

Strategic Lean Project Report



For Reporting Period: July 2016 through December 2016

I. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies: None

Improvement project title: Expanding L&I employees' use of telework

Date improvement project was initiated: 2/1/2016

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 5: Efficient, effective, and accountable government

- Increase Washington State as an employer of choice

Goal 5: Ensure L&I is an employer of choice.

- Work stream: Workplace Flexibility

Report reviewed and approved by: Randi Warick, deputy director

II. Project Summary:

The Department of Labor & Industries used Lean processes and pilot projects to identify and remove barriers to telework, resulting in an increase of telework agreements from 65 (2% of employees) in February 2016 to 219 (7% of employees) in February 2017.

III. Project Details:

Identify the problem: In early 2015, L&I launched an initiative to address hiring and retention issues that were making it difficult to attract and keep high-quality employees, which is key to effective customer service. One of the top concerns identified by L&I employees (through the annual survey, agency wide forums and targeted Lean processes) was a general lack of flexible work options, such as telework.

Problem statement: In February 2016, only 2% of L&I employees had approved telework agreements (*L&I's proxy indicator for telework participation*) – compared to the governor's participation target of 9%.

Improvement description: L&I launched an agency wide Telework Project that pursued four tracks in its first year:

- Documented the "current state" of telework at L&I (which found inconsistent practices from program to program);
- Researched best practices used by other organizations;
- Launched several pilot projects across L&I to identify challenges and solutions (such as manager support, technology barriers, access to confidential records, etc.); and

Strategic Lean Project Report



- Updated the agency’s telework policy, approval forms and procedures.

Together, these efforts built a new foundation for telework at L&I. During the first phase of the project, February 2016-February 2017, the number of telework agreements nearly tripled – to include about 7% of L&I employees. We expect a substantial increase during the second phase of the project, which will include training to improve managers’ comfort with supervising employees remotely as well as gradually investing in additional remote-access technology.

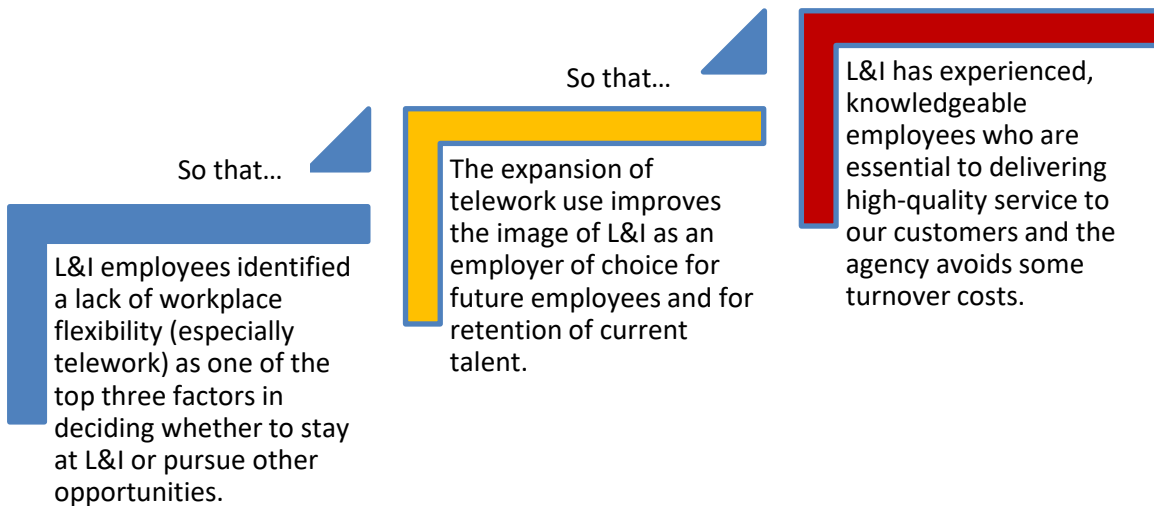
Customer involvement:

This project has both internal and external customers to consider.

INTERNAL: The Telework Project steering committee included representatives of telework “consumers” (employees and their managers) as well as the process implementers (human resources, information technology, communications, public records, etc.). The 8 pilot projects provided opportunities for more than 60 employees and supervisors to help identify and solve specific barriers. Also, the new forms, standards and procedures were tested for usability.

EXTERNAL: The needs of external customers were a significant consideration throughout the project to ensure telework does not result in poorer-quality service, significant agency risk or security breaches.

IV. Effect on Washingtonians:



Strategic Lean Project Report



V. Project Results:

Guidance – Project Results: List measured improvements during the reporting period in as many categories as possible, as well as the total impact during the reporting period from those improvements.

Important: Delete unused rows from table.

