

HOW TO ENGAGE AND SUPPORT EMPLOYEES IN CONTINUOUS IMPROVEMENT

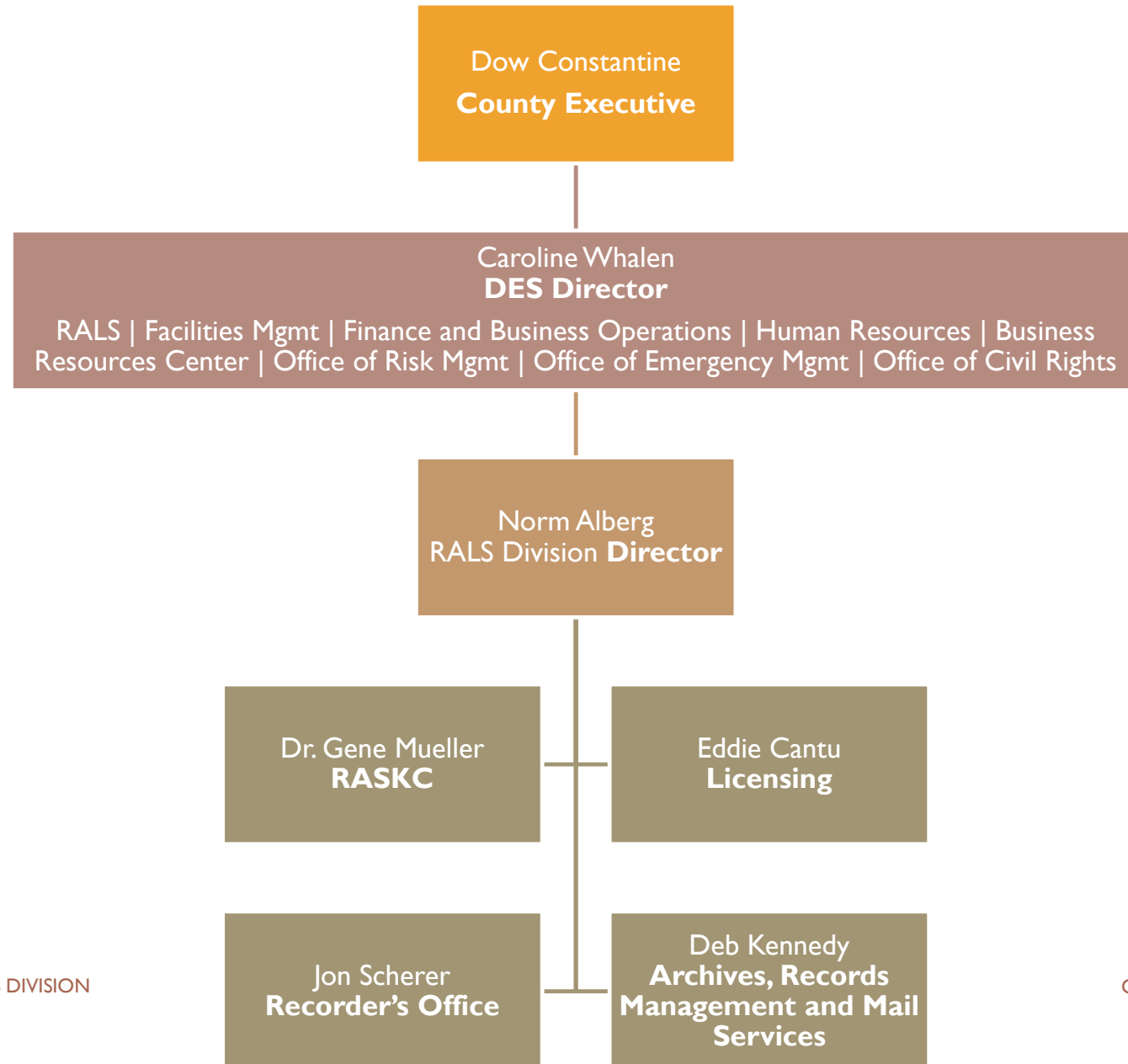
STORIES OF SUCCESSES, FAILURES AND LEARNINGS:
VOICES AND PERSPECTIVE OF FRONT LINE EMPLOYEES



PRESENTATION OVERVIEW

- RALS Overview & Continuous Improvement Journey
- Successes, Failures and Learnings
 - Modeling the Way by Ellie Letterman & Lisa Mankin
 - Communications by Kay Mennie
 - Time by Mark Baker
 - Trainings & Learnings by Debbi Linebarger
 - Recognition by DeAnne Estigoy
- Summary by Lisa Mankin
- Q & A

Introductions to Records and Licensing Services Division (RALS)





We are the
RALS EAC

[launch video](#)

