

Information System Services Division

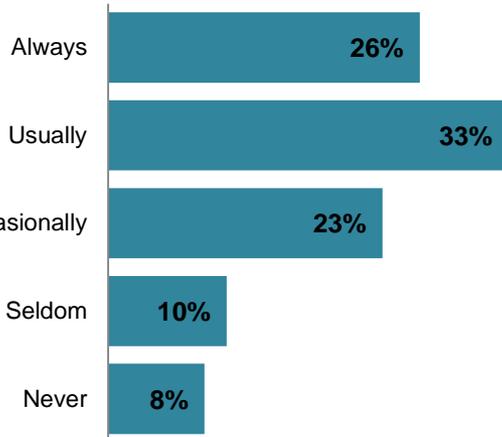
Addressing Employee Concerns

Action Plan Progress Report

April 2013

Focus Issue: Having opportunities at work to learn and grow

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



Employee suggestions:

“More training opportunities as budget/resources improve”

“More opportunity for advancement and growth”

So far, we’ve:

- Increased promotional opportunities for staff (between January 2012 and April 2013, promoted 10 positions into or within ISSD, and reallocated 12 ISSD positions upward)
- Implemented employee training plans to maintain/advance skills and education, and raised awareness of new technologies and technology initiatives as potential learning opportunities
- Created more cross-training and in-training opportunities within teams and across the division, most notably through developmental job assignments
- Encouraged and supported technical certification for designated positions
- Offered self-paced online training resources through the Microsoft E-Learning Library and the Washington State eLearning Network
- Closely linked employee training to the agency roadmap/strategic and tactical plans
- Provided staff with opportunities to learn about Lean process improvement methodologies through a Lean overview at an ISSD all-staff meeting, Lean self-study resources on *Inside/ISSD*, Value Stream Mapping workshops and facilitator training
- Promoted Talent Management through an ISSD all staff meeting presentation and links to resource material on *Inside/ISSD*
- Included a cultural competency presentation in an ISSD all staff meeting, created cultural competency workgroups within ISSD that surveyed staff and began implementing an action plan to help staff learn how to support and embrace cultural competency

Future plans:

- Continue to provide more creative training opportunities and find ways to support employee training plans and showcase employee talents and skills
- Support the succession plan and continue to promote Talent Management and career / leadership development opportunities for staff
- Implement ISSD’s Cultural Competency Action Plan and meet milestones on time

– Sue Langen, Chief Information Officer

Contact: **Kristine Marree Williams**
MS 45880, Olympia, WA 98504-5880
360.902.8040
kristine.marree.williams@dshs.wa.gov

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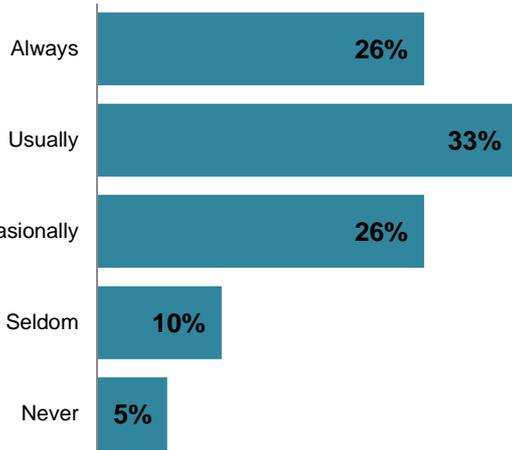
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April 2013

Focus Issue: Being encouraged to come up with new and better ways of doing things

Question: I am encouraged to come up with new and better ways of doing things



Employees say:

"We are encouraged to always look for better and more efficient ways to do things, and we have full trust in what we are doing from our immediate supervisor."

Contact: **Kristine Marree Williams**
MS 45880, Olympia, WA 98504-5880
360.902.8040
kristine.marree.williams@dshs.wa.gov

So far, we've:

- Implemented Phase 1 and part of Phase 2 of the Pro-Ops (*Progressive Operations*) Project to standardize incident, problem, service request, change, and release management processes across ISSD; implemented the IncidentMonitor™ customer support tool and provided training in support of these processes; designated a change manager and change review board members who meet weekly to prioritize and authorize changes; and started work on configuration management processes
- Consolidated multiple ISSD help desks into one ISSD Service Desk to provide a single point of contact for customers and a "one-stop shop" for incident, problem and service requests (about 85% of tickets are currently running through the ISSD Service Desk)
- Through team meetings, CIO Corner messages and ISSD Idea Blog postings, regularly invited employee ideas for increasing our efficiency and effectiveness
- Established a Lean process improvement workgroup within ISSD, provided Lean training and resources to staff (including Lean Value Stream Mapping and facilitator training), solicited staff ideas for Lean initiatives through the ISSD Idea Blog, and completed a Lean Value Stream Mapping workshop to improve time and work tracking processes within ISSD
- Consolidated and streamlined some back office functions between ISSD and the Financial Services Administration as well as the Operations Support and Services Division

Future plans:

- Implement the next phases of the Pro-Ops Project to continually improve our business processes and efficiencies based on industry best practices (including pilot for configuration management and configuration management database for the Enterprise Service Bus, imaging service and the IncidentMonitor™ customer support tool)
- Continue to encourage and implement staff ideas for eliminating waste in business processes, including the use of Lean methodologies to improve service
- Recognize and share effective service and staff management practices

