

# ***Agency Review Teams:***

***The employee feedback program and  
how to make your suggestions count***

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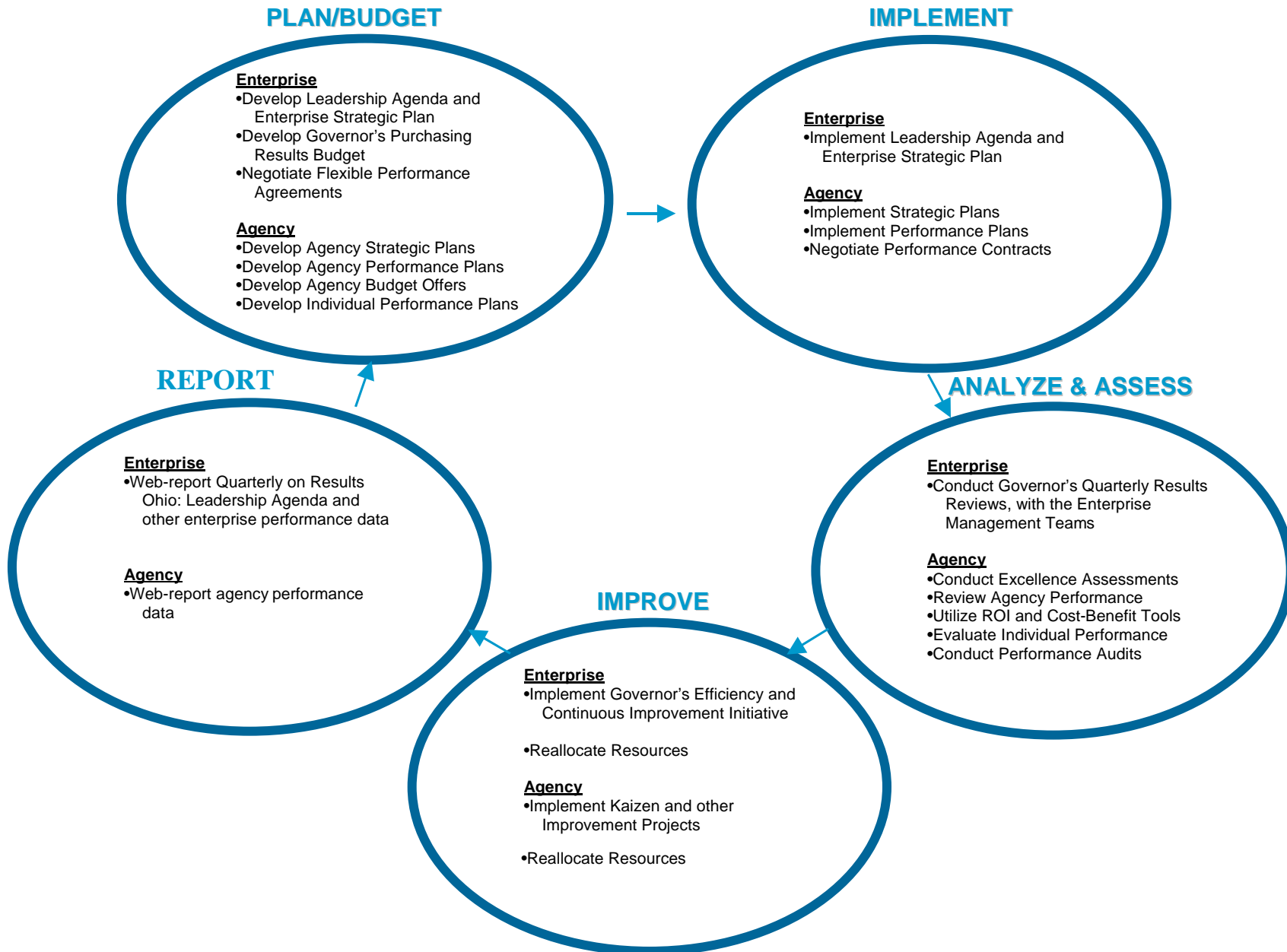
# Workshop Agenda

