

# Information System Services Division

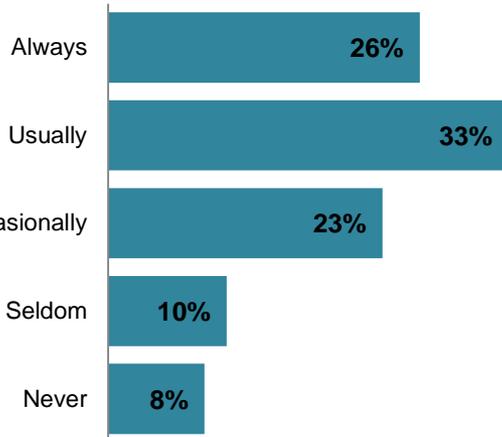
## Addressing Employee Concerns

### Action Plan Progress Report

August 2012

#### 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:**

- Implemented employee training plans to maintain/advance skills and education
- Created more cross-training and in-training opportunities within the division, most notably through developmental job assignments
- Encouraged and supported technical certification for designated positions
- Offered self-paced online training resources through lynda.com, the Microsoft E-Learning Library, and the Department of Personnel 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 *InsideISSD*, Value Stream Mapping workshops and facilitator training
- Promoted Talent Management to 1) Help everyone do their work and relate with each other in a way that encourages productivity, engagement, enjoyment, and appreciation of our differences, and 2) Help supervisors make the best choices as they bring new people in, help them to develop to their full potential, and provide new, meaningful roles for them as they grow.
- Created a cultural competency workgroup within ISSD that surveyed staff and created 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

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

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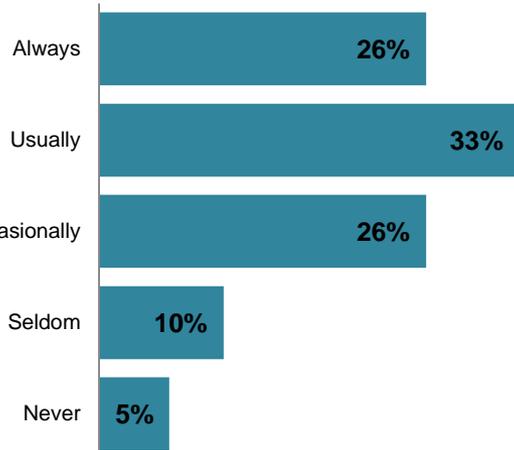
## Addressing Employee Concerns

### Action Plan Progress Report

August 2012

**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."*

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**So far, we've:**

- Implemented Phase 1 of the Pro-Ops (*Progressive Operations*) Project to standardize Incident, Problem and Service Request processes across ISSD and implemented IncidentMonitor™ tool in support of these processes; begun implementation of Phase 2 of the Pro-Ops Project to standardize Change, Release and Configuration Management processes across ISSD (completed project planning, finalized project and core teams, and mapped and analyzed current business 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
- 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*) and solicited staff ideas for Lean initiatives through the ISSD Idea Blog
- Explored options for consolidating or streamlining back office functions between ISSD and the Operations Support and Services Division or across Program 110

**Future plans:**

- Implement the next phases of the Pro-Ops Project (*beginning with "To Be" processes for Change and Release*) to continually improve our business processes and efficiencies based on industry best practices
- Based on staff ideas for eliminating waste in business processes, use Lean methodologies to improve service
- Continue to promote additional avenues to share and utilize cost-saving, barrier-busting, and process-improvement ideas within ISSD – including ISSD's Idea Blog
- Recognize and share effective service and staff management practices

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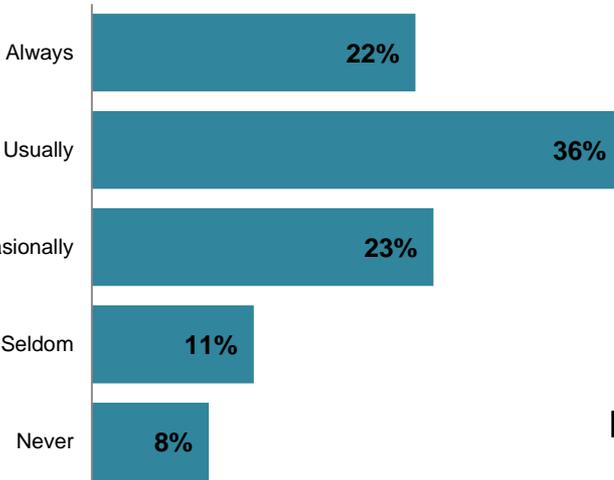
## Addressing Employee Concerns

### Action Plan Progress Report

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#### 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."*

#### 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 will serve 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

#### 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

– Sue Langen, Chief Information Officer

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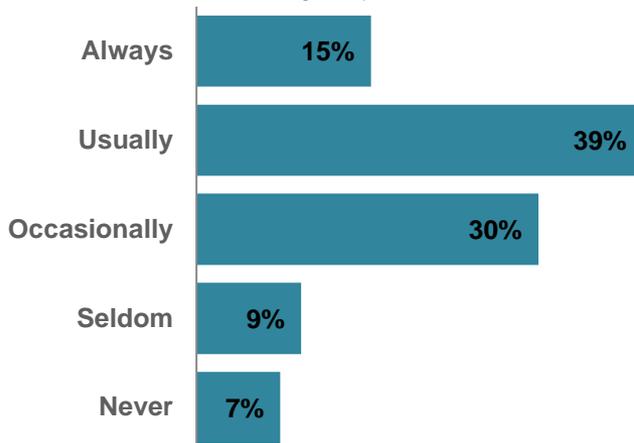
## Addressing Employee Concerns

### Action Plan Progress Report

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**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..."

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 360.902.8040  
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### So far, we've:

- Increased volume and frequency of news postings on *InsideISSD*
- Posted messages and shared *InsideDSSH* 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 *InsideDSSH* 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