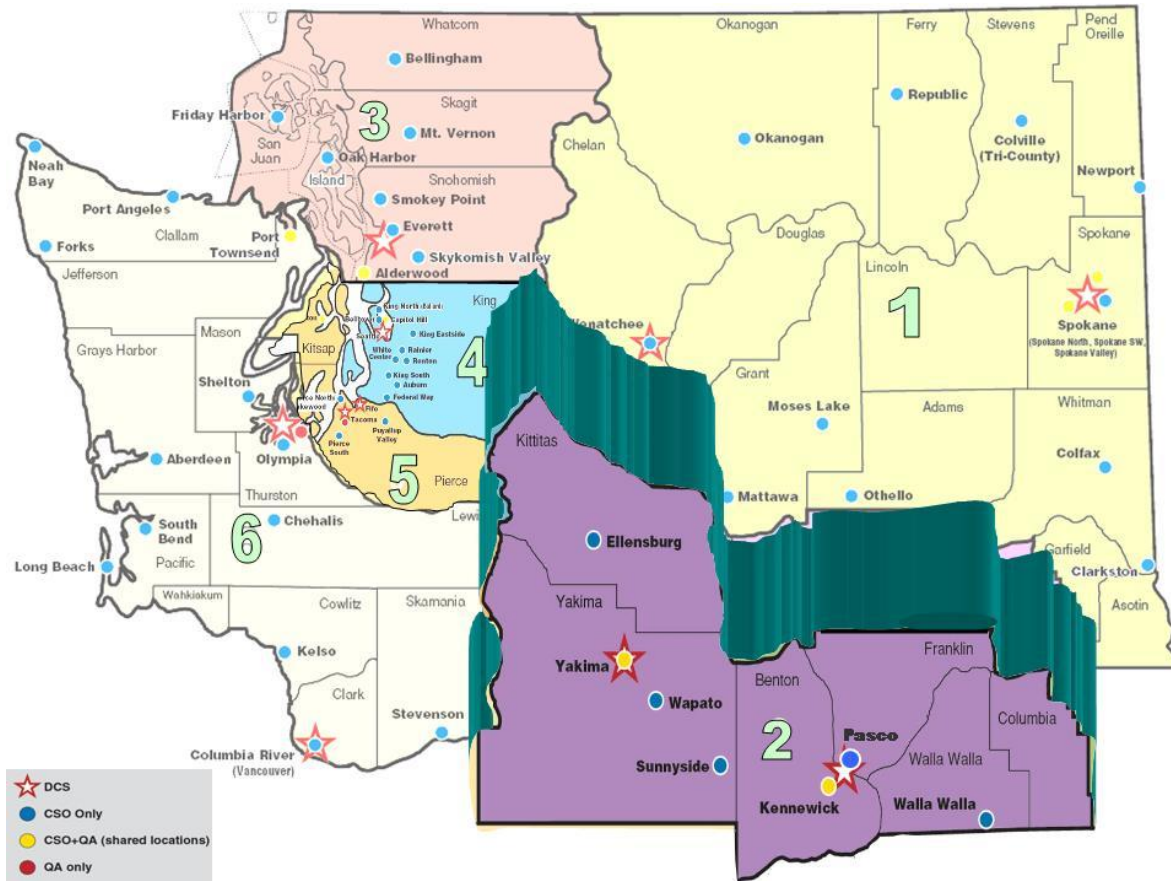


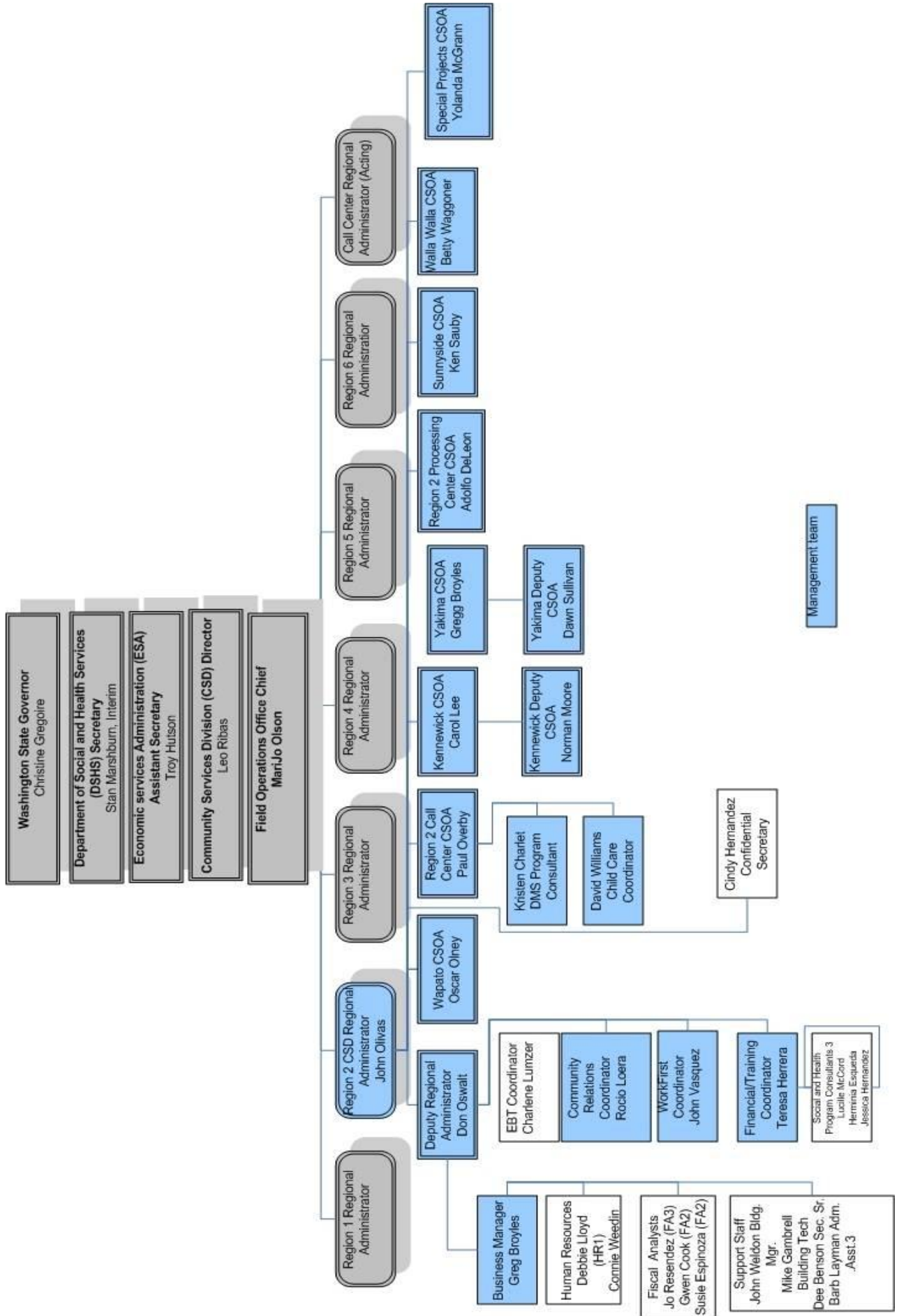
Community Services Division Region 2



WASHINGTON STATE QUALITY AWARD
LITE APPLICATION

Region 2 Community Services Division (CSD) Organizational Chart

February 2009



Glossary of Terms

A

ACD – Automated Call Director. This is the software mechanism that routes calls from a single incoming number to a number of logged in workers.

ACES – Automated Client Eligibility System. This is a mainframe database that stores all client information. It also determines eligibility based on the information input by the Financial Services Specialist. It also has an online component that creates all letters and provides inquiry capability to all ACES information.

ADA – Americans with Disabilities Act.

ADATSA – Alcohol and Drug Addiction Treatment and Support Act. The Adatsa program provides medical coverage for inpatient and outpatient treatment based on income criteria and an assessment by the contracted Adatsa agency..

All Staff Committee – group of staff that plan staff association functions such as luncheons.

Answer Phone – Toll Free phone number that clients can call to get automated responses regarding their case .

AU – Assistance Unit. This is a term used in the ACES system to refer to the unique number assigned to a group of clients in the same household that are receiving benefits from a particular assistance program. A client may be connected to several AU's – one for each program from which the client is receiving assistance.