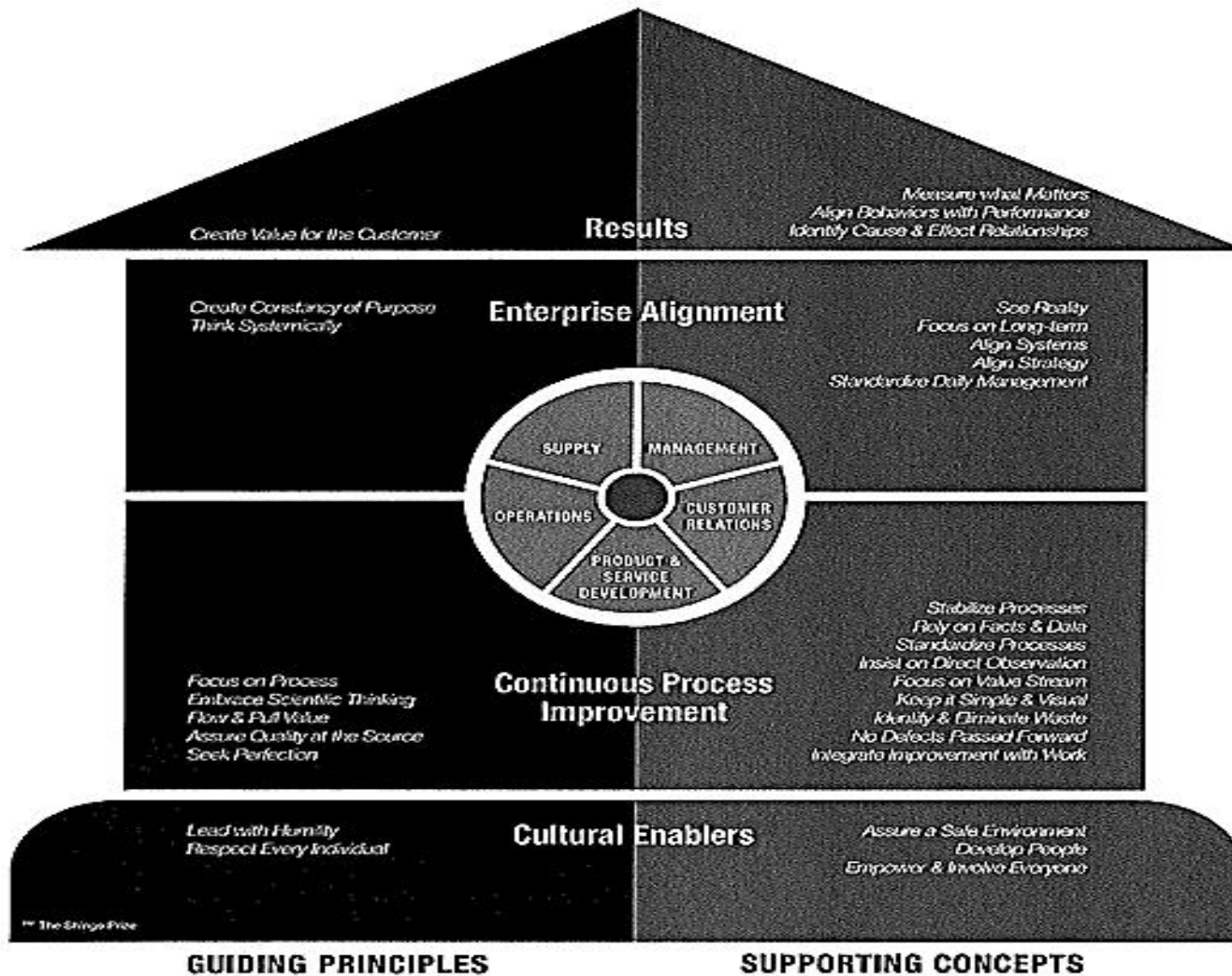


- Do the same (if it ain't broke...). Maintain the status quo OR
- Do the same, but more efficiently and effectively OR
- Do more, and more efficiently and effectively OR

Do More... AND more efficiently and effectively and have a joyful work environment (create continuous improvement culture)



The Shingo Principles of Operational Excellence



Model & Application Guidelines:

- Operational excellence cannot be a program, another new set of tools, or a new management fad.
- Operational excellence is the consequence of an enterprise-wide practice of ideal behaviors, based on correct principles.

CONTINUOUS IMPROVEMENT

“RALS is a learning organization committed to continuously improving both what we do and how we do it.”

EMPLOYEE ENGAGEMENT

“RALS employees are ready, willing and able to provide excellent service and are enthusiastic and fully involved in continuously improving RALS.”

Our Vision:

A leader in service excellence, committed to building an enduring legacy of continuous improvement and employee engagement.

SERVICE EXCELLENCE

“We provide high quality and efficient service and strive to exceed our customers and stakeholders expectations.”

SUPERVISOR DEVELOPMENT

“RALS supervisors are competent, confident and compassionate leaders who guide their team members in achieving measurable goals; with advocacy and accountability

RALS Continuous Improvement Roadmap (2013-2015)

Culture/ Environment

RALS – Leadership Focus:

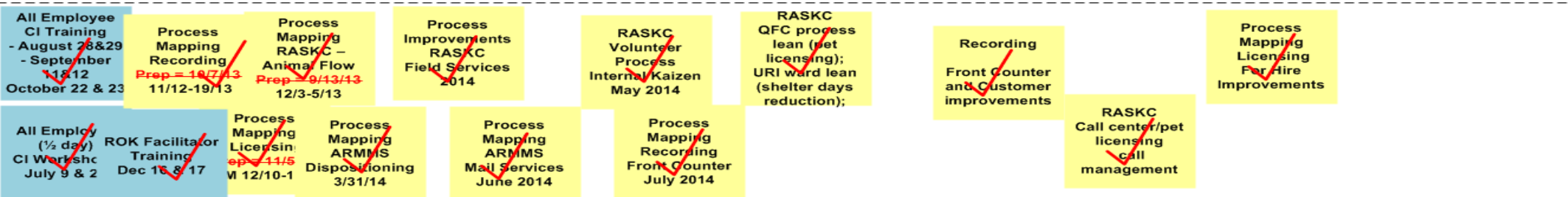
- Model the Way
- Inspire a Shared Vision
- Encourage the Heart
- Enable Others to Act
- Challenge the process

Division Objectives:
Supervisor Development
Employee Engagement



CI Processes

Division Objective:
Continuous Improvement

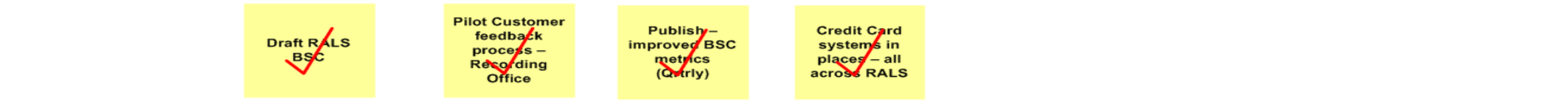


Alignment



Customer/Results

Division Objective:
Service Excellence



Communications

Division Objective:
Employee Engagement



RALS Continuous Improvement Roadmap (2016)

Culture/ Environment

RALS – Leadership Focus:

- Model the Way
- Inspire a Shared Vision
- Encourage the Heart
- Enable Others to Act
- Challenge the process

Division Objective:
Supervisor Development

Division Objective:
Employee Engagement

LEADERSHIP	
Leadership models the way (“walks the talk”)	Supports staff in experimenting
Establishes the greater vision and purpose	Leaders constantly learning/growing
Holds staff accountable to workplace expectations	Meaningful Development Plans in place
Gives constructive, written feedback and seeks feedback	Share successes/failures with other leaders and staff

EMPLOYEE ENGAGEMENT	
Leadership models and promotes a culture of respect	Training plans in place
Robust recognition programs in place	Hire well (successful on-boarding)
Employees grow in their jobs	Communication is timely, transparent and two-way

Employees Present RALS CI info at State Lean Conference	RALS Mgrs & Supvs. 360 survey LPI Drive dev plans	B-Annual Supervisor Workshops (Jan. & July)	
Employee Surveys and action plans	Continue maturation/ support for EAC	Continue Implementing Recognition – best practices	Pursue employee training plans

CI Processes

Division Objective:
Continuous Improvement

CONTINUOUS IMPROVEMENT	
Leadership recognizes and rewards CI	Standard Work is defined
Large and small scale process improvement efforts undertaken	Manage work using PDCA
Employees seek out opportunities for improvement	Planned experiments which do not succeed are embraced as learning opportunities
	Leadership uses visual management

SERVICE EXCELLENCE	
Service excellence mission and goals clearly defined	Problems are resolved expeditiously and at the lowest possible level
Customer Service Plan in place, including; Customer service training; Customer feedback systems; Communications	Physical layout is functional, welcoming and professional

Improve Customer feedback processes	Mgr/Supv continue support for small CI	Expand CI rigor (PDCA)	Draft/implement CS Plans
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Customer/Results

Division Objective:
Service Excellence

Alignment

Communications

Communicate	Communicate	Communicate	Communicate
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EMPLOYEE ADVISORY COMMITTEE

- **WHO THEY ARE:** RALS has established an Employee Advisory Committee to have a central role in steering the RALS Continuous Improvement (CI) journey
- **WHAT THEY DO:** Provide key communication and support between management and employees



