	67%	55%	100%	74%	44%
16	In general, I'm satisfied with my job.	61%	76%	82%	83%	70%	91%	93%	83%	63%
17	A spirit of cooperation and teamwork exists in my workgroup.	64%	69%	77%	89%	90%	64%	86%	67%	35%
18	In my workgroup we use customer feedback to improve our work processes.	39%	56%	64%	94%	25%	45%	71%	63%	42%
19	My agency uses my time and talents well.	52%	68%	72%	89%	60%	64%	79%	74%	46%
20	In my workgroup, people are treated fairly, without discrimination.	68%	75%	84%	94%	78%	82%	100%	74%	52%
21	Overall, my agency supports me in living a healthier life.	46%	62%	73%	94%	67%	73%	86%	63%	34%





OSSD Strengths

Seventy percent or more of all OSSD employees (including CSS) taking the survey responded “always”, “almost always”, or “usually” to these statements:

Survey Questions	2011
I have the opportunity to give input on decisions affecting my work.	71%
I receive the information I need to do my job effectively	79%
I know how my work contributes to the goals of my agency.	87%
I know what is expected of me at work.	90%
I have the tools and resources I need to do my job effectively.	73%
My supervisor treats me with dignity and respect.	79%
My supervisor holds me and my co-workers accountable for performance.	80%
My agency consistently demonstrates support for a diverse workforce.	75%
In general, I'm satisfied with my job.	75%
In my workgroup, people are treated fairly, without discrimination.	72%

OSSD employees like many things about their jobs, including:

- People they work with
- Customers they serve
- Independent and flexible working environment

Employees say:

"Within my work group, we treat each other with respect."

"I enjoy the work we do and knowing we are protecting the vulnerable people of Washington."

"Innovation is supported and encouraged here."

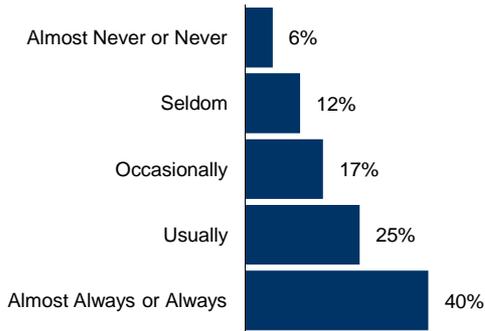
"I like working with the institutional staff, and fellow trades people and get satisfaction in providing a needed and much-appreciated service to patients, clients, and staff."

"I am expected to do a job and I do it with minimal supervision."



Focus Issue: I have opportunities at work to learn and grow.

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



Question: What changes would you like to see in your workplace?

Employees said:

"An emphasis on employee technical training on the systems we are asked to maintain after it is installed."

"The opportunity to further my education and training to improve my knowledge and skills to contribute to the goals of the agency."

Summary of the Issue

Over one-third of staff feel they only occasionally (or less) have opportunities at work to learn and grow. Survey comments reflect this, ranging from employees voicing concern about chances to promote, education and skill opportunities, and the financial benefits of promotions.

Business Planning is a key focus of the OSSD and is used to identify business goals, the deliverables that must be met to achieve the goal, and performance metrics to determine how well services are being delivered. By involving all staff in business plan creation and implementation, staff will have an opportunity to contribute to the future of their workplace and, where applicable, grow their skills.

What we're already doing

- Reorganizing BCCU – will result in promotional opportunities
- Staff are involved in section-level business planning. Staff are asked to:
 - Identify unit goals, deliverables, and performance metrics for upcoming year
 - Meet deadlines and accept responsibility for a deliverable and/or goal
- Identifying affordable training opportunities
- Sharing relevant info sources, web sites, etc., with employees for learning opportunities
- Introducing staff to process improvement methodologies

Our plan for the coming year

- Provide cross-training, mentoring, and job shadowing to gain experience required for DSHS promotional opportunities and expand staff abilities
- Expand the use of Developmental Assignments; establish a review committee that will review proposals and grant one Assignment per facility
- Provide continuing education training opportunities for as many staff as possible
- Involve all staff in development of business plans
- Encourage staff to research learning opportunities and attend free conferences/seminars
- Monthly Lean Brown Bags to educate about Lean Process Improvement
- Escalate the number and scope of process improvement opportunities to involve as many staff as possible



