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)

Dow Constantine  
County Executive

Caroline Whalen  
DES Director  
RALS | Facilities Mgmt | Finance and Business Operations | Human Resources | Business Resources Center | Office of Risk Mgmt | Office of Emergency Mgmt | Office of Civil Rights

Norm Alberg  
RALS Division Director

Dr. Gene Mueller  
RASKC

Eddie Cantu  
Licensing

Jon Scherer  
Recorder's Office

Deb Kennedy  
Archives, Records Management and Mail Services
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)
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.”

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

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

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

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

Our Vision:
A leader in service excellence, committed to building an enduring legacy of continuous improvement and employee engagement.
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  ✓ OT slashed
✓ Cycle times reduced  ✓ ($’s) Hundreds of thousands to millions of value
✓ Backlogs eliminated
EMPLOYEE ENGAGEMENT

CONTINUOUS IMPROVEMENT CULTURE

MODEL THE WAY

TIME

TRAINING LEARNING

RECOGNITION

COMMUNICATION
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

Oct. 06, 2016
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”
“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 BASED ON COMMUNICATION BEING ABSENT, AWKWARD AND TOO MUCH TOP-DOWN

“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”.

“Daily huddles “felt off/awkward at first – why are we doing this?”

“Limited dialogue – talking head / report out”.

“Communication has been fantastic between EAC (Lean Team) members…difficult to take it outside of those meetings and engage other employees”.

“Roundings felt forced and prescriptive”.
• **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.
Stand-up meeting
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 the key. Once success is found, it will pave the way to great accomplishments.
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
“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
KUDOS

ARE PRESENTED TO

RICARDO ANTHONY

FOR

PUSHING THE LIMITS OF INDEXING!

FROM  [Signature]  ON 9/1/2016
RECORDS AND LICENSING SUPERVISORS’ WORKSHOPS
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
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EXAMPLES OF HOW YOU CAN PRACTICE EMPLOYEE RECOGNITION

- Smile
- Celebrate milestones
- Have an on-site luncheon
- Verbalize encouragement
IMPORTANCE OF EMPLOYEE RECOGNITION

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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?