Avaya – Brand name of software used by call center staff that distribute incoming calls from a single number to a large number of staff members.

B

Barcode – A computer system that tracks client information and documents, both physical and electronic. A number of smaller, related computer systems are accessed through this system.

Batch – Documents waiting to be processed by a worker. The Processing Center processes all reported changes or “batch” for the entire region.

BATeam – Baldrige Assessment Team or the team of staff members that discuss and write the WSQA application.

C

CE – Comprehensive Evaluation- Assessment tool used to determine the path to self sufficiency which may include: defining and removing barriers, vocational education, subsidized employment, or job search.

CFR – Code of Federal Regulations.

CPM – Certified Public Manager credential received when completing the Certified Public Manager program.

CRC – Community Relations Committee. Charged with providing resources and presentations to the community in order to increase access and create positive relationships with our customers.

CSC – Customer Service Center. A phone-based office within CSD that clients can call to ask questions or report changes that may affect their benefits.

CSD - Community Services Division. This is a division within Economic Services Administration within the Department of Social and Health Services in Washington State.

CSO – Community Services Office. One of many local offices throughout the state that administers benefits for a number of economic assistance programs, both state and federal.

CSOA – Community Services Office Administrator.

D

Dashboard – Website that links to a database to highlight performance measures. It is part of EMAPS.

DDDS – Division of Disability Determination Services.

DFAP – Disaster Food Assistance Program.

DFI – Division of Fraud Investigations.

DJA – Developmental Job Assignment. Job assignment that creates experience outside the normal duties of the current position.

DMS – Document Management System. This is a component of the Barcode computer system where imaged documents are stored and accessed by staff.

DOH – Department of Health provides access to their Vital Statistics system in order to verify citizenship, marriage, death, or divorce.

DOP – Department of Personnel

DRA – Deficit Reduction Act caused changes in what is a “countable component” for WorkFirst and changed participation requirements.

DSHS – Department of Social and Health Services. A department within Washington State government.

DSHS Learning Center – The Learning Management System used to track and deliver training.

E

EBT – Electronic Benefits Transfer. Clients receive cash and food assistance through an EBT card (Quest card) that works much like a debit card.

ECR – Electronic Case Record. This is a collection of imaged documents that relate to a particular client case that is accessed through the Barcode system.

E-JAS – A computer system that tracks client information related to WorkFirst program participation and requirements.

EMAPS – ESA Management Accountability and Performance Statistics website.

ESA – Economic Services Administration.

EXPO Committee – Plans and executes a gathering of all staff from across the region to foster teamwork. These Expos are held every two years.

F

Fair Hearing –

FORS – Felony Offender Reporting System. A computer system accessed by CSO staff for relevant information related to CSO cases.

FPL – Federal Poverty Level. Used to determine income standards for several different public assistance programs. Changes yearly based on inflation.

FSS – Financial Service Specialist determine financial eligibility for cash, Basic Food, Medical, and Child Care programs.

FTE – Full-Time Equivalent or one full time staff.

G

GA /GAU/GAX– General Assistance. A cash-related state assistance program for unemployable adults, usually due to a physical or mental incapacity. The GAX program is for person anticipated to be permanently disabled and potentially eligible for SSI.

GMAP – Government Management Accountability and Performance.

H

HB1290 – House Bill 1290, which provides for expedited restoration of Medicaid for incarcerated and hospitalized individuals.

HR – Human Resources.

I

ICMS – Incapacity Case Management System. This is a computer system within the Barcode system that tracks client information related to programs involving incapacity cases.

iESA – A website for Economic Services Administration.

IT – Information Technicians maintain computer systems, hardware, and software.

L

LEP – Limited English Proficiency. We must provide interpreter and translator services for all customers that are limited English proficient.

LMS – Learning Management System. Web-based program that tracks training and provides access to online trainings. Also known as the DSHS Learning Center

LPA – Local Planning Area – Partners from WorkSource, Community and Technical Colleges, Community Trade and Economic Development, Division of Child Support and other community groups that partner with CSD to provide employment and learning opportunities for our clients to become self sufficient.

M

MAG – Management Advisory Group – Staff discuss and develop action plans regarding processes that involve interaction between CSOs and Call Centers.