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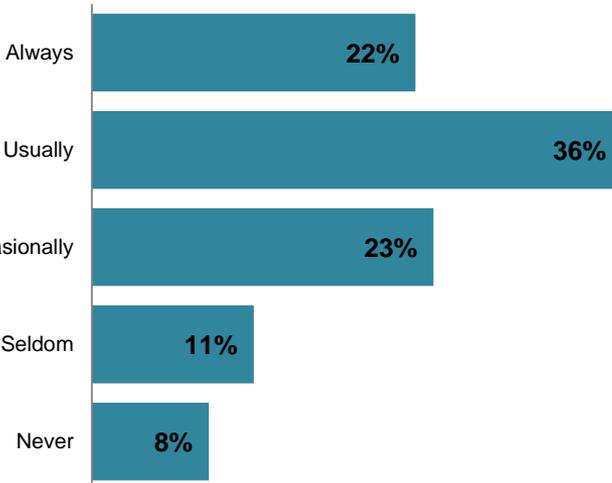
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April 2013

Focus Issue: Using customer feedback to improve our work processes

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



Employees say:

“In a way my concerns relate to the lack of information and feedback that we provide to customers as much as the lack of feedback from customers.”

Contact: **Kristine Marree Williams**
MS 45880, Olympia, WA 98504-5880
360.902.8040
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So far, we've:

- Improved governance opportunities through Customer Review Boards and routinely solicited customer input through the CRBs to determine priorities
- Used agile work processes and begun exploring Lean methodologies to involve customers in continuous process improvement activities
- Implemented ISSD's Pro-Ops Project and the IncidentMonitor™ customer support tool with customer survey capabilities
- Created a consolidated help desk that serves as a single point of contact to collect feedback from customers on their incident, problem and service requests for all ISSD services
- Developed more meaningful performance measures with customer input
- Used performance metrics and customer feedback to gain support for additional staffing resources to help meet work process demands
- Worked with multiple DSHS IT administrative contacts in assessing incident and problem management processes for the network, and used customer feedback to engage the Technical Customer Review Board in resolving network issues
- Discussed customer feedback in daily standup meetings at the ISSD Service Desk and used it to improve processes

Future plans:

- Continue to use the IncidentMonitor™ customer support tool within the ISSD Service Desk to gather and share customer feedback and improve processes for better results
- Use LEAN processes to gather customer input through formal and informal ways
- Refine performance measures and collect useful data including customer feedback to analyze and improve performance
- Routinely seek customer feedback on projects managed by ISSD's Project Management Office (The PMO manager will conduct informal interviews with customers and incorporate their suggestions to improve work processes)

– **Sue Langen**, Chief Information Officer

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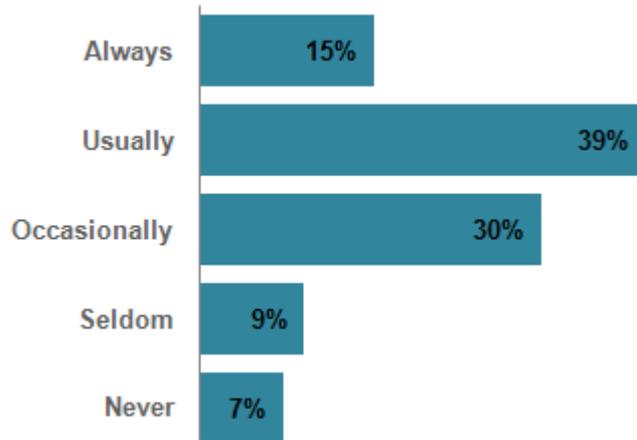
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Action Plan Progress Report

April 2013

Focus Issue: Receiving clear information about changes being made within the agency

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



Employees say:

"I'd like to see more honesty from management. When changes are made, there is no explanation as to why and what they expect to see from those changes..."

Contact: [Kristine Marree Williams](mailto:kristine.marree.williams@dshs.wa.gov)
 MS 45880, Olympia, WA 98504-5880
 360.902.8040
kristine.marree.williams@dshs.wa.gov

So far, we've:

- Increased volume and frequency of news postings on *InsideISSD* and encouraged staff to routinely use *InsideISSD* and *InsideDSHS* as valuable communications resources
- Posted messages and shared *InsideDSHS* articles on changes being made within the agency; communicated directly with teams involved in organizational changes within ISSD and posted *InsideISSD* articles on these organizational changes
- Held quarterly ISSD all-staff meetings; posted regular CIO Corner messages
- Shared frequent and thorough communications on the Pro-Ops Project through meetings, e-mails, *InsideISSD* articles and SharePoint postings
- Upheld an expectation that managers hold routine (at least monthly) one-on-one and unit staff meetings to promote communication within and between units (some units hold daily stand-ups); created a key performance indicator on percentage of ISSD supervisors holding at least monthly one-on-one and/or unit meetings with their staff; and given priority to sharing appropriate conversations from management discussions

Future plans:

- Continue to share links to *InsideDSHS* articles on changes being made within the agency and communicate with ISSD staff about changes being made within ISSD
- Continue to use the ISSD Idea Blog to help solicit more input on useful ways to share information
- Continue to increase/improve communications to agree on priorities and manage expectations
- Continue to challenge managers/supervisors to further their work on identifying and resolving information gaps within and between their teams

– Sue Langen, Chief Information Officer