1. Welcome and Introductions
2. Mission and Goals of the Program
3. Begin with the end in mind: What we want to be
4. How does the process work / what's new
5. The Role of the Agency Review Team
6. What feedback is appropriate and not appropriate?
7. How do ARTs prioritize the ideas for improvement?
8. Examples of appropriate and not-so-appropriate feedback
9. Exercise – Writing a persuasive suggestion
10. What will data will be collected and reported?
11. Issues to Benchmark with other ARTs

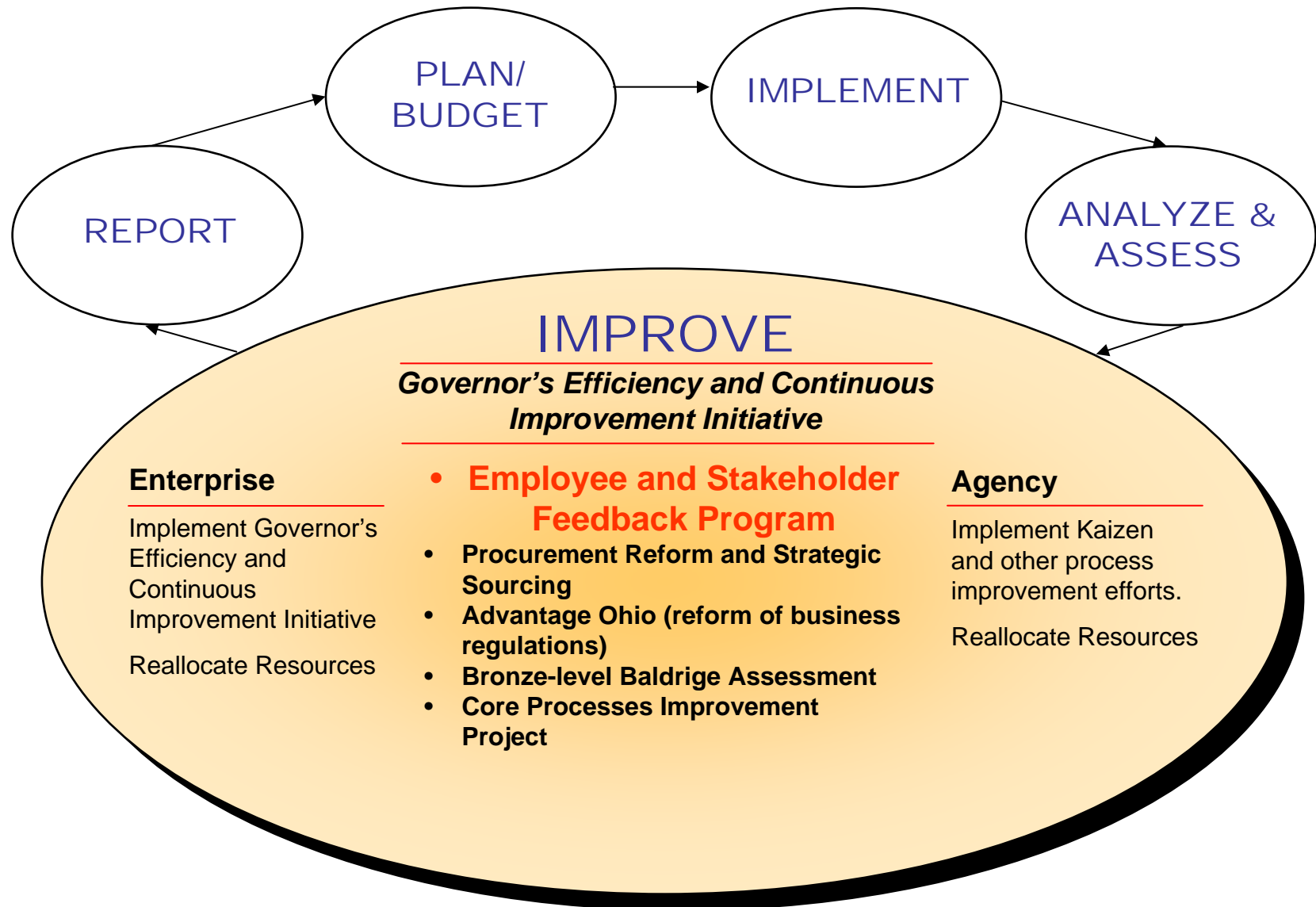
# Introductions

- Name
- Title
- Organization
- Why did you select this session?

# Accountable Government = Ohio's Management System



# Ohio's Management System



# Mission

- Identify un-captured, operational efficiencies that can free up resources to implement Turnaround Ohio,
- Continually improve state government's responsiveness,
- Eliminate redundant and unnecessary services, products and processes at both the agency and enterprise-wide levels.