MAID –Medical Assistance Identification. “Coupon” received every month to identify eligibility for medical benefits.

MCR – Mid Certification Review. Review conducted at the six month point of a twelve month certification period to determine continued eligibility.

ME – Management Evaluation. Conducted by QA to review local office processes and procedures to determine federal compliance with the Basic Food program

Medicaid – medical program for eligible individuals and families with low incomes and resources. It is a means-tested program that is jointly funded by the states and federal government, and is managed by the states.

N

NGMA – Non-Grant Medical Assistance is a medical determination by the Division of Disability Insurance to determine disability.

O

OAH- Office of Administrative Hearings – conducts hearings for clients who disagree with a department decision. Judge makes final determination on whether the department action stands or is overturned.

OFM – Office of Financial Management.

P

PDP – Performance and Development Plan. Annual review of performance objectives and goals between an employee and their supervisor

PEP – Progressive Evaluation Process. Process that determine incapacity for the GA program

PRP – Process Review Panel. Panel that meets to review all QA errors.

Q

QA – Quality Assurance. Audits all offices for compliance with Basic Food federal requirements and accuracy.

R

RA – Regional Administrator.

RASE – Risk Analysis Self Assessment. This is a list of questions related to how business is done and what checks and balances are in place to ensure the integrity of that business. This document is completed annually by each office.

RCW – Revised Code of Washington.

S

Safety Committee – committee made up of staff members in an office that discusses safety issues and brings issues to the attention of management.

SEMS – Support Enforcement Management System. A computer system administered by a partner division that is accessed by CSO staff for information related to CSO cases.

SOP – Standard of Promptness.

SSI – Supplemental Security Income. A cash-related federal assistance program.

SW – Social Worker.

T

TANF – Temporary Assistance for Needy Families. This is a federal cash assistance program.

U

USDA – United States Department of Agriculture. This is the federal department that is responsible for the federal food assistance program.

W

WAC – Washington Administrative Code.

WCCC – Working Connections Child Care.

WebDesk – A computer system that is accessed from a website and is used by staff to report IT issues and by IT staff to track those issues and their resolutions.

Wellness Committee – group of staff members that meet to plan healthy activities for the office to promote wellness.

WorkFirst – WorkFirst is Washington's welfare reform program designed to help low-income families prepare for and go to work.

WPS – WorkFirst Program Specialist.

Organizational Profile

P.1 Organizational Description

Region 2 Community Services Division (CSD) is a branch of the Economic Services Administration (ESA) within the Department of Social and Health Services (DSHS) (see Org Chart). CSD is separated into six geographic regions. Region 2 CSD is located in the southeast portion of Washington State, serving Kittitas to Columbia counties (see map on cover sheet).

Each CSD region contains Community Service Offices (CSO) that provide public assistance services to their catchment area.

P.1a Organizational Environment

P.1a (1) Main services and delivery mechanisms:

Our core services focus on poverty reduction and self sufficiency; helping low-income families meet their basic needs and achieve economic independence through cash grants, food benefits, medical assistance, employment-focused services, and subsidized child care.

Major programs include: Temporary Assistance for Needy Families (TANF), WorkFirst, and Basic Food, General Assistance for the Unemployable, and Working Connections Child Care, as well as eligibility determination for medical assistance. All face to face contact with a client is conducted in one of the six local Community Service Offices (CSO). Most phone contact is made through the Customer Service Centers (CSC).

The TANF/WorkFirst program is a cash and medical program for families with children. Initial eligibility is established out of the local CSO based on the family’s income and resources. Most TANF parents are required to participate in the employment-focused WorkFirst program. Parents with barriers to employment are assessed and monitored in the local office by social workers.

The Customer Service Centers (CSC) or "call centers" provide clients with general information and referral related to programs administered by CSD, information about their case and other CSD services by telephone. CSCs administer the subsidized child care program, Working Connections Child Care (WCCC), and eligibility determination for medical assistance for those individuals not receiving cash assistance or Basic Food. Additionally, customers are able to report changes and manage other issues for their cash, medical or food assistance cases by contacting a CSC.