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Customer Satisfaction	Increased pilot-participant satisfaction for work/life balance from 79% to 89%.	<input checked="" type="checkbox"/> N/A (or)	Preliminary
<input checked="" type="checkbox"/> Employee Engagement	Increased approved telework agreement forms from 65 to 219 within L&I.	<input checked="" type="checkbox"/> N/A (or)	Preliminary

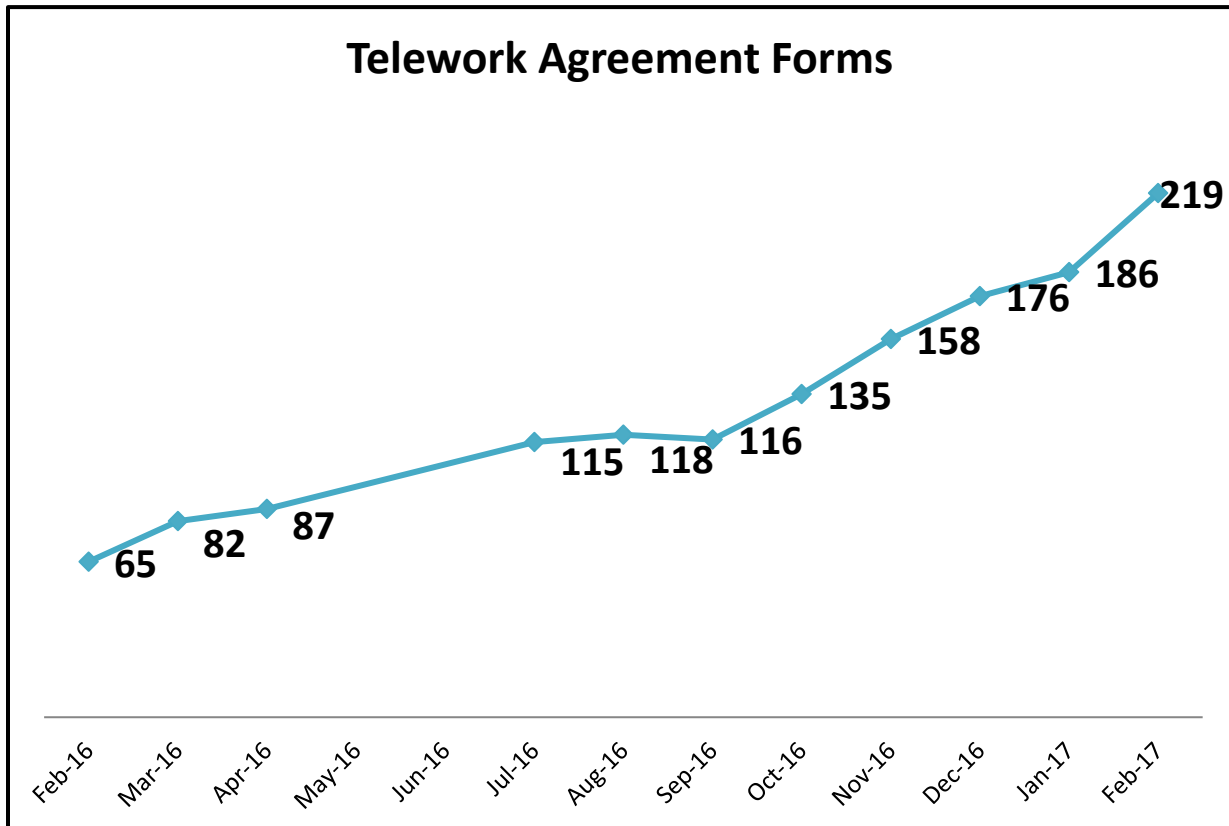
VI. Contact information:

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VII. Optional Visuals:



Strategic Lean Project Report



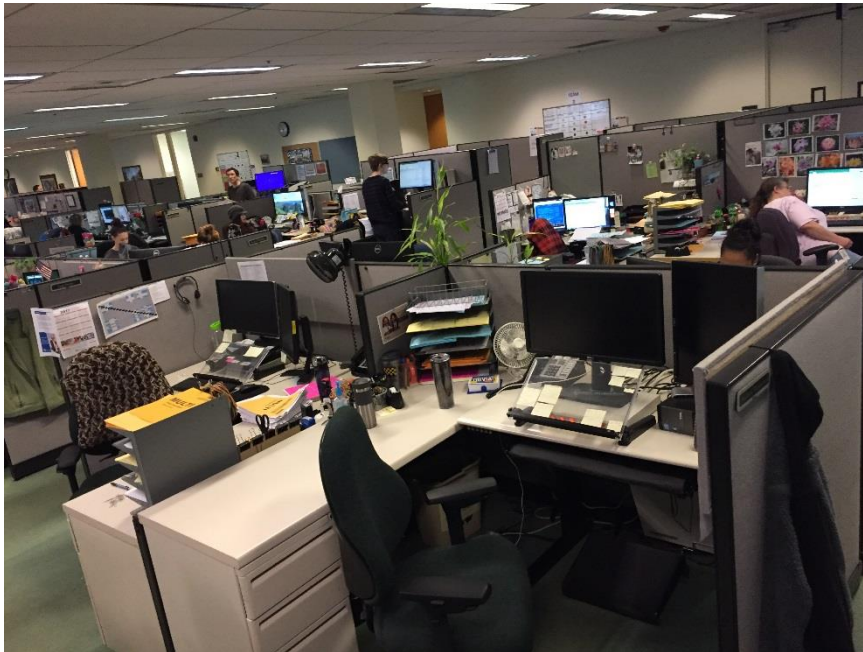
TESTIMONIAL

Jimmy Huynh, manager of Support Services Unit

"We began our telework journey in April 2015, when my program manager offered the opportunity to try in our area. To be honest, the biggest hurdle was myself. I was very skeptical, since most of our functions in Support Services involve incoming paper mail. It took me a while to think about how we could make it work before discussing further.

Our productivity has remained consistent, and we have seen more of our employees willing to work overtime when offered.

As a department, we are working toward reducing our real estate footprint. As a result, teleworking employees are required to desk-share to achieve this goal."



Telework desk share in Support Services