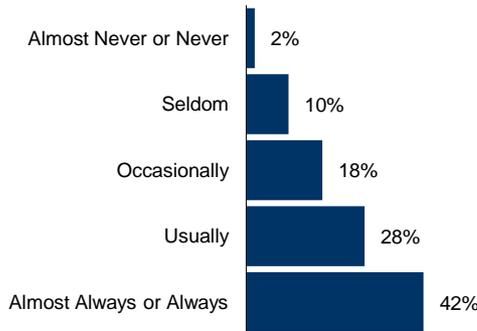
Focus Issue: I receive recognition for a job well done.

Summary of the Issue

When asked about whether they receive recognition for doing a good job, 70 percent of employees answered Always, Almost Always, or Usually, which mimics the results from the 2009 survey. Although 70 percent far exceeds the 48 percent of DSHS overall, our response rate remained flat compared to the 2009 employee survey and indicates a renewed effort and a different approach is needed.

Division success is directly tied to employee perception of how much their efforts are valued by their peers, supervisors, and the organization as a whole. High employee performance is more sustainable over the long-term when employees feel that their contributions are valued.

Question: I receive recognition for a job well done.



What we're already doing

- Staff recognition at monthly unit meetings, and immediate feedback on jobs done well
- Supervisors that give verbal recognition in front of OSSD management
- Employees nominated for recognition at annual Department all-staff event
- Encouraging managers to hold regular unit and one-on-one meetings with staff to facilitate ongoing communication and feedback

Question: What changes would you like to see in your workplace?

Employees said:

"Employee recognition, better communication."

"There is a huge lack of appreciation for staff doing more with less at all levels of employment."

"Recognition of how hard my organization actually works."

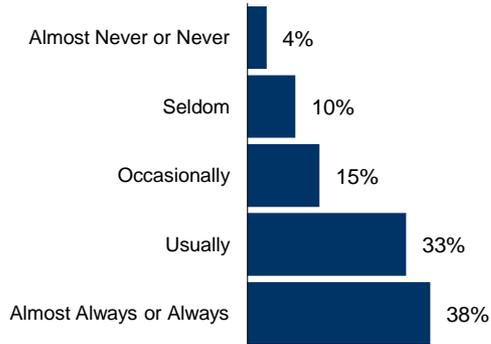
Our plan

- Continue providing immediate feedback at unit meetings
- Recognize staff accomplishments/successes in e-mails to their peers and OSSD management
- Identify and acknowledge a positive action at each bi-weekly meeting with staff
- Monthly Division newsletter specifically designed to acknowledge employee accomplishments
- Develop an on-going list of unit successes, favorable bids, completed projects, challenges overcome, and share with senior managers and other stakeholders



Focus Issue: My performance evaluation provides me with meaningful information about my performance.

Question: My performance evaluation provides me with meaningful information about my performance.



Question: What changes would you like to see in your workplace?

Employees said:

"Minimal (if any) constructive feedback and/or communication from supervisor and/or managers."

"Start being able to plan work instead of everything being an emergency."

Summary of the Issue

When asked if their performance evaluation gave them meaningful feedback, nearly one-third of OSSD staff answered Occasionally, Seldom, Almost Never, or Never. Performance evaluations are a crucial tool for letting employees know what is working and what needs improvement.

Performance evaluations that tie expectations to business goals (of the unit, Division, and Department) provide the employee and supervisor with transparency and help the employee understand how their contributions matter. In addition, objective evaluations that are fact-based and are regularly reviewed will increase employee confidence that they are being evaluated fairly and will give them opportunities to maintain and improve performance. Being specific in evaluations also help employees know what is working and how management will support improvement.