Benefit issuance for cash and food benefits are delivered through an electronic benefit transfer (EBT) directly to a stored value card or “Quest Card”. Medical benefits are delivered through a paper medical identification coupon (MAID) printed and mailed monthly.

P.1a (2) Organizational Culture

Our Region 2 CSD mission, vision, and values (Figure P.1-2) are aligned with the DSHS mission: To improve the quality of life for individuals and families in need. We help people achieve safe, self-sufficient, healthy and secure lives.

Figure P.1-2

CSD Region 2 Vision	
Serving our Community with:	
<ul style="list-style-type: none"> • Shared Values, • Shared Responsibilities • Shared Rewards 	
CSD Region 2 Mission	
We provide access to federal, state and community resources to enable individuals and families to lead healthy, productive lives.	
CSD Region 2 Values	
We work to create and maintain an environment built on:	
<ul style="list-style-type: none"> • Performance & Customer Service • Authentic communications • Mutual trust and respect • Measurable outcomes 	<ul style="list-style-type: none"> • Character • Working relationships • Clear expectations • Cultural diversity • Ethical behavior • Teamwork

P. 1a (3) Employee Profile: Region 2 CSD employs a diverse workforce comprised of approximately 393 staff (Fig. P. 1-3 and Fig. P.1-4). Casework and customer contact occurs within the local CSOs. This includes Financial Services Specialists (FSS), Social Workers (SW), WorkFirst Program Specialist (WPS), Clerical, and Administration. All positions require a high school or general equivalency diploma. Social Worker positions require a Bachelor of Science or Bachelor of Arts degree.

Region 2 CSD Headquarters is located in Yakima and employs approximately 23 staff. The staff is comprised of the Regional Administrator (RA), Deputy RA, Confidential Secretary, Business Manager and 3 Program Coordinators: Financial, Social Services and Work First. Other support staff include: Trainers, Fiscal, Human Resources (HR), Maintenance and various Clerical (See Org Chart).

Of the 393 staff working in Region 2, approximately 94% are Union represented.

Facilities: Within Region 2 there are nine primary locations: Region Headquarters in Yakima, six CSOs (Fig. P.1-5), and two call centers. The Yakima CSO and the Customer Service Center (CSC) are located within the same DSHS building. All buildings meet Americans with Disabilities Act (ADA) standards and provide safety and security for staff. The Yakima building is a co-located state owned facility operated by the Department of General Administration while the other offices are housed in leased facilities administered by the Lands and Buildings Division of the Department of Social and Health Services (DSHS).

Figure P.1-3 Workforce Profile by Ethnicity

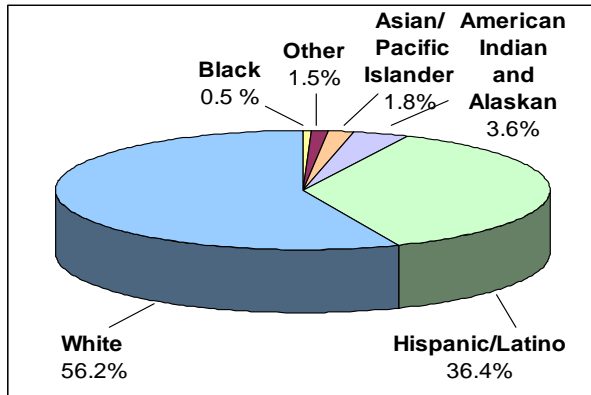


Fig. P.1-5 Counties served by CSO*

Community Service Office (CSO)	Counties Served	# of Staff Allocated	# of Clients
Ellensburg	Kittitas	9.01	2,871
Yakima	Yakima (part)	80.83	26,405
Wapato	Yakima (part)	31.69	12,401
Sunnyside	Yakima (part), Benton(Prosser)	35.27	12,569
Kennewick	Benton, Franklin, Walla Walla (Burbank)	54.72	28,474
Walla Walla	Walla Walla, Columbia	21.40	6,745
Yakima CSC	All Region 2	91.82	39,202

