Washington State
**Department of Social
& Health Services**

2011 Employee Survey Action Plan

Information System Services Division

May 2012

*Message from Sue Langen,
Chief Information Officer*

**Thank you for responding to our Employee Survey.
We are interested. We are committed.**

Addressing Employee Concerns

We appreciate your participation in the 2011 Employee Survey. Your 88% response rate helps us identify what's working well and what needs changing. The survey results show progress we've made over prior surveys, and highlight opportunities for further improvements.

As indicated in the Employee Survey report, "the survey results reflect a workforce feeling increasingly anxious and unsure about the future, worn down by changes and increased workload, and left out of important communication, with less "say" in the workplace." To give you more "say" and keep our lines of communication open using social media, we tried something new this year. We gave all ISSD employees the opportunity to help develop our 2011 Employee Survey Action Plan by participating in ISSD's *Idea Blog*. This is not a one time input opportunity.   We will continue to use the blog and other face to face forums as a means of providing input on areas where we are doing well and areas where we can do better.

Our ISSD Management Team carefully reviewed staff input and has made a commitment to achieve results on four top Action Plan priorities.

Top Priorities:

- **Having opportunities at work to learn and grow**
- **Being encouraged to come up with new and better ways of doing things**
- **Using customer feedback to improve our work processes**
- **Receiving clear information about changes being made within the agency**

In the months to come, we will do our best to strengthen our performance in each of these priority areas and keep you apprised of progress. While resources and workload do not allow us to include every issue raised by the survey or identified by ISSD staff within this Action Plan, we will address additional issues as time and resources become available.

I thank you for your dedication to service, and look forward to working closely with you to evolve as an organization and support the Department's vision of safe, healthy individuals, families and communities.

– Sue Langen, Chief Information Officer

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

Washington State
**Department of Social
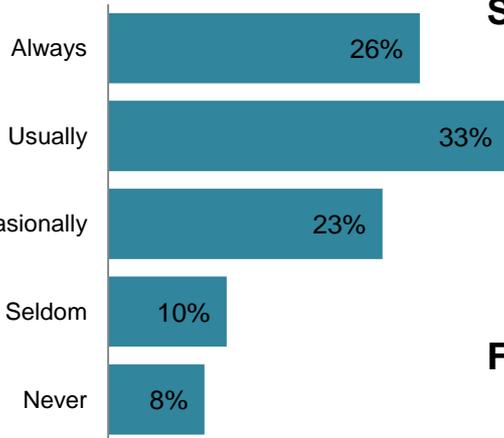& Health Services**

Employee Survey Action Plan
Focus Issue: Having opportunities at work to learn and grow

**Information System Services
Division**

May 2012

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

Response	Percentage
Always	26%
Usually	33%
Occasionally	23%
Seldom	10%
Never	8%

Employee suggestions:

*"More training opportunities as
budget/resources improve"*

*"More opportunity for advancement
and growth"*

Summary of the issues

Providing growth opportunities and effectively using time and talent are essential for attracting, developing, and retaining an excellent workforce. With 59% of you responding "Always" or "Usually" to the question, "I have opportunities at work to learn and grow," our results slipped three points from 62% in 2009.

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

Future plans:

- Provide more creative training opportunities and find ways to showcase employee talents and skills and to support employee training plans
- Continue to promote career development opportunities for staff in support of the succession plan
- Increase opportunities for mentoring, cross-training and sharing lessons learned
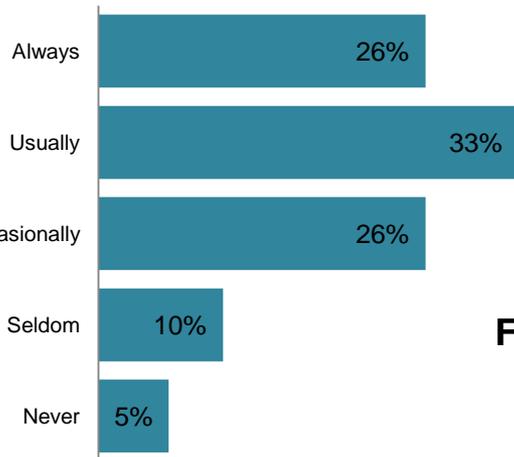- Create effective knowledge repositories

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

Information System Services Division

May 2012

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

Always	26%
Usually	33%
Occasionally	26%
Seldom	10%
Never	5%

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."

Summary of the issue

In light of the current demands of our challenging fiscal environment, it is more important than ever to improve efficiencies. With 59% of you responding "Always" or "Usually" to the question, "I am encouraged to come up with new and better ways of doing things," our results dropped seven points from 66% in 2009, while matching our 2006 response.