What we're already doing

- Complete performance evaluations in a timely manner, review Performance Development Plans (PDP) at 1:1 meetings, and discuss how the employee's performance links to the unit's business plan and mission of the Department
- Keep evaluations fact-based (such as by reviewing Issue Logs to get details of performance)
- Meet regularly with staff for discussion of performance plan goals and review progress; allow employee opportunity to provide feedback and suggestions on PDP

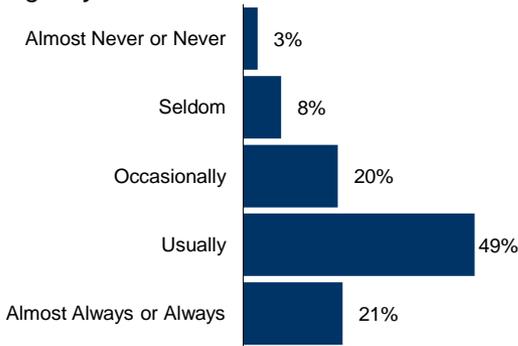
Our plan for the coming year

- Review Performance Development Plans every three months to keep them relevant, acknowledge achievements in a timely manner, and address opportunities for improvement during the year
- Include specific feedback tied to regular 1:1 meetings, coaching sessions, and accomplishments
- Develop a plan to complete and review evaluations during this year's condensed evaluation period



Focus Issue: I receive clear information about changes being made within the agency.

Question: I receive clear information about changes being made within the agency.



Question: What changes would you like to see in your workplace?

Employees said:

"The Department is going through significant changes and communications about those changes have not always been communicated as effectively as they should have."

"Simply ask and keep us posted as how we can or cannot provide the services needed with the changes."

Summary of the Issue

Seventy percent of respondents believe they are receiving clear information about changes within the agency in a reasonable manner. In tight budget times, where consolidations, new ways of doing business, and "doing more with less" is the mantra, it is extremely important to accurately and quickly share information with employees. There is significant work to be done here to ensure employees feel informed.

Unit business plans and process improvement activities will be helpful for clarifying where the unit is headed, how goals will be achieved, and how change will be managed. In this way, negative impacts of change can be identified and a mitigation plan can be implemented.

What we're already doing

- Share DSHS, OSSD, and unit info at monthly unit meetings

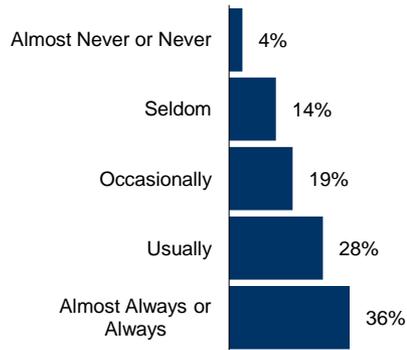
Our plan for the coming year

- Brown Bag lunches with OSSD Director
- SharePoint site for Lean updates
- Meeting notes from Director's Chief meetings sent to staff
- Quarterly New Employee Orientation (includes CFO Kathy Marshall)
- Send all-staff email when a new employee starts work at OSSD-HQ to include brief bio and picture so we know who we work with



Focus Issue: In my workgroup we use customer feedback to improve our work processes.

Question: In my workgroup we use customer feedback to improve our work processes.



Question: What changes would you like to see in your workplace?

Employees said:

"I'd like to see some technology improvements that would enable us to provide better support to our customers while reducing workloads."

Summary of the Issue

Over one-third of employees say that customer feedback is only Occasionally (or worse) being used to improve processes. This is higher than the percentage of employees that say customer feedback is Always or Almost Always used to improve work processes. Since employees are the prime users of work processes it is concerning that so many think the customer is being left out of the equation. Customer involvement is the driving force for helping organizations determine what is working and what needs improvement.

Customer participation is essential for proper business planning and Lean process improvement. The Division is focusing on both of these efforts in the coming year and customer surveys, focus groups, and communication with customers will be used.

What we're already doing

- Researching customer feedback in the Background Check Central Unit to determine where process improvements can be pursued
- Provide training for internal (DSHS) customers on appropriate practices (such as in the Central Contract Services unit)
- Working on Lean process improvement projects that incorporate the voice of the customer

Our plan for the coming year

- Talk to customers *prior* to taking action to find opportunities for improving the customer experience
- Investigate ways to use meaningful, relevant surveys of customers (such as with language testing candidates)
- Conduct Value Stream Mapping workshops to identify customer concerns and develop plan to change processes that will resolve issues
- Incorporating customer input into unit Business Plans to include action steps to resolve customer issues/concerns