Figure P.1-4 Region 2 CSD Job Categories

Job Title	Total	% of CSD Total	Scope of Positions
Financial Service Specialist 1-3 (FSS)*	186	47%	Case manage financial, medical, food and child care assistance programs
FSS 4 - Lead Worker*	24	6%	Fair Hearing coordination, Auditing and Training of FSS staff
FSS 5 - Supervisor*	14	4%	Supervises unit of Financial Service Specialist staff
WorkFirst Program Specialist (WPS)*	56	14%	Provides case management to TANF clients to promote self-sufficiency
WPS - Supervisor*	10	3%	Supervises unit of Work First Program Specialist staff
Social Worker 1-2 (SW)*	43	11%	Provides full range of social services to assist clients in overcoming barriers
Social Worker 3 (SW) - Lead Worker*	4	1%	Provides full range of social services and serves as a lead for SWs
Social Worker 4 (SW) - Supervisor*	4	1%	Supervises unit of Social Worker staff
Clerical/Program Support Services*	28	7%	Performs a variety of clerical duties in support of office or unit operations
Other	24	6%	Directs administration & delivery of economic, medical and social services
Total	393	100%	

* = Union Represented Employees
December 2007 HRMS - CSD Reg 2 Diversity Report

Pasco PC	All Region 2	44.63	--
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*1/08 unduplicated cash, medical, Basic Food clients

4) Major facilities, technologies, and equipment:

Technologies: Automated Client Eligibility System (ACES) holds client data and program information for benefit delivery. All eligibility with the exception of WCCC is determined through ACES. E-JAS is the real time case and data management system used by WorkFirst staff to manage WorkFirst clients' referrals, activities, and participation.

We maintain a Document Management System (DMS) for electronically scanning, storing and organizing all client documents and correspondence. Barcode is a portal for several systems. The Incapacity Case Management System (ICMS) within Barcode contains information related to General Assistance (GA) and Supplemental Security Income (SSI) facilitation cases. A client's Electronic Case Record (ECR) is accessed through Barcode.

We also have access to other partners' systems for example the Support Enforcement Management System (SEMS), Department of Health (DOH), Felony Offender Reporting System (FORS) which are all secure websites accessed through links on our region website. We maintain an intranet web page for links to relevant sites, policy and information distribution and for gathering feedback from staff. We are in the process of transitioning to a SharePoint website to better facilitate information sharing.

Technology associated with our telephone systems is AVAYA which utilizes "expert agent" software to redirect calls throughout the region so that any call agent can answer any call region wide and assign specific skills to agents. The Call Management System (CMS) builds reports to manage call performance. Reports are readily accessible by staff and supervisors.

Equipment: Staff use dual monitors at their workstations for viewing multiple software programs, case file images, websites and or/databases simultaneously. We replace personal computers regularly to ensure adequate processing speed and memory capacity for required applications.

P.1a(5) Legal and Regulatory Environment: Community Services Division (CSD) is funded and directed by federal and state statutes, the Code of Federal Regulations (CFR), the Revised Code of Washington (RCW), and the Washington Administrative Code (WAC) respectively.

The Revised Code of Washington (RCW) is the compilation of all permanent laws now in force. Federal program elements are incorporated in each of these Codes and further refined by administrative and legal policies. DSHS policies and procedures are outlined in administrative policies, handbooks, and user manuals that pertain to day to day operations.

CSD is subject to several government agencies including Federal Department of Human Services, the state Office of Financial Management (OFM), the Economic Services Administration (ESA), the state Auditor's Office and Office of

Quality Assurance (QA) to ensure the accuracy of our client services. In addition CSD conducts annual Risk Analysis Self Assessments (RASE) audits to ensure the safety of facilities, the accuracy of cash handling, health and safety, payroll processing, computer security, emergency preparedness and staff training as well as other aspect of Community Services Office operations.

P.1b Organizational Relationships

P.1b (1) Organizational structure and governance system: The organization chart shows our relationship to the Governor's Office, DSHS, and Economic Services Administration (ESA).

Region 2 consists of a regional administration office, six community service offices (CSO), a regional processing center, and a regional medical/child care call center. Within these nine operations 393 staff is employed and more than 80,000 customers served. Figure P.1-5 shows the cities where the CSO's are located, the counties they serve, their staffing counts and number of clients served.

