

Financial Services Administration (FSA)

Addressing Employee Concerns

Action Plan Progress Report

August 1, 2013

FOCUS ISSUE:

I receive recognition for a job well done.

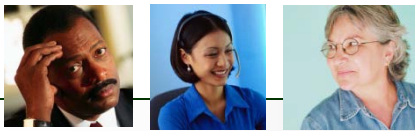
So far, we've:

1. Recognized individual successes at unit meetings – including New Hires, Anniversary Dates, Special Projects success stories, etc. One-on-ones are also be used for these types of employee recognition;
2. Shared staff accomplishments and compliments received about employees up the chain of command by email so others can recognize the individual employee;
3. Published “FSA Impact” to inform management throughout the Department of Social and Health Services (DSHS or the Department) of the work being accomplished by FSA staff;
4. Published the Finance Services Division (FSD) employee newsletter, “Dollars and Sense” to inform FSD staff agency wide of the work being accomplished. The newsletter is sent out quarterly and is 1 – 3 pages in length. The newsletter allows FSD to recognize staff with its sections on Staff Milestones, Kudos Corner, and Staff Highlight. The newsletter also increases communication between each of the individual offices;
5. Constructed FSD Kudos Board for the hallway or common space in each work site, for posting thank you notes and compliments for FSD staff. Employees who receive Kudos on the board are also noted in the Kudos Corner section of the newsletter;
6. Held employee recognition and appreciation events during “Public Services Recognition Week” throughout all FSD offices. The theme “Moving Forward While Looking Back” was a celebration of the decades that allowed the division to look back on our accomplishments while continuing to move forward towards the goals of the agency;
7. Created an Employee Recognition/Kudos page on FSD’s SharePoint intranet site, which is an opportunity for staff to submit Kudos for colleagues agency wide. Once a Kudo is submitted, it is reviewed by the site owner and approved for posting. The employee receiving a Kudo is notified of the recognition. Employees who receive Kudos on the SharePoint site are also noted in the Kudos Corner section of the newsletter; and
8. Listened to employee feedback about the annual Operations Support and Services Division (OSSD) Employee Recognition Event and for 2013 planned an off-site, outdoor event that recognize peer-nominated employees that have gone above and beyond the expected level of service.

CONTACT INFORMATION

For more information, please contact
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– Kathy Marshall, CFO



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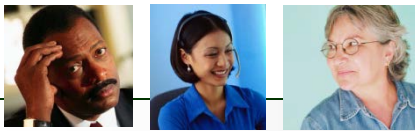
Future Plans:

1. Continue communication to management and staff about the employee recognition board and the importance of providing feedback and praise on employee performance of a job well done; and
2. Continue to include staff recognition as part of staff meetings and conferences.

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So far, we've:

1. Met with customers to get their input on purchasing policies and procedures;
2. Begun redesigning the internal purchasing website to improve process for customers;
3. Worked with Background Check Central Unit (BCCU) customers to determine how best to handle phone calls, including identifying process flows and how to route calls, with the expected outcome of quickly and accurately getting customers to the office that can best serve their request;
4. Established a Customer Advisory Committee that will meet quarterly to advise Consolidated Maintenance and Operations (CMO);
5. Encouraged CMO customers to provide feedback on completed work orders, and share feedback with Maintenance staff;
6. Conducted a Lean Value Stream Mapping (VSM) exercise to evaluate and improve the work order request process in the CMO;
7. Included voice of the customer in all Lean projects to date;
8. Evaluated customer feedback from Agency Contract Database (ACD) training classes;
9. Met with the Leased Facilities Unit (LFU) main Headquarters (HQ) stakeholders and solicited their feedback;
10. Performed After Action Reviews (AAR's) with customers and stakeholders after major tasks or projects:
 - The projects include completion of Fiscal Year Close for the Office of Accounting Services (OAS), fiscal year budget process for Central Budget Office (CBO), Fiscal Year-End Inventory for Consolidated Institutional Business Services (CIBS), and the consolidation of business centers and administrations for OAS. OAS is also providing training to the CIBS and the Regional Business Center's (RBCs) to provide them tools to perform their jobs more effectively and efficiently. The staff included were those that perform the work as well as program staff.
 - We focused on what processes were successful and which could use improvements.
 - Asked customers/stakeholders for suggestions on how to improve processes in the future. Those suggestions were documented, assignments made, and timelines were set to take action on those suggestions. Customers/stakeholders will be updated periodically (at least quarterly) on progress.
11. Performed regular proactive outreach with major customers;
12. Created customer surveys for each unit in FSD. The majority of surveys have been completed by customers; over 11, 000 surveys were sent with a response rate of almost 25 percent. The feedback received is currently being reviewed by FSD management and will be shared with staff. The results will provide areas for process improvement and improved customer service. Units will meet to develop action plans to improve in areas where performance was rated lowest or in areas of significant risk. Additionally, units will discuss processes in areas that received high ratings to develop similar processes throughout the division. Surveys will be resent next year to review FSDs progress in meeting our customers expectations;

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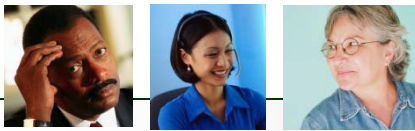
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In my workgroup we use customer feedback to improve our work processes.

