Public Assistance: What Happens When We Have The Courage to Change?
Community Services Division

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This is Us

- Serve over 2 million residents
- 2,600+ staff
- 3 Regions + Virtual Contact Center
- Mobile CSO
- 52 community service offices
- Central Document Imaging Unit
- 2 HUBS

But we didn’t always look like this…
Our History

Impact of Economic Downturn

Per Month

- 2 million phone calls
- 1.5 million unique lobby visits
- Forced disconnects 50%-70%
- 200,000 documents backlogged
- 45 days old
- 4000 hours of Overtime

SURVIVAL!

Hiring Freeze 2008-2012

Total Staffing

Total Caseload

Total Clients

SFY00 - SFY19

Staffing Levels

2006
The Courage to Change Our Process

- **2007**: Standardized Training & CSCC Procedures Consolidated Call Center
- **2010**: LEAN Service Delivery Redesign (SDR)
- **2012**: PIOC
- **2013**: Shared Workload RESPECT
- **2015**: Workforce Management
- **2018**: Quality Systems Performance Management
- **2019**: TCM COACH REDI
The Courage to Change our Culture
ONE CSD

- Standardization
- 70 Call Centers to One
- LEAN
- Service Delivery Redesign
- Process Improvement Teams
- Shared Workload – DMS Queue
- Same Day Service
- First Contact Resolution
- RESPECT

2007
Standardized Training & CSCC Procedures Consolidated Call Center

2010

2012
PIOC
2013
Shared Workload RESPECT

2012 2013

2007
2010
LEAN Service Delivery Redesign (SDR)

2012 2013
RESPECT
The Courage to Change our Culture
Getting Better Together

2007
Standardized Training & CSCC
Procedures
Consolidated Call Center

2010
LEAN
Service Delivery
Redesign (SDR)

2012
 PIOC
2013
Shared Workload
RESPECT

2014
2015

2015
Workforce Management
Workforce Management + Performance Management + Speech Analytics + Quality Monitoring
Workforce Management

Forecasting & Scheduling

- Leave
- Meetings & Training
- Lobby/Phones
- Breaks/Lunches
- One week schedules
Performance Management

Scorecard

- Coaching Tool
- Key Performance Indicators
- Everyone Sees the same information
- Self-Management

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<tr>
<th>Performance Details</th>
<th>Score</th>
<th>Actual</th>
<th>Goal</th>
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Speech Analytics

- Records and transcribes 100% of all calls
- Screen Records 20% of all calls
- Mine and analyze information
- Supports Quality Monitoring & Telephonic Signature
Quality Monitoring

- The QM Program measures procedures adherence to the CSD Procedures Handbook.
- Consistent and accurate feedback to our staff.
- Provides coaching opportunities for improvement.
Who Benefits?

Our Community

- Supports One CSD Model
- Reduced Disconnects
- Reduced Lobby Average Wait Times
- Reduced Case Volume Average Ready Days
Our Results
CSD Lobby Average Wait Times

June 2013 - Feb. 2019

HH:MM

BLU - Eligibility Reviews/MCR
GRN - Non-TANF Interviews
GRA - Verification Processing
Results
Reduced Forced Disconnects

< 8 in the last year
Benefits:

- Customer Staff
- CSD
- State of WA

More Results

- Data Driven Process Improvement
- Promote Coaching Culture
- Self-Management
- Standardized KPI’s
- Customer Contact Insight
- Fraud Detection
- Telephonic Signatures
- Batch Prompting
- Supports teleworking & remote supervision
- Alternate Work Schedules
The Continuous Improvement Journey in CSD Service Delivery

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Reduce Poverty by 50% by 2025
Lessons Learned

Courage
Connection
Community
Getting Better Together
THANK YOU

Courage
Connection
Community
Getting Better Together