



Economic Services Administration ~ Consolidated Action Plan Progress Report

October 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:

- In partnership with the ESA- ELT, David Stillman, Assistant Secretary, briefed staff through updates posted on iESA about major program changes and issues such as the changes to the EBT contract, DCS bank change, and ESA's budget request for the 2013-2015 biennium.
- Solicited input from staff via several forums- some highlights for this quarter:
 - Disability Determination Services (DDS) hosted "Let's Talk about..." Oct. 9 -Tumwater office.
 - Child Support (DCS) hosted conversation café on number of phone calls Aug 16, [link to article on outcomes](#)
 - DCS sought input on Performance Redesign efforts, communication preferences and frequency of all staff meetings
 - IT Solutions (ITS) discussed Barcode Modernization with staff
 - OAS staff reviewed iESA content and organization, and made recommendations for improvement
 - Community Services Division (CSD) conducted Strategic Planning Sessions in October.
- CSD finalized the CSD Business Plan, Shared Workload Plan and CSCC Review with much input from all levels of the division.
- 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 Divisions and Offices host routine staff meetings, inviting special speakers where possible, for example several hosted Gwen Delp to share information about [Leadership Development](#).
- 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 identified internal and low-cost/free external training resources.
- Facilitated mandatory trainings as part of the performance appraisal process.
- DCS Director visited Everett, Central Services, OFR, Tacoma, Yakima & Vancouver.
- ESA Assistant Secretary visited with staff at the following CSOs: Rainier, Capitol Hill, King North, Pierce North, Centralia; the following field offices: Olympia & Seattle, and participated in the CSD Supervisory Academy Graduation and the Quality Assurance All Staff meeting.



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Communications-continued

Future plans:

- QA has scheduled quarterly email updates scheduled for December, semi-annual All Staff conference call scheduled for January, and All Staff Meeting for April. 2013.
- OAS leadership team will discuss a possible distribution list to use when a message needs to go to all ESA staff, and implement, where/when appropriate.
- Survey OAS staff for staff development needs and potential subject matter experts and OAS Directors will continue to identify additional internal and low-cost/free external training resources.
- Employee Recognition Handbook will be introduced to all ESA through iESA web site. Aaron Whitfeldt (author of handbook) and Gwen Delp (Building Leadership Together coordinator) will convene a “Champions” team with membership from all area of ESA. This team will help to enhance and move employee recognition forward.
- DDS Managers will continue to schedule meetings with a smaller portion of DDS staff each quarter.
- DDS will share claimant survey findings in a PowerPoint Presentation at All-Staff meetings in January.
- DDS “let’s talk about…” is scheduled for January in Tumwater.
- Continue with recurring staff meetings.
- Continue with communications using iESA or Division SharePoint sites (focused on Lean, technology tips, impacts of Health Benefit Exchange).
- CSD will be messaging the new Cultural Competence plan and discuss with staff the intent and purpose.
- CSD planning statewide roadshow to roll out final business plan and shared workload model concept - tentatively scheduled winter /spring 2013.

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



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Progress to date:

- OFR workgroup formed to improve work flow for process service
- DDS Situation, Target and Proposal (STP) has been modified so staff can directly assign their idea to the appropriate manager and staff can reach all actions taken on any idea, whether the idea is still in progress or finished.
- OAS planned for 20% time Lean DJAs. The DJA will focus on Lean training, observation, self-study, workshop planning and implementation, and supporting continuous improvement efforts in ESA.
- Lean Practitioners hosted Human Resources Division Reasonable Accommodation Process in August and trained 14 staff on Lean principles concurrent with the workshop.
- Lean workshops occurred for the Rule Making Process (September) and the Public Disclosure Process (October).
- OAS Project Management Office (PMO) piloted an Introduction to Project Management training with EMAPS staff
- Several ESA staff attended the Lean Transformation Conference in Tacoma in October
- ESA Divisions are actively engaged in a project called Decision Support System- Data Governance which includes a scan of existing tool sets, establishes a common business glossary, and will work with the Advisory Group to design a dashboard and scorecard template.
- CSD has a Process Improvement and Operations Committee that meets to review, evaluate and recommend action for suggestions for improvement. This effort involved the selection and training of staff with follow up responsibilities and phase 1 of training a workgroup to develop guiding principles and a triage plan for CSD training.

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Customer Feedback- continued

Future plans:

- DCS staff selected as DJA working in Planning, Performance & Accountability for 9 months (July– March)
- Lean strategies employed to address phone coverage in Tacoma
- DCS staff will participate in Government to Government Training
- OFR Preparing to take “7 Habits” training in 2013
- DCS Tacoma supervisors offering Talent Management training “The Art of Interviewing”
- DDS will present the claimant survey findings to staff in a PowerPoint at all-staff meetings
- DDS hosting a Lean workshop in January 2013 focused on the appointment scheduling process
- 2 staff (one each from DCS and CSD) will begin a 6-month 20% 2 Lean DJAs in December. Recruitment is underway for 2 more DJAs beginning in February 2013
- ESA Lean team will host a 2-hour monthly Lean class, beginning in December.
- CSD will implement Phase 2 of the training workgroup.

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Progress to date:

- DCS has 2 Developmental Job Assignments (DJA) in OFR, 1 DJA in the DCS Virtual Legal Office
- DDS Managers and supervisors hosted Staff Appreciation Events at all three offices between Aug-Oct.
- DDS Managers are using emails and/or addressing good work in meetings where staff are recognized for their excellent work.
- DDS established a Kudos page in August.
- CSD delivered Staff Survey Focus Group final report from the sessions to the CSD Management team.
- CSD implemented “Day with Babs” in August – allowing an employee a day with Babs, going to her meetings and interacting with staff.
- OAS-QA held an All Staff meeting October 23 and 24 in Tacoma, and acknowledged staff accomplishments.
- CSD Leadership participate in Regional Management Team meetings.
- Hosted “de-stress” events for ITS staff (team Pictionary tournament and a team 20 question tournament) and a seasonal celebration with a Halloween potluck and costume contest.
- DCS & OFR hosted several employee recognition events (Seattle- Ice cream social, Spokane & Wenatchee- pizza day, OFR and Central Services hosted a BBQ).
- Finance added a new Kudo’s board, which highlight staff accomplishments and Kudo’s for the quarter.

Future Plans:

- Implement a “Day with Wally McClure” in January 2013
- CSD to continue with a “Day with Babs”
- ESA’s PDPs will be completed before the end of November.
- DDS planning a formal discussion with managers to share motivation and recognition efforts (December or January)
- Communicate to CSD staff on the Staff Survey Focus Group results, and begin work plan development for approved action items.
- CSD will offer one regional management staff to come to Headquarters to experience Legislative Session.
- ESA’s Employee Recognition Champions first meeting will be held in December.
- Performance development plans are due for all staff by November 30.
- Mandatory training associated with annual performance plans / assessments will be completed by November 30.
- ITS will celebrate diversity with a Diwali lunch hosted by our East Indian contract staff.

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