EMPLOYEE ADVISORY COMMITTEE

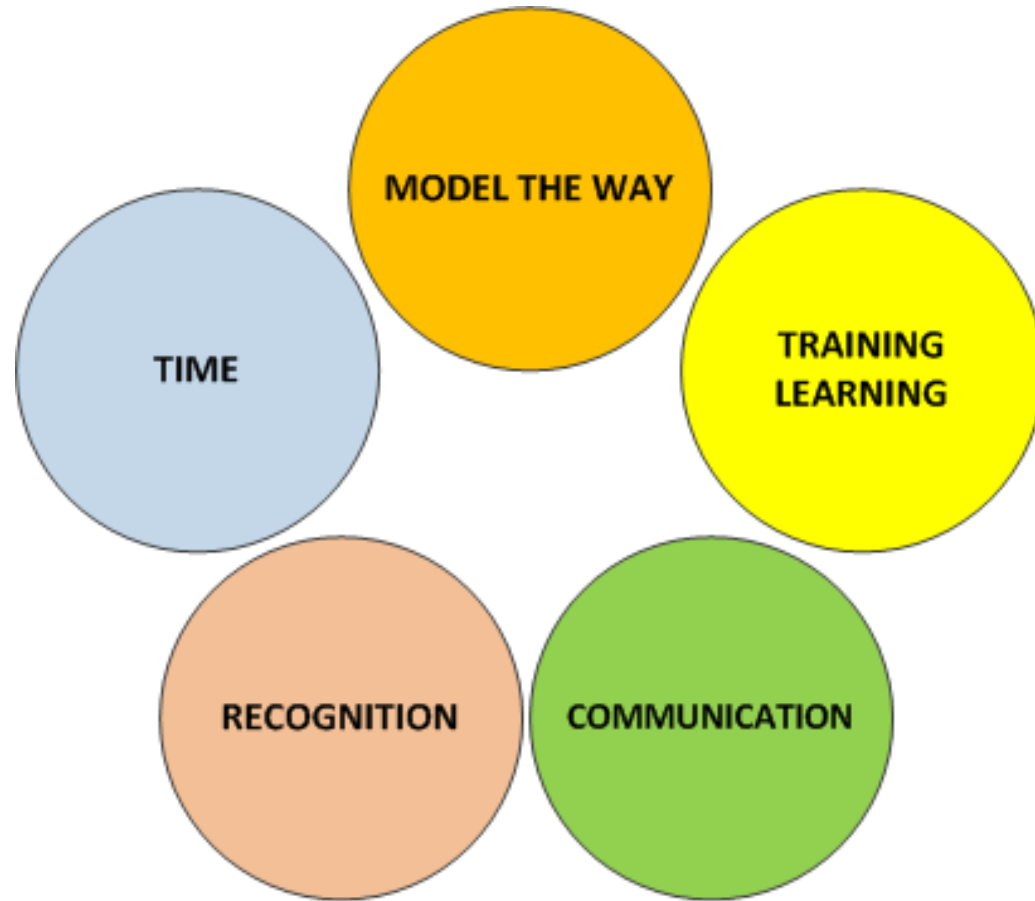
- ✓ Fostering open communication with management
- ✓ Creating a culture that engages and supports the line staff
- ✓ Empowering staff to become Subject Matter Experts and facilitate numerous small experiments
- ✓ Roundings: Two way communication tool
- ✓ Monthly meetings – collaborations, sharing



EMPLOYEE ADVISORY COMMITTEE – MAJOR “KAIZEN” (5 DAYS) EVENTS IN ALL SECTIONS

- ✓ Monumental improvements
- ✓ Cycle times reduced
- ✓ Backlogs eliminated
- ✓ OT slashed
- ✓ (\$'s) Hundreds of thousands to millions of value



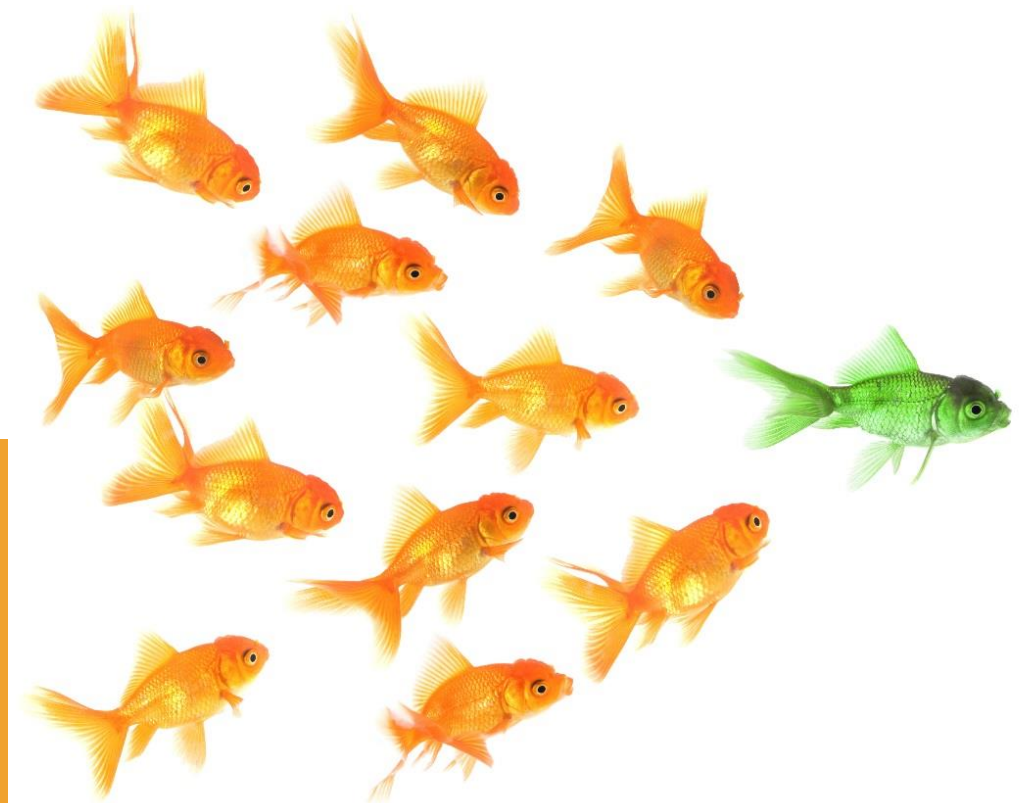


EMPLOYEE ENGAGEMENT

CONTINUOUS IMPROVEMENT CULTURE

MODELING THE WAY

ELLIE LETTERMAN & LISA MANKIN, COUNTY RECORDS ANALYSTS
ARCHIVES, RECORDS MANAGEMENT AND MAIL SERVICES (ARMMS)



EFFECTIVE TOOLS FOR EMPLOYEE ENGAGEMENT – WHAT WORKS!!

