

# Economic Services Administration ~ Consolidated Action Plan Progress Report

January 31, 2013

*Addressing Employee Concerns*

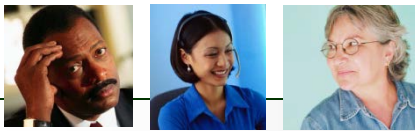
**ESA Focus Issue:** *Improve Communications ~ Specifically, managers listen and include staff input on decisions affecting work; encourage staff to come up with better ways of doing things*

## Our Action Plan:

- Gather staff input at all levels
- Leaders will engage in direct, face-to-face dialog with staff
- Identify methods to acknowledge individual accomplishments in a timely manner
- Ensure staff receive relevant and timely feedback about their performance. Immediately address problems directly with staff; expand discussions at all levels as it relates to performance expectation
- Improve consistent messaging throughout the ESA by identifying where "one message to all" should be deployed
- Utilize a centralized intranet site for information and feedback by Division to post key communications and updates

## Progress to date:

- In partnership with the ESA ELT, David Stillman, Assistant Secretary, briefed staff through updates posted on iESA about major program changes, issues, and updates such as the Employee Survey Action Plan, and the Governor's budget proposal for 2013-2015.
- ESA solicited input from staff via several forums - some highlights for this quarter:
  - Disability Determination Services (DDS) hosted "Let's Talk about..." January – Spokane office.
  - Child Support (DCS) staff gave input regarding ways to streamline modifications for the King County Prosecutor's Office.
  - DCS sought input from SEO Academy trainers and trainees to refine training.
  - IT Solutions (ITS) discussed Barcode Modernization with staff.
  - OAS staff reviewed iESA content and organization, and made recommendations for improvement.
  - Community Services Division (CSD) hosted weekly policy teleconferences, which are open to all CSD staff.
- ESA Divisions provide regular communications via iESA or Division SharePoint sites for staff (e.g. ITS Tuesday Tips, monthly Lean-Continuous Improvement newsletter, workshops & follow up, CSD Quality in Focus).
- ESA Project Management Office (PMO) sent communication about the ESA Data Governance Project to DSHS, RDA, and ESA staff via iESA article.
- Many ESA Divisions initiated email communications from Leadership to update on events, changes and organizational news.
- DCS IT (SEMS) testing new release process procedures. Incorporating beta testing with staff from DCS and Office of Financial Recovery (OFR). Developing communications plan for providing information to staff about how IT utilizes beta testers..
- ESA completed performance development plans and facilitated mandatory trainings as part of the performance appraisal process.
- DCS Director visited the Kennewick and Everett Field Offices, the Office of Financial Recovery, and also Central Services.
- CSD communicated Employee Survey results to all staff, and the CSD Director sent a special thank you to focus group participants.
- DDDS Director took the Olympia CFD team to lunch in appreciation of their excellent efforts working on the 2012 CFD campaign.



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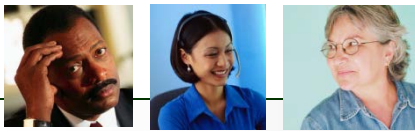
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## Communications – continued

### Future plans:

- ESA’s Quality Assurance, Finance, and Information Technology Offices will continue to host semi-annual meetings to share information, news, accomplishments, updates, and status of current and upcoming projects.
- ESA’s PMO will continue to work with CSD to development ESA-wide communication on the HBE project and the impacts to ESA. The purpose of the communication will be to quell rumors and ease staff anxiety.
- DDS “let’s talk about…” is scheduled for Seattle and Olympia in the upcoming quarter, and managers will continue to meet with small groups of staff each quarter.
- ESA will continue frequent staff communication using iESA or Division SharePoint sites (focused on Lean, technology tips, impacts of Health Benefit Exchange).
- DCS Director is scheduled to visit the Spokane and Seattle field offices, and the entire DCS Management Team will visit the Vancouver Office, where they will also participate in an All Staff meeting and have an opportunity to meet informally, face to face, with individual field staff.
- DCS’ Tacoma Office Management Team will gather staff input regarding their relocation to the Centennial I building.
- The Seattle Police Crime Prevention Unit will deliver a Safety presentation to the Seattle DCS staff, and the Management Team will solicit input from staff on updates to the office safety plan.
- The ESA Assistant Secretary is scheduled to visit the Region 2 Office, the Seattle DCS Office, and to attend the CSD Supervisor Academy Graduation at the Rainier CSO.
- CSD will continue weekly policy teleconferences.
- CSD will revisit their commitment to develop a system to allow staff to address concerns or offer suggestions for improvement.

## CONTACT INFORMATION



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**ESA Focus Issue:** *Utilize customer feedback, technology and/or Lean strategies to improve work processes*

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## Progress to date:

- DDS Situation, Target and Proposal (STP) has been modified so staff can directly assign their improvement ideas to the appropriate manager and staff can reach all actions taken on any idea, whether the idea is still in progress or finished. Open tickets are now discussed each month during management meetings.
- DDDS Management and staff discussed the claimant survey results – management thanked staff for their good work and discussed ideas for future survey improvement.
- ESA PMO is hosting two 20% time Lean DJAs and completed recruitment for two additional DJAs beginning in February and April.
- ESA PMO hosted two Lean improvement workshops in January – the DDDS Consultative Examination Unit process and the HCA & DCS/OFR Provider Cost Recovery process.
- DCS Tacoma is using Lean strategies to address phone coverage issues, and the Yakima office implemented a Lean process to ensure appropriate customer service coverage.
- DCS Tacoma supervisors are now offering the Talent Management training “The Art of Interviewing.”
- DCS staff participated in Government to Government and WSQA Facilitator training.
- CSD Management team met with a contracted consultant over the course of six days to identify Lean strategies that promote best practices in strategic and tactical planning .
- ESA PMO instituted a visual management tool and a weekly self-evaluation to help staff recognize their daily stressors, and consider ways to balance workload with self care

## CONTACT INFORMATION

For more information, please contact **Sarah Kollin** at **360.725.4512** / Jan Hentze 360.664.442 / Jim Yerxa 360.664.7363 / Karen Johnson 360.725.4645



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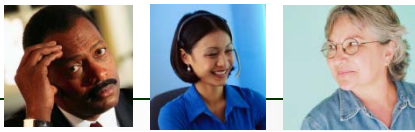
## Customer Feedback- continued

### Future plans:

- DCS and OFR staff accepted DJA positions – one in the DCS IT office (SEMS) and one in ESA's PMO.
- DCS Lean DJA will provide mini Lean trainings for the Tacoma Management Team.
- OFR staff will take "7 Habits" training in 2013.
- ESA PMO is planning two Lean events for the upcoming quarter: Discovery Process with the Children's Administration and multiple Child Care processes with CSD and the Department of Early Learning.
- Three new Lean DJAs will begin in February, and four additional DJAs will begin in April. Recruitment for the June and August DJAs will also begin in April.
- ESA's Finance Office and Statewide Facilities Manager will work with the Regional Administrators and other customers to close the loop on action items.
- CSD will revisit their commitment to communicate to staff the value of practical application of customer feedback, the use of technology, and the use of lean strategies to improve work processes.

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## ESA Focus Issue: *Provide employees recognition for a job well done*

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- Improve consistent messaging **throughout the ESA** by identifying where “one message to all” should be deployed
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### Progress to date:

- DDS Managers continue to use emails and/or address good work in meetings where staff are recognized for their excellent work.
- DDS established a Kudos page in August and staff and managers continue to use this tool to show appreciation for great work.
- DDDS Managers met to discuss recognition and morale-boosting efforts across DDDS
- CSD and DCS implemented “Day with Babs/Wally” – providing an opportunity for an employee to spend the entire day with their Division Director – interacting with HQ staff, shadowing at meetings, learning about the decision making process, etc.
- Employee Recognition Handbook was introduced ESA-wide via iESA. The handbook author and the Building Leadership Together coordinator established a “champions” team with membership across ESA.
- ESA Divisions and Offices held several employee recognition events including Holiday events, the Gold Star committee events, personal thank you notes from management, and potlucks such as the ITS Office’s diversity celebration including a lunch hosted by the East Indian IBM Contractor staff.
- CSD’s Policy Office held workshops in November and February to plan the implementation of ideas gathered during the Policy Office staff visits to field offices during the Summer of 2012. In addition, CSD has started planning for the Summer of 2013 field visits.

### Future Plans:

- CSD and DCS will continue with monthly “Day with the Director” opportunities throughout the year
- DCS Tacoma Office will re-implement management kudos as well as a monthly All Staff meeting
- ESA’s PDPs will be completed by the appropriate due date.
- DDDS’ Spokane Office developing a recognition workgroup to get staff input for recognition events
- ESA’s Employee Recognition Champions will continue to meet monthly for the next year
- Finance will continue to update the new Kudos board, highlighting staff accomplishments each quarter
- Quality Assurance will host another quarterly All Staff Meeting April 30 and May 1.
- The Employee Recognition “Champions” group will meet monthly to develop and promote Employee Recognition events and projects across the state throughout the upcoming year.

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