Region 2's Regional Administration Office is headed by a Regional Administrator (RA) and Deputy Regional Administrator who lead the regional management team that consists of a Community Services Office Administrator (CSOA) from each CSO and the Regional Business Manager. The Regional Administrator reports to the CSD director (see Org Chart). Each field office is comprised of specialized units of Financial Workers, WorkFirst Program Specialist and Social Workers which are each led by the corresponding specialized supervisor.

(2) Key customer and stakeholder groups: Our primary customers are the Washington State residents who apply for public assistance, specifically those who reside in the communities within Region 2. Our customers come from a wide range of population segments: Native American, immigrants, and a variety of ethnic groups (Hispanic, Eastern European, and Southeast Asian). They come from diverse circumstances: some are from seasonal employment, limited English households, disabled, and homeless. Some live in the cities where public transportation is available, but many live in more geographically remote areas.

Our key stakeholders are our WorkFirst partners, for example WorkSource, local technical and community colleges, and contractors. Other stakeholders are child care providers and medical providers along with the taxpayer and the community that benefits from the impact into the local economy.

Figure P.1-6 lists the key requirements and expectations of our key customers and stakeholders:

Figure P.1-6 Key Customer and Stakeholder Requirements

Customers/ Stakeholders	Key Requirements and Expectations
Applicants for Benefits	<ul style="list-style-type: none"> • Short wait for interview appointments • Prompt processing of applications and distribution of benefits • Accurate eligibility determinations and benefits • Courteous customer service and easy access to case workers and case information • Informed choice: Clear explanations of available benefits, eligibility, and expectations • Equal access for all
Taxpayers	<ul style="list-style-type: none"> • Accountability: Tax stewardship, Careful attention to expenditures both in operations and in program distributions • Timeliness: Prompt responses to public disclosure requests, constituent inquiries, and complaints • Equal Access: Available to the public
Childcare/Medical Providers, Community, for example, Landlords, & Grocery Stores	<ul style="list-style-type: none"> • Accurate and timely payments: Prompt processing of vouchers/coupons and distributions of benefits and payments

Although our key customers all have similar key requirements and expectations, the emphasis on these requirements varies depending on the segment of the population. Elderly and disabled customers require more attention to physical accessibility, particularly alternatives to in-person contacts and adherence to ADA guidelines in our facilities, while limited English clients' accessibility requirements involve bilingual employees or interpreter services. Different policies affect citizens and immigrants. Each benefit program involves different laws, policies and rules to determine eligibility.

Figure P.1-7 Key Supplier & Customer Communication

Key Suppliers & Customers	Forms of Partnering and Communication
Local Planning Area Partners	Monthly in-person meetings to discuss client's needs. Daily communication via e-mail, e-messaging, telephone calls and in person meetings
Clients	Face to Face and telephone appointments, walk-in services, mail, FAX, online applications, e-mail, Answer Phone, community education events. Verbal translator services in all languages are available via Language line. Written translation in all language is provided with all written correspondence.
IT Services	Web Desk, e-mail, Help Desk
Child Care/Medical Providers	A dedicated provider line as well as FAX and e-mail.
Disability Determinations(DDDS)	Mail, FAX and Phone
Domestic Violence, ADATSA, Planned Parenthood, DFI	Co-located services and partners communicate in person and facilitate communication between the department and clients.
Community Organizations and Resources	Quarterly in-person meetings to share and update resources.

P.2 ORGANIZATIONAL CHALLENGES

P.2a Competitive Environment

P.2a (1) Position: CSD competes with other state agencies for a limited amount of state resources, such as funding from the state general fund. As a region, we are in competition with other CSD regions for full time employee (FTE) allocation. Our state is also in competition with other states for federal funding in the form of Basic Food Enhanced Funding based on performance accuracy. Failure to meet performance measures could result in large financial penalties for the state.