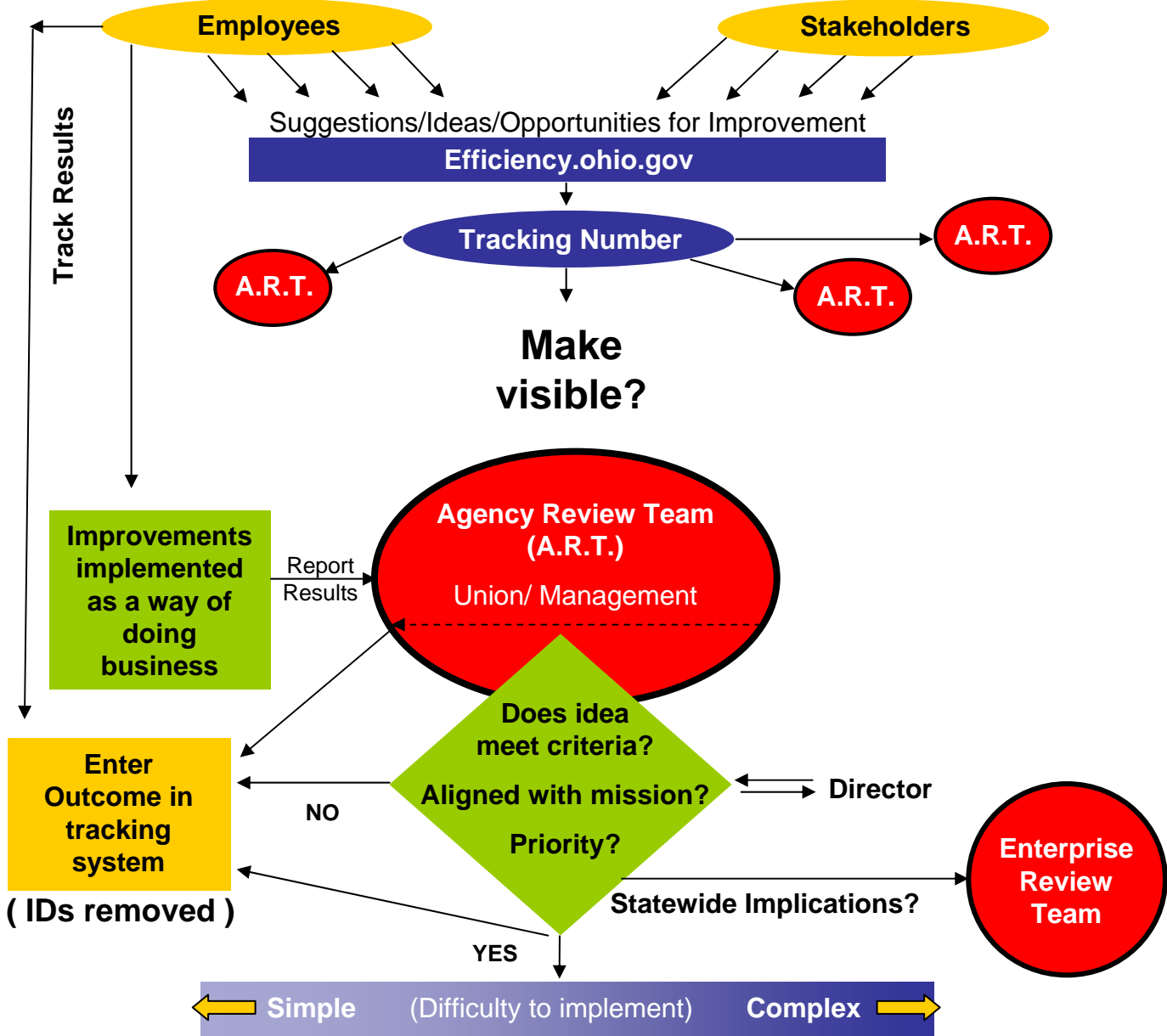
# Begin with the end in mind

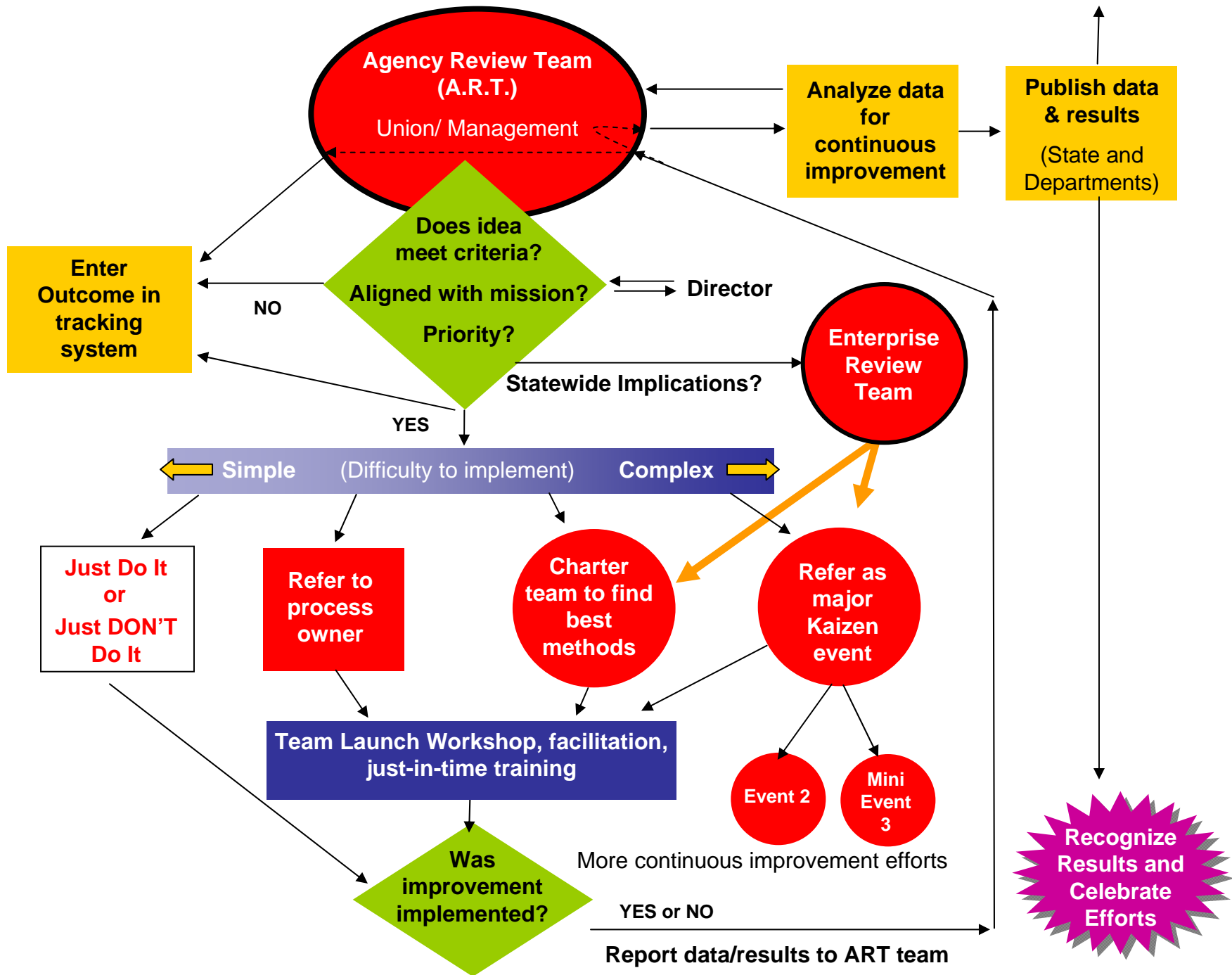
- A belief by employees and stakeholders that their opinions are valued and that they can make a difference.
- A working partnership with the unions and management that gets better results due to increased buy-in and credibility with all employees.
- A large number of good suggestions submitted, and a high percentage implemented.
- Many employees recognized for brilliant ideas.
- Numerous improvements completed that better serve the customers.
- Millions of \$ savings documented and used for higher priorities.

# Guiding Principles

- **Customer Focus:** Emphasize and value the needs and wants of internal and external customers.
- **Continuous Improvement:** Understand a process is never perfect and continue to build a culture where everyone believes everything can be improved and works to make it so.
- **Employee Empowerment/Accountability:** Those who do the work know the work best. Partner with employee Unions to better serve customers, engage all of Ohio's workers, and make everyone accountable for results.
- **Manage/Decide with Data:** Rely on data to make improvements, and make performance matter by focusing on measurable, regularly reported results.
- **Efficiency /Agility:** Rapidly respond to issues affecting the ability of government to accomplish its priorities with a flexible, common sense approach to streamlining inefficiencies.

# Employee and Stakeholder Feedback Program





# Website Suggestions

- Suggestions will be anonymous unless an employee chooses otherwise.

## Suggestions should:

- Demonstrate added value through efficiency and/or continuous improvement (e.g. saving money or time, improving processes, eliminating duplication, improving customer service or communications).
- Focus on operational and programming issues only (not structural).
- Be concise, clear and constructive (not a thesis on all of the wrongs of an agency).
- Be on topic. Multiple suggestions can be made, but please keep each suggestion form to a single topic.

# Website Suggestions

## Required Information

- Department/Agency
- Suggestion Area
  - Human Resources
  - Finance
  - Information Technology
  - Communications
  - Training
  - Policy
  - Other (allow for field to enter information)

## Questions

- What process or policy would you like to see changed?
- From your perspective, please explain the process or policy as it is now.
- From your perspective, how could the process or policy be improved?
- What is the advantage of changing the current process to the one you recommend? Will it save money, time, resources, eliminate duplication, improve customer service, etc.?

# Agency Team Review

- Suggestions will be regularly emailed to agency coordinators.
- Coordinators should review the suggestions, filtering any suggestions that are inappropriate or do not pertain to their agency.
- Coordinators will then convene their team to thoroughly and thoughtfully evaluate suggestions from employees.
- If the suggestion has merit, the team will devise a plan of action for implementation.
- If an employee lists their information to be contacted, the coordinator may contact the employee for more information, and will notify them of the team's decision.

# Role and Scope

- The role of the Agency Review Team is to evaluate suggestions relating to the improvement of processes, procedures, opportunities to capture efficiencies that result in actual dollars saved, improved customer service, elimination of duplication, etc.
- The review teams should only review suggestions that relate to programmatic and operational matters; structural issues (i.e. reorganization, etc.) will not be evaluated.

# ART Ground rules

1. No “Efficiency Bureaucracy” Don’t be the bottleneck!
2. No group therapy allowed! Not about you – about improvements for customers
3. Don’t solve the problem (even if that is more fun)
4. Find most effective and efficient ways to get this done. (model agility, innovation, team work)

# The Role of the Agency Review Team

1. Sort appropriate and inappropriate ideas.
2. Prioritize ideas for improvements.
3. Determine who to hand off ideas and charter teams.
4. Collect, analyze and report data.
5. Recruit great ideas

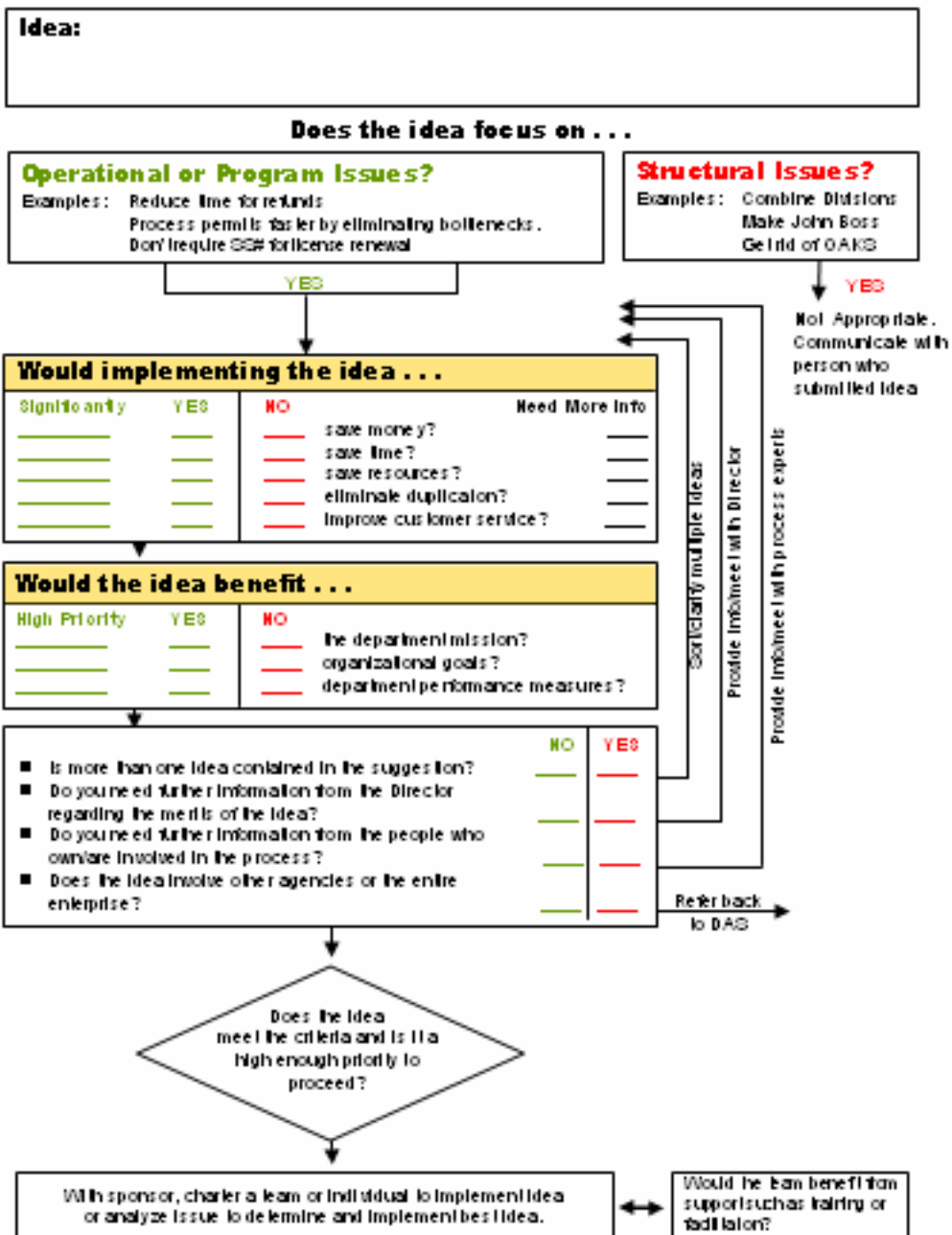
# Employee Feedback

So what makes a great idea?

# Criteria of a not-so-good suggestion

- Suggestions that do not meet the ART team's criteria for submitting suggestions (i.e. get rid of OAKS, get rid of employees, union contract issues).
- Suggestions that are too vague.
- Suggestions that don't offer solutions.
- Suggestions that criticize and have a negative "tone" . The disgruntled employee tone.
- Suggestions that place blame on individuals involved with the process.

## Decision Path for Sorting and Prioritizing Ideas



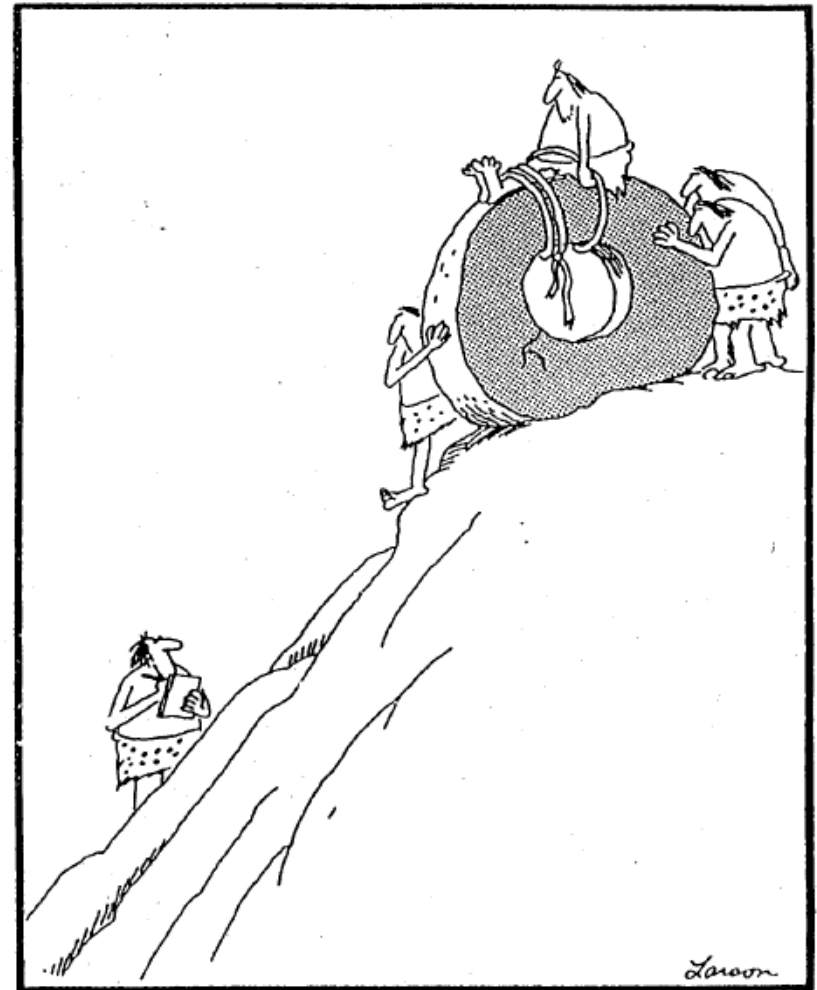
# Group Exercise

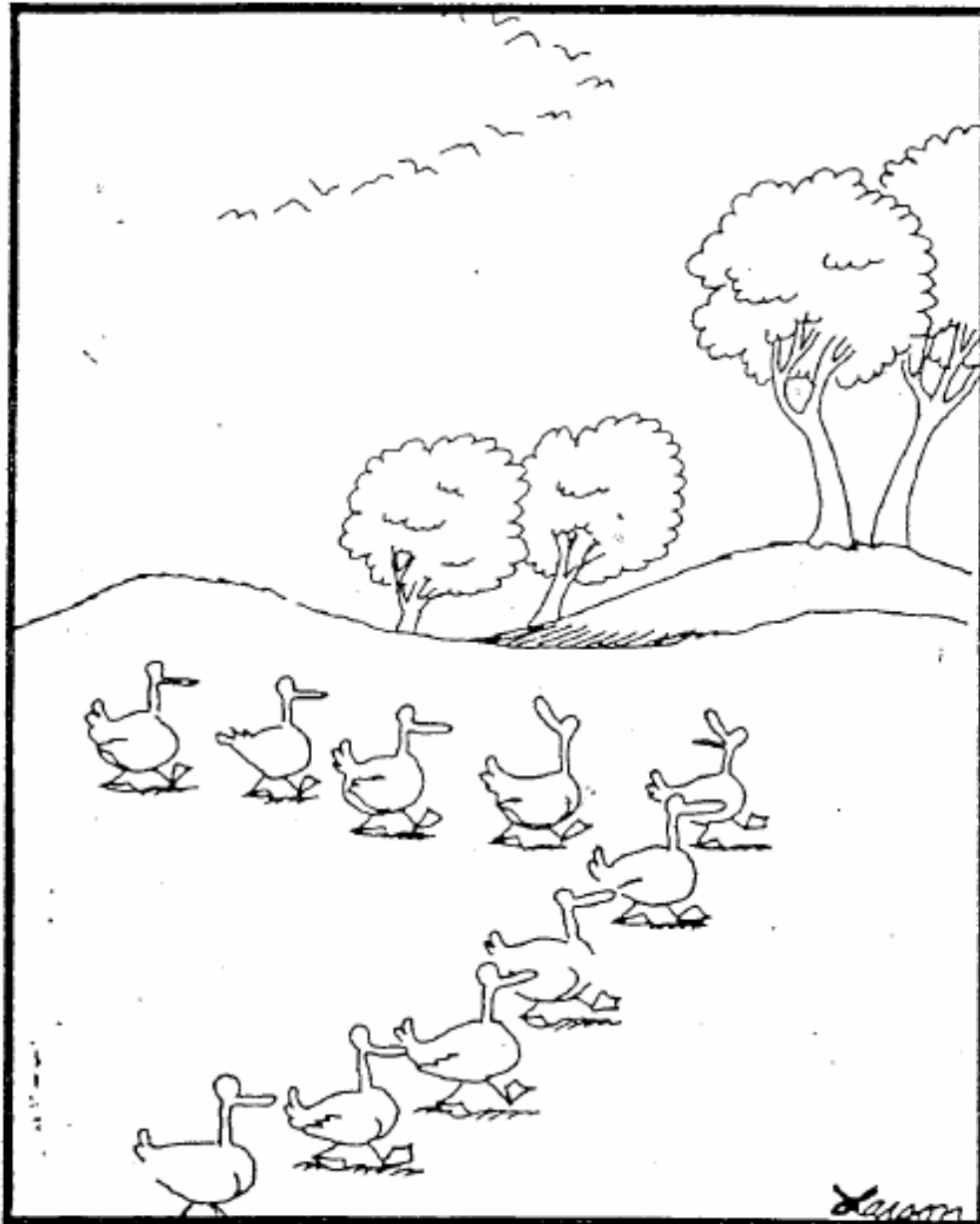
- Writing a good suggestion

# Collecting the Data

## Monthly Report

	Month	Total
Ideas Received	_____	_____
Ideas Assigned	_____	_____
Ideas Implemented	_____	_____
Percentage Implemented	_____	_____
Dollars Saved	_____	_____
Other Measurable Results (time, waste, etc)	_____	
	_____	
Other Indicators of Success (quotes, anecdotal)	_____	
	_____	





"Say ... look what *they're* doing."

- **Benchmarking with ART teams:** How do we make this program and the ART teams more and more effective?