- Modeling the Way
 - Communication
 - Time
 - Trainings/Teaching
 - Recognition



WHAT IS MODELING THE WAY?

- Modeling the way is...
 - Good leadership
 - Motivator
 - Sharing a vision and goals



“ON THE JOURNEY, WE WERE NOT WITHOUT OUR FAILURES”

- Not all supervisors and managers were on the same page
- EAC team member roles unclear
- EAC members were ineffective
- Out of sight, out of mind and uninspired staff
- Poor perception of CI



“OUR FAILURES WERE NOT FAILURES, THEY WERE OPPORTUNITIES FOR LEARNING”

Top Down Support
& Guidance

Encouraged and empowered
staff

Modeling the
positive support

Engagement in common vision



“A LESSON ON HOW TO ENGAGE, WITHOUT BEING OVERBEARING.”

What did we learn?

Modeling the way is a great approach to CI!

- ✓ Non-critical and non-commanding
- ✓ Provides inspiration, organic growth
- ✓ Active engagement/participation
- ✓ For Everyone!
- ✓ Authentic INSPIRATION all around



COMMUNICATING WITH EMPLOYEES

KAY MENNIE, CUSTOMER SERVICE SPECIALIST

KING COUNTY COMMUNITY SERVICE CENTERS (CSC)



OVERVIEW

Communication is...

- A vital component of continuous improvement
- Dynamic and multi-faceted: written or displayed, one-on-one or group, top down or bottom up, formal or informal, etc.

Let's look at...

- Perspectives from front line employees, leads, supervisors and managers
- Specific Failures, Successes and Learnings

FAILURES WERE
AWKWARD AND

“Communication was a missing element...We were all pretty good at CI and Lean; there seemed to be enough guidance and top-down communication.”

“Roundings felt forced and prescriptive”.

MENT,

...has been...EAC (Lean...difficult to take meetings and employees”.

...dles “felt off/awkward...why are we doing this?”...limited dialogue –...d / report out”.

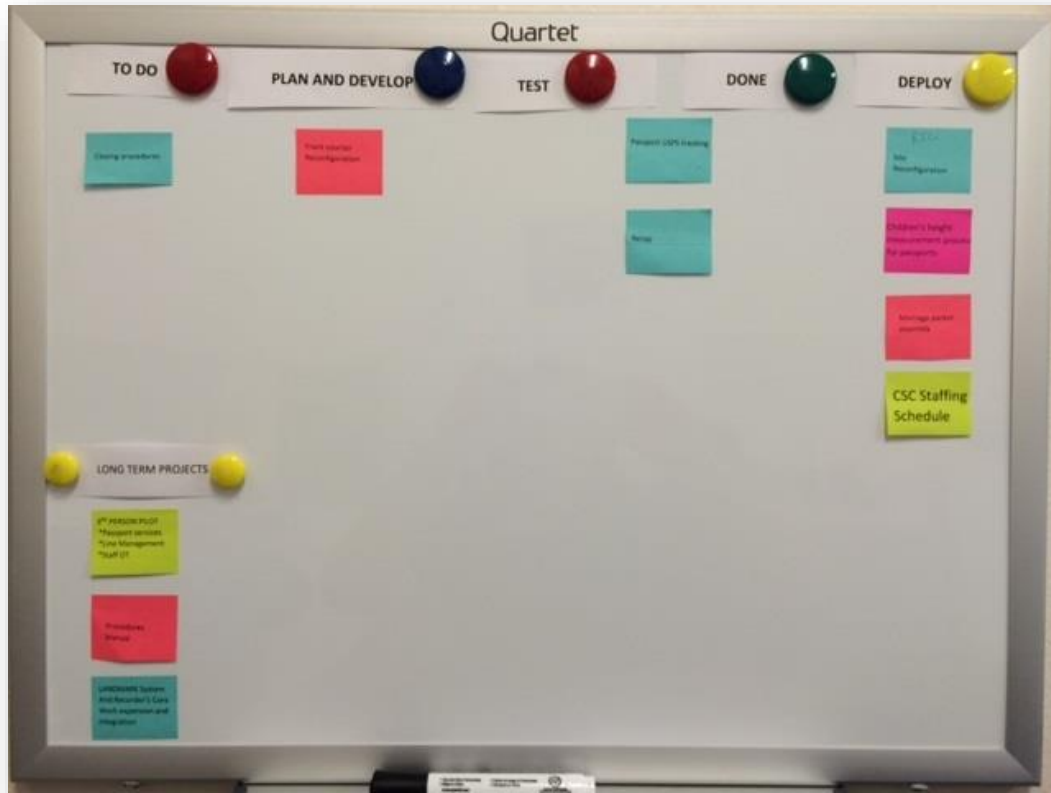
#fail
(#itsagoodthing)