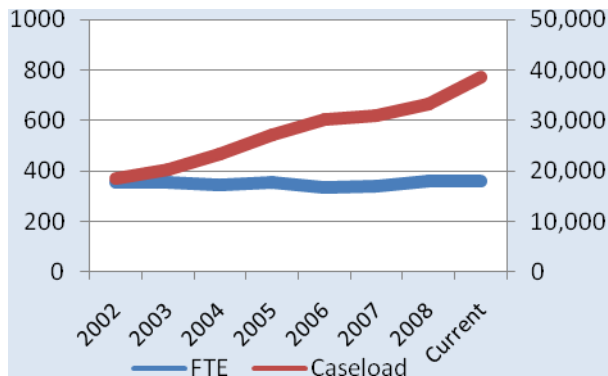
Figure P.2-1 shows Region 2's relative size in the industry and market as compared to similar regions in our state. Region 2 caseload is directly tied to the economy. Caseloads increase as seasonal jobs and the local economy decrease. There is more of an increase in the winter months in relation to the rest of the state as we are in an area that is more agriculturally oriented and seasonally affected. In October of 2008 new legislation increased the Basic Food income standards and our case loads

increased from 33,837 in October to 38,652 as of February 2009 see Figure P.2-2.

Figure P.2-1 Caseload sizes by program and region

	Statewide	Region 1	Region 2	Region 3
TANF Caseload	50,794	7,372	7,830	5,607
Basic Food Caseload	282,031	41,857	31,876	32,601
GA Caseload	31,643	4,877	2,788	4,680
WCCC Caseload (Est.)	10,582	1,605	2,007	1,347
ACD Calls Monthly	228,365	33,285	33,010	39,393

Figure P.2-2



P.2a(2) Key Success Factors: Region 2 principal factors that determine success relative to competitors is derived by the Governor’s Performance Goals as determined by the Government, Management, Accountability, and Performance (GMAP) measures which determine success relative to Accuracy, Caseload size, WorkFirst Participation, Employment & Timeliness of issuing benefits. The state’s eligibility for enhanced funding by the Federal Government is based on Performance Accuracy.

Key changes taking place affecting the competitive situation, including opportunities for innovation and collaboration for Region 2 are the WorkFirst-Deficit Reduction Act, immigration laws, fluctuation within the economy, and Legislative changes, statewide specialization of specific programs and one-time changes such as the Disaster Food Assistance Program (DFAP) and increases in income standards.

P.2a(3) Comparative and Competitive Data: Key available sources of comparative & competitive data from within the industry is our electronic ESA Management, Accountability and Performance Statistics (EMAP) website for comparison to other regions in the state. It is a robust system with historical data back to 1997. It includes the CSD Dashboard which provides a snapshot of key performance measures for the last twelve months in comparison to key targets. EMAPs and the Dashboard are available to all personnel with Intranet access. Staff has it available as a desktop icon for easy access.

Region 2 does not have key available sources of comparative data outside the industry.

P.2b Strategic Context: Strategic challenges and advantages (business, operational, human resources)

Business challenges include enhanced funding and sanctions that are linked to the federal Basic Food ranking. Enhanced funding is determined by the states accuracy rate in relation to other states. Under the Deficit Reduction Act (DRA) WorkFirst participation rates directly impact the TANF funding level.

Economic recession has added new challenges in meeting the current performance measures.

A challenge to Region 2 is that we are a mostly rural area. We have a high immigrant population that are limited English proficient and lack technical skills. They engage in seasonal employment that adds to the unemployment and poverty rate during the off season.

Human Resources: Advantage is that we have a highly experienced and knowledgeable Workforce; however, many are reaching retirement age and promoting to other agencies which impacts organizational sustainability and loss of experienced staff’s knowledge and skills

The most recent challenge is the economic downturn and the impact on state resources. The Community Service Division has formed several Service Delivery Review teams at the state level to examine all aspects of our business. The goal is to increase client access points and improve consistency in service delivery as well as sharing workload. We have members from every local office involved in these statewide review teams. It is anticipated that the new plans will be implemented in the fall of 2009.

P.2c Performance Improvement System:

Region 2 CSD focuses on staff training, performance management systems, and work teams to achieve strong performance. Region 2 has utilizes process improvement teams and workgroups to plan, implement, analyze and review work plans. Several regional teams are in place that focuses on regional processes, customer relations and performance management. Staff from all offices is included on all regional teams.

Performance results are readily available online at the regional, local, and individual level through different data management systems, for example, Barcode, EJAS, and EMAPs. Regional Results are available through the ESA Management, Accountability, and Management Statistics website and agency GMAP process which are used to analyze regional trends and gaps and consequently develop action plans to address those gaps

Leadership

How do Senior leaders lