

Economic Services Administration ~ Consolidated Action Plan Progress Report

August 31, 2012

Addressing Employee Concerns

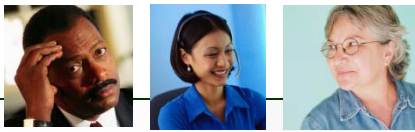
ESA Focus Issue: *Improve Communications~ Specifically, managers listen and include staff input on decisions affecting work; encourage staff to come up with better ways of doing things*

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:

- Staff is notified about changes through email, Division’s intranet site and iESA, as well as regularly scheduled local staff meetings.
- Disability Determination Services (DDS) managers attended unit meetings, and post the Manager Meeting notes to SharePoint.
- DDS SharePoint “STP” modified to allow staff to assign their ideas for improvements to appropriate manager(s), and maintain post for staff ability to track actionable progress.
- DDS IT staff will notify staff of system changes and maintenance downtime, as well as maintain a calendar on SharePoint of scheduled activities.
- Community Services Division (CSD) conducted 22 focus groups -234 staff participated.
- CSD sought employee input to finalize the CSD Business Plan, Shared Workload Plan and Customer Service Contact Center (CSCC) Review.
- Improved CSD Policy SharePoint site making access to program information clear and easier to access.
- CSD Programs and Policy Office hosts weekly teleconferences to share information about upcoming policy changes and answer questions.
- Office of Financial Recovery (OFR) staff developed expectations for OFR Chief and position was recruited and filled accordingly.
- Division of Child Support (DCS) draft forms and policy updates are posted on the DCS home page, providing staff the opportunity to comment on proposed changes before finalization. Also uses home page for OFR news items.
- DCS hosted Conversation Cafes in each DCS field office and HQ for staff to provide input on how to more effectively handle increased volume of phone calls.
- DCS staff participating in statewide workgroups to provide input on policy and process changes – Washington State Support Registry, Training Coordinators, Performance Analysts.
- DCS staff use “Ask Wally” and OFR staff use “Ask Brice” email accounts to submit questions, voice concerns or submit ideas for improvements. Redacted questions & answers with statewide implications are posted on intranet for all staff to view.
- DCS Director visited the Tacoma, Seattle, Spokane, Yakima, Wenatchee and Vancouver field offices.
- OAS staff paired with CSD Policy staff on field visits. CSD Office of Policy and Programs visited every CSO, the HIU, Constituent Services, Regional Offices, CSCC staff and the Mobile CSO to participate, experience, ask, learn and share.
- ESA Assistant Secretary visited with staff at the following CSOs: Rainier, Capitol Hill, King North, Pierce North, Centralia; the following DCS field offices: Olympia & Seattle, and participated in the CSD Supervisory Academy Graduation and the Quality Assurance All Staff meeting.



Economic Services Administration ~ Consolidated Action Plan Progress Report August 31, 2012

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:

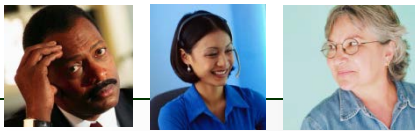
- Gather staff input at all levels
- Leaders will engage in direct, face-to-face dialog with staff
- Identify methods to acknowledge individual accomplishments in a timely manner
- Ensure staff receive relevant and timely feedback about their performance. Immediately address problems directly with staff; 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

Communications- continued

Future plans:

- Summarize the key observations, trends, suggestions, concerns and questions for the CSD focus group sessions and develop an implementation work plan.
- SEMS Leadership to visit at least 2 field offices to present information on how DCS IT performs their work and to solicit input from staff.
- Conversation Café presentation at DCS Leadership Team on 8/16, results to be posted on DCS Home Page.
- DCS Director to visit Everett, Olympia, Central Services, OFR, Kennewick and Vancouver.
- Survey of OFR staff “Are We Making Progress” is currently underway, based on the Baldrige criteria, the results will be shared with staff and acted upon accordingly.
- Host DDS “let’s talk about...” session at the Tumwater Office in October.
- Office of the Assistant Secretary (OAS) to initiate and post monthly communication via iESA on Lean, continuous improvement workshops and useful tips.
- OAS staff reviewing iESA content and organization and will make recommendations for improvement.
- ESA Assistant Secretary scheduled to visit the CSD Administrator Academy / Kent CSO and the Spokane CSOs during the Kalispel Tribal Visit.
- CSD plans to continue with monthly Quality in Focus articles on the CSD SharePoint site.
- CSD (HQ staff and Regional Administrators) will be meeting with staff statewide to discuss the CSD business plan and next steps with shared workload and continuous process improvement.

CONTACT INFORMATION



Economic Services Administration ~ Consolidated Action Plan Progress Report August 31, 2012

Addressing Employee Concerns

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

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:

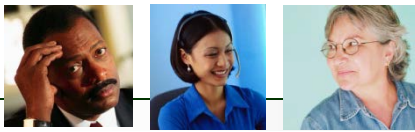
- DCS staff is encouraged to submit ideas for improvements, enhancements or suggestions for automation to SEMS. A workgroup of staff from each field office and area within HQ review & prioritize submitted ideas.
- DDS initiated a claimant survey to collect customer data to provide statistical analysis about their customer service.
- ESA Lean Practitioners (OAS & DCS) facilitated workshop focused on the Fraud Early Detection Referral process which included staff from CSD, DCS, Quality Assurance, IT Solutions (ITS) and Office of Fraud & Accountability.
- ITS meeting with BarCode Team on a weekly basis to discuss BarCode Modernization efforts.
- OAS Divisions and Offices have clarified expectations, specifically in the areas of EMAPS and Program Integrity and Quality Assurance.
- A series of focus groups established the foundation for ESA Building Leadership Together and has offered specific action items for CSD to support staff leadership and professional development.

Future plans:

- DCS IT (SEMS) testing new release process procedures.
- DCS striving to expand ability to meet the needs of the customer by providing multiple payment options, as well as through employer outreach.
- OFR workgroup to improve process flow for process service.
- DDS to present findings from the claimant survey at All-Staff meetings.
- ESA Lean Practitioners (OAS & DCS) to facilitate the Human Resources Division Reasonable Accommodation Process (August).
- ESA Lean Practitioner will team up with new facilitators from DCS, CSD and Children's Administration to plan workshops for the Rule Filing Process and the Public Disclosure Process.
- CSD's feedback from 22 focus group (see Communication Focus Issue, pg. 1) will be summarized and evaluated by CSD Management Team and shared with staff.
- CSD staff will be featured on iESA twice a month to highlight accomplishments.

CONTACT INFORMATION

For more information, please contact **Linda Kleingartner** at 360.725.4371/ Jan Hentze 360.664.442 / Jim Yerxa 360.664.7363 / Rena Milare 360.664.4477



Economic Services Administration ~ Consolidated Action Plan Progress Report August 31, 2012

Addressing Employee Concerns

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

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:

- DCS Seattle Field office management team drafted document outlining staff work expectations.
- DCS employee recognition events were held in several DCS field offices and Headquarters.
- DDS Managers are using emails or face-to-face opportunities to recognize staff for excellent work.
- DDS Managers are planning appreciation events between August and November.
- OAS Directors met to discuss staff development, especially in times of limited resources. Developed plan for next steps, using internal expertise / resources.
- ESA Executive Leadership Team embarked on an informational gathering process called “Building Leadership Together” in January 2012. The information obtained has been discussed at many management meetings.
- Finalized an Employee Recognition Program Handbook called “Achieving a Culture of Recognition”- facilitated by CSD staff, E. Whitfield.
- CSD hosts a quarterly CSD HQ recognition event.
- CSD instituted “a Day with the CSD Director” – allowing one employee each month the opportunity to attend the Director’s full day of scheduled activities.

Future Plans:

- DCS Leadership team to define performance and determine how best to maximize performance with existing resources.
- DCS District Managers attending team meetings to discuss office and team expectations. Finalized work expectations will be incorporated into the Performance Development Plan process.
- DDS will host employee appreciation events between August and November.
- DDS is establishing a “Kudos” page on SharePoint.
- DDS Managers will share their ideas on a quarterly basis on how they have been successful towards recognizing the good work of their employees (September).
- Survey OAS staff for staff development needs and potential subject matter experts and identify internal training resources.
- Promote the use of the Employee Recognition Program Handbook, “Achieving a Culture of Recognition.”

CONTACT INFORMATION

For more information, please contact **Linda Kleingartner** at 360.725.4371/ Jan Hentze 360.664.442 / Jim Yerxa 360.664.7363 / Rena Milare 360.664.4477