So far, we've:

- Implemented Phase 1 of the Pro-Ops Project to standardize incident, problem and service request processes across ISSD, and implemented the IncidentMonitor™ tool in support of these 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 CIO Corner messages and team meetings, regularly invited employee ideas for increasing our efficiency and effectiveness

Future plans:

- Implement the next phases of Pro-Ops (change, release, and configuration management) and continually improve our business processes and efficiencies based on industry best practices
- Gather staff ideas for eliminating waste in business processes and follow up on those ideas; use ITIL and Lean methodologies to improve service
- Promote additional avenues to share and utilize cost-saving, barrier-busting, and process-improvement ideas within ISSD – including ISSD's *Idea Blog*
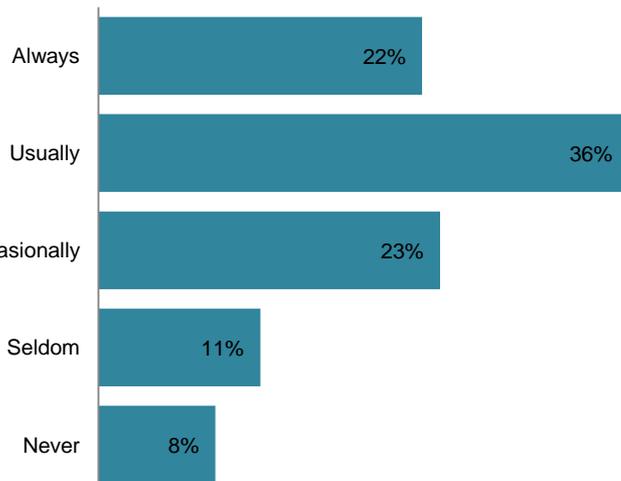- Recognize and share effective service and staff management practices

Employee Survey Action Plan
Focus Issue: Using customer feedback to improve our work processes

Information System Services Division

May 2012

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

Always — 22%
Usually — 36%
Occasionally — 23%
Seldom — 11%
Never — 8%

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."

Summary of the issue

With 58% of you responding "Always" or "Usually" to the question, "**In my workgroup we use customer feedback to improve our work processes**," our results dropped nine points from 67% in 2009. This compares with the Department's 39% responding "Always" or "Usually" to this question, which reflects a 10% decrease from 2009 for DSHS employees.

While teams within ISSD have varied approaches to gathering and using customer feedback, our newly implemented consolidated help desk may provide an excellent division-wide opportunity for surveying customers and gathering valuable feedback to improve our business processes.

So far, we've:

- Improved governance opportunities through Customer Review Boards and solicited customer input through the CRBs to determine priorities and improve processes
- Used agile work processes and customer collaboration in application development
- Launched ISSD's Pro-Ops (Progressive Operations) Project and implemented 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

Future plans:

- Use the IncidentMonitor™ customer support tool within the ISSD Service Desk to gather customer feedback and improve processes
- Provide informal Lean and ITIL training to engage staff in continual service improvement and increase value for our customers
- Use Lean processes to identify stakeholders, gather their input through formal and informal ways, and participate in effective process development
- Collect, understand and report on useful data including customer feedback to help analyze and continually improve performance
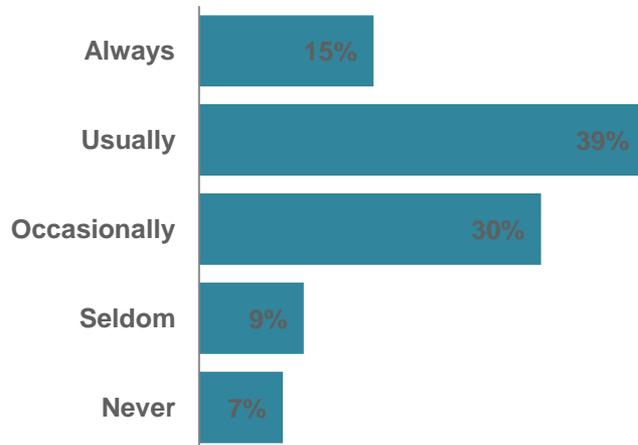
Employee Survey Action Plan
Focus Issue: Receiving clear information about changes being made within the agency

Information System Services Division

May 2012

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

Response	Percentage
Always	15%
Usually	39%
Occasionally	30%
Seldom	9%
Never	7%

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…"

Summary of the issue

The Employee Survey results highlight the need for better communication. Only 38% of DSHS staff responded "Always" or "Usually" to the question, "I receive clear information about changes being made within the agency." This response is down 32% from a similar question in 2009 and is 18% lower than for all state employees. There was also a 12% increase in comments across the Department indicating a need for better communication. While 54% of ISSD staff responded "Always" or "Usually" to this question – considerably higher than the Department response – this still reflects a drop of 10 points from ISSD's 64% "Always" or "Usually" response in 2009.

So far, we've:

- Increased volume and frequency of news postings on *InsideISSD*
- 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
- Created an expectation that managers hold routine (at least monthly) one-on-one and unit staff meetings to promote communication within and between units; given priority to sharing appropriate conversations from management discussions

Future plans:

- Share messages and links to *InsideDSHS* articles on changes being made within the agency
- Use *ISSD Idea Blog* to help solicit more input on useful ways to share agency and division information
- Increase/improve communications to agree on priorities and manage expectations around change
- Challenge managers/supervisors to further their work on identifying and resolving information gaps within and between their teams