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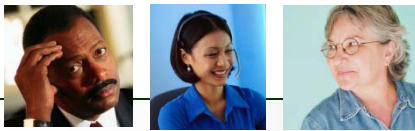
So far, we've:

13. Surveyed customers to receive feedback on changes to the Chart of Accounts System;
14. Convened a Lean workgroup consisting of Claims Managers and process stakeholders and developed an improvement plan for processing workers compensation and assault benefits claims;
15. Met with the Extended Management Team (EMT) to discuss the claims process and dialogue about concerns/needs of customers, and met with Human Resources Division (HRD) Labor Relations, Payroll and Washington Federation of State Employees (WFSE) representatives to review concerns about assault pay benefit process and payment timeframes;
16. Completed a consultation on electronic Protected Health Information (ePHI) with PER and Information System Services Division (ISSD), and begun facilitating a process with administration representatives to mitigate the Department's electronic personal health information risks;
17. Involved customers in Lean projects concerning time and attendance processes at Western State Hospital (WSH) and Child Study and Treatment Center (CSTC);
18. Thoroughly completed the annual Enterprise Risk Assessment and Self-Evaluation (ERASE) internally to analyze our current processes and identify areas of risk that require priority risk management attention in the administration;
19. Instituted a Monthly Budget Meeting to solicit feedback from the CBO program customers;
20. Began monthly Purchasing Coordinator meetings in order to receive feedback from customer programs on how Central Purchasing Unit (CPU) can improve their service;
21. Identified specific deliverables in OSSD business plans that use in-person customer forums to improve services;
22. Implemented a suggestion box on FSDs SharePoint intranet site. Suggestions are submitted by FSD employees and reviewed/responded to by each units SharePoint site owner. Responses are made within 48 hours; and

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

Future Plans:

1. FSA will continue to utilize surveys to receive customer feedback where appropriate.
2. FSD Management will develop action plans with staff to improve processes and service based on Customer Surveys.
3. Continue to hold reviews in areas such as FY13 Close, Year End Inventory, and similar areas.
4. FSD Director will meet with the Regional Administrator's (RAs) and Superintendents that the RBCs and CIBS support. These meetings promote communication on consolidated processes, goals, and vision.

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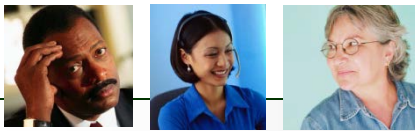
I receive clear information about changes being made in the agency.

So far, we've:

1. Begun "Brown Bag with the Director," where, once per month, staff have opportunity to attend an informal brown bag lunch to discuss any issues with the OSSD Director;
2. Published a monthly "Did You Know" newsletter that details what is happening around OSSD (such as: new hires; process improvements; facility management; new technologies being rolled out; and updates to IT systems);
3. Sent out emails that describe a new employee's background, interests, and photo, in order to inform staff of their new colleague;
4. Conducted monthly New Employee Orientation meetings in OSSD where new staff learn about the Division, meet the Division Director, and receive a welcome from the CFO;
5. Shared DSHS, Division, and unit information at monthly unit meetings, including updates on DSHS safety and emergency procedures;
6. Published monthly CMO Newsletter;
7. Shared agency and division information at quarterly Facility Manager meetings;
8. Published monthly Lean newsletter that informs staff about Lean principles and highlights recent Lean efforts;
9. Conducted first quarterly all-staff video conference for the Enterprise Risk Management Office (ERMO) on June 14;
10. Held an all-ERMO staff meeting in November with the DSHS Secretary regarding the transition;
11. Created and distributed a quarterly FSD newsletter that highlights changes within the agency;
12. Worked with CIBS supervisors to improve feedback to staff on issues brought forward to ensure resolution;
13. Updated/redesigned our SharePoint intranet site in FSD as a repository for pertinent information to include; office processes/procedures, contacts, and new office information;
14. Created an "Office of the Director" page on the OSSD SharePoint site that currently includes a welcome from the Director and shares the Division's culture; and
15. Encouraged staff participation in monthly "Coffee with Kevin" lunch-hour meetings for casual discussions with the Secretary.

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Future Plans:

1. Convene all-staff meetings for FSD staff which includes past and current news; what's on the horizon, and allows for submission of questions in advance of meeting.
2. FSD Director is meeting with all CIBS and RBC staff to share his vision and goals for the future, as well as provide for a questions and answers session at the meeting.

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