SUCCESSSES

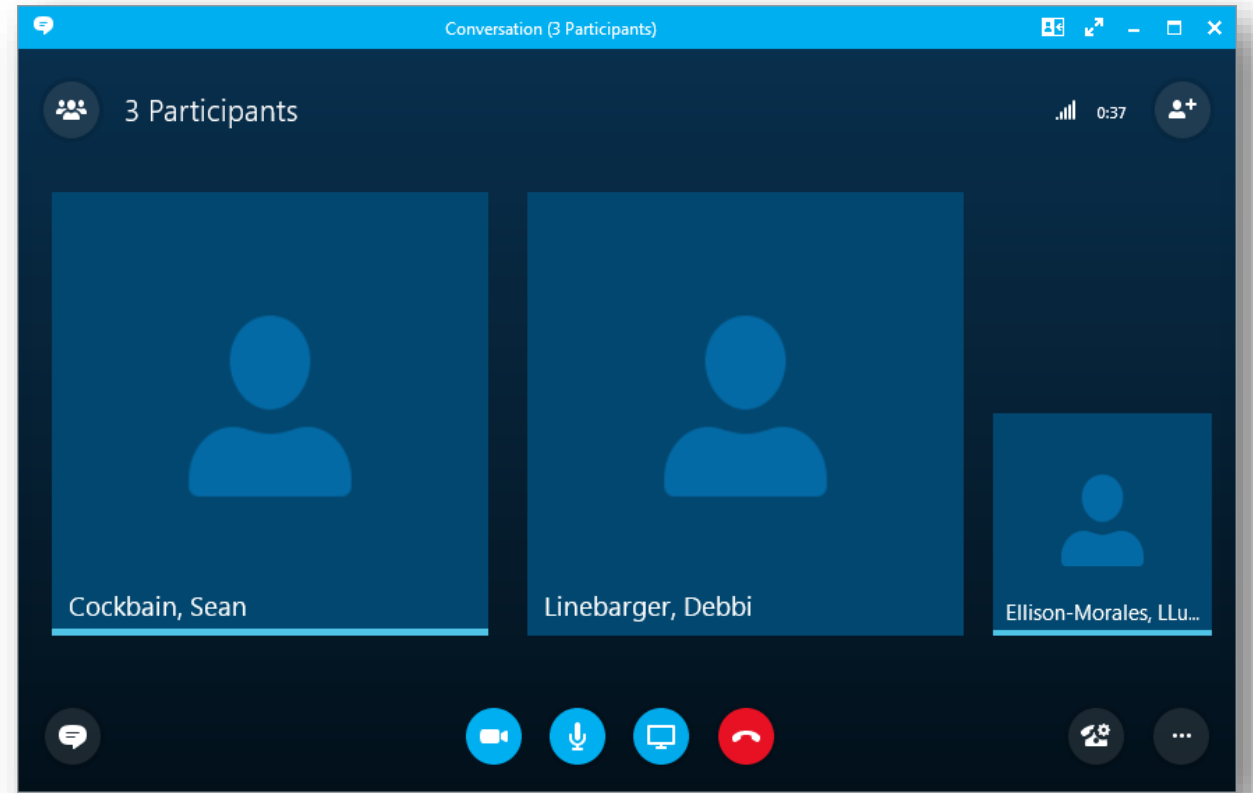


- **Surveys:** shorter focused, and quicker turn around on results and action plans.
- **Newsletters:** topics of interest and preferred formats (written or electronic). Greater emphasis placed on timely and regular releases.
- **Roundings:** feedback has been provided to improve and fine-tune roundings. A pre-rounding check-in has been implemented to provide more relevant topics to share, show and discuss.
- **Meaningful discussions:** “daily huddles” 5-minute trainings led by employees.





Use what works for the environment

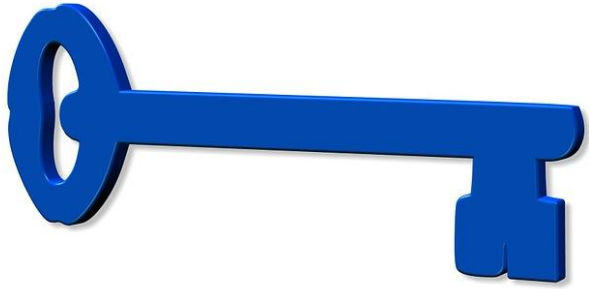


Utilize all channels and be flexible

LEARNINGS ABOUT COMMUNICATION

- Don't force it
 - Encourage and explain benefits. Let it happen more organically and less prescriptively whenever possible.
- Start slow and Experiment
 - Acknowledge what style of communication works for the environment, and seek feedback. Utilize all channels. It's not one size fits all.
- Be consistent and on-going
 - Schedule the time, and stay to a regular frequency
- Be prepared
 - Conduct a 'pre-rounding' check-in prior to the rounding



Communication is . Once success is found, it will pave the way to great accomplishments.

TIME

MARK BAKER, CUSTOMER SERVICE SPECIALIST
KING COUNTY RECORDER'S OFFICE

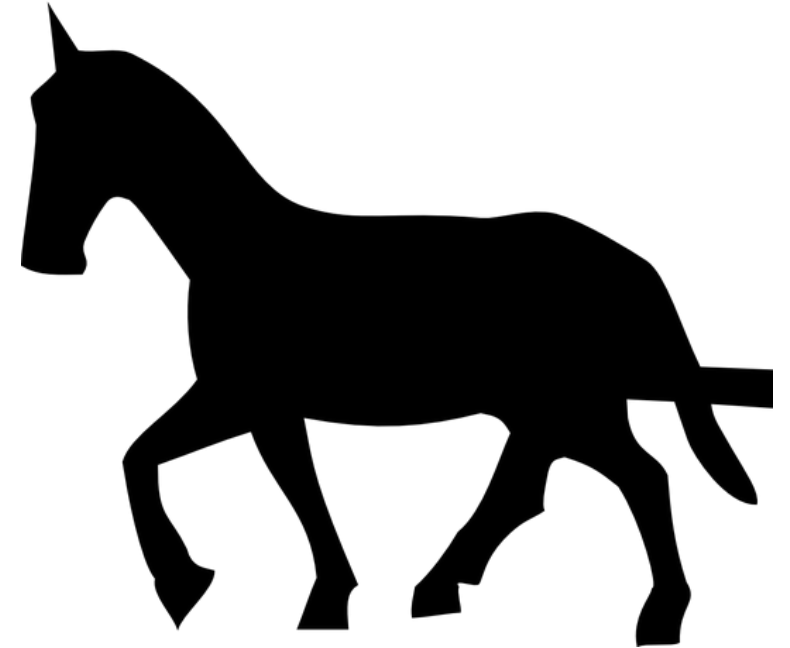
The bad news is
time flies.
The good news is
you're the pilot.
-Michael Altshuler

What do you think will happen if you have **engaged** employees who do not have **time** to learn, grow, do experiments and improve their work?

PUTTING THE CART BEFORE THE HORSE

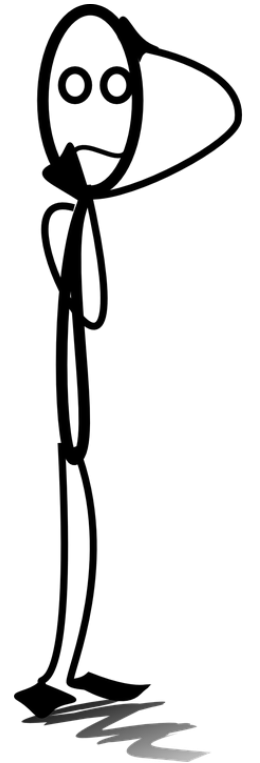


Take the time to create a lean culture before giving your staff the great commission to go forth and eliminate waste.



FAILURES

- Big groups, grand plans, hours and hours spent in meetings trying to solve problems we could not define with no data.
- Dedicated CI time revoked due to business needs and never rescheduled.
- Having all the time needed for CI, but no mechanism to focus that time against competing, billable projects.



TRIUMPHS

- 5 Minute Training
- Daily Standup Meetings
- Weekly Standup Meetings
- Monthly 1 Hour Meetings
- Pomodoro Time



WHAT DO YOU NEED TO DO?

- Invest in training your staff
- Give them time for CI projects.
- Make sure your leads and supervisors are involved in and are supporting CI projects.
- Make CI how you do business, not one more task dumped on your staff they don't get paid extra for.

LEARNINGS



- Create the foundation for a Lean culture
- Train your staff
- Support their experiments and projects
- Remember, Lean is top down, bottom up, and middle out
- Nothing beats a failure but a try

TRAININGS/ LEARNINGS

DEBBI LINEBARGER, CUSTOMER CALL CENTER SUPERVISOR
REGIONAL ANIMAL SERVICES OF KING COUNTY (RASKC)

**“I hear and I forgot.
I see and I remember.
I do and I understand.”**

Confucius



I HEAR AND I FORGOT....



- Too much, too fast
- Lack of trust
- No lean culture
- Untrained leaders in lean
- Poor communication
- No basic understanding
- No experts to guide

I SEE AND I REMEMBER



I DO AND I UNDERSTAND



LESSONS LEARNED

- Build training into the culture
- Standardized trainings with many in-house trainers
- Follow up after the training to make sure it is being used and engaged staff are supported



**“I hear and I forgot.
I see and I remember.
I do and I understand.”**

Confucius

EMPLOYEE RECOGNITION

DE ANNE ESTIGOY, CUSTOMER SERVICE SPECIALIST

KING COUNTY RECORDER'S OFFICE - RECORDS AND LICENSING SERVICES (RALS) DIVISION



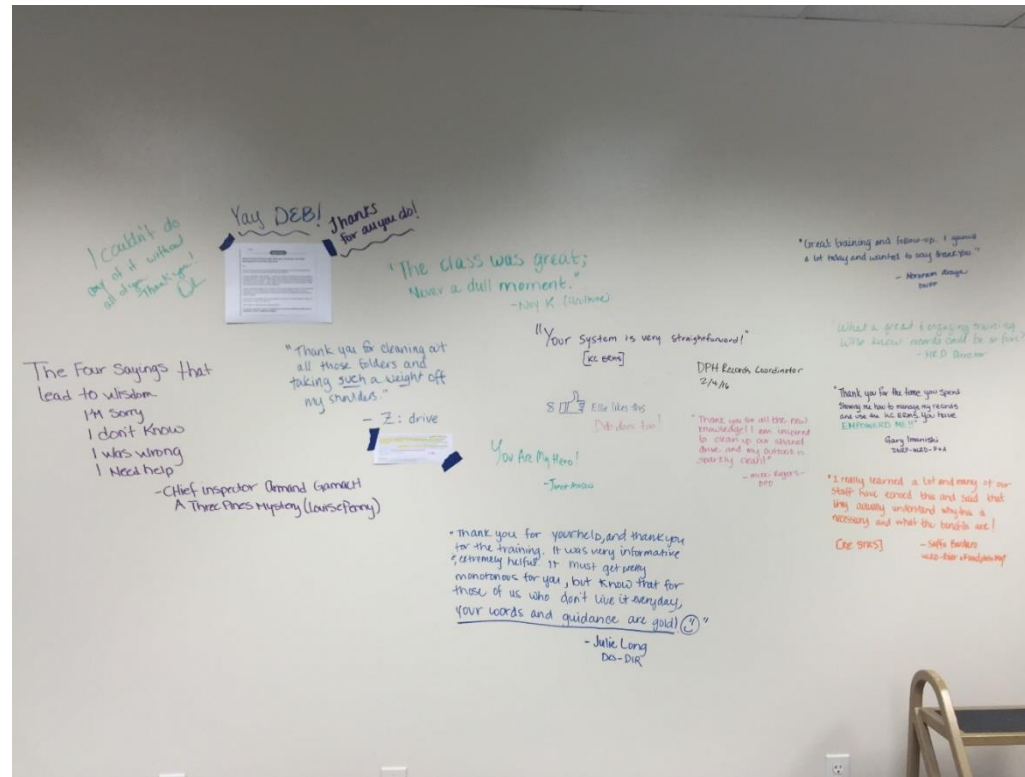
EMPLOYEE RECOGNITION

The acknowledgement of an individual or team's behavior, effort, and accomplishments that support the organization's goals and values

IMPORTANCE OF EMPLOYEE RECOGNITION

- Enhances teamwork
- Enhances loyalty
- Improves employee retention
- Improves morale
- Increases individual productivity
- Increases employee motivation
- Gives employees a sense of ownership and belonging in their place of work
- Lets employees know their work is valued and appreciated

KING COUNTY RECORDS MANAGEMENT MOTIVATION & ENCOURAGEMENT WALL



KING COUNTY MAIL SERVICES TEAM RECOGNITION BOARD



KING COUNTY REGIONAL ANIMAL SERVICES CONTINUOUS IMPROVEMENT BOARD



KING COUNTY RECORDER'S OFFICE KUDOS FORMS

KUDOS
ARE PRESENTED TO
RICARDO / ANTHONY
FOR
PUSHING THE LIMITS OF INDEXING!

FROM Jen ON 9/1/2016

RECORDS AND LICENSING SUPERVISORS' WORKSHOPS



RECOGNITION FROM CUSTOMERS

Dear Kathleen, - Thank you again for all your help. It's people like you who bring kindness to the world. You've been so wonderful, and to complete strangers halfway across the world! With gratitude, Jed and Sophia

RECORDS AND LICENSING EMPLOYEE RECOGNITION

8 Hours a Day
5 Days a Week

FUN!!!



RALS EMPLOYEE RECOGNITION



RALS EMPLOYEE RECOGNITION



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RALS EMPLOYEE RECOGNITION



EXAMPLES OF HOW YOU CAN PRACTICE EMPLOYEE RECOGNITION

- Smile
- Celebrate milestones
- Have an on-site luncheon
- Verbalize encouragement

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SUMMARY

Modeling the Way

- It is critical for all leaders (Management, supervisors & CI Leaders) all model the way;
- Leaders should practice and demonstrate CI – 3 “P’s” – Patience, persistence and positivity
- Your own active engagement will provide inspiration and breed engaged employee participation
- You will build a relationship of trust

Communication

- Be consistent and proactive and committed – it takes time and effort
- Use multiple communication channels; use what works for the environment
- Use lots of two-way ongoing communication. Ask. Listen. Respond

SUMMARY

Time

- Make finding and providing a time a priority. Doing so signals a commitment to CI; not doing so undermines credibility and importance.
- Be creative. Consider your work place and business needs.

Training

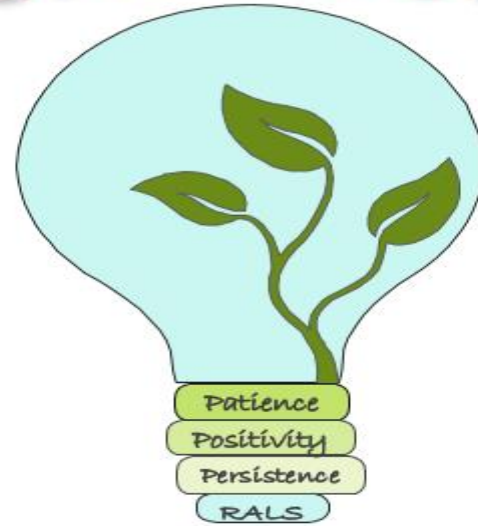
- Build training into the culture – the work environment – make it an expectation
- Standardized trainings with many in-house trainers, bring new employees on board
- Follow-up after the trainings to make sure it is being used and engaged staff are supported

Recognition

- Utilize verbal and written communication skills often
- Be authentic and sincere
- Make it fun

QUESTIONS?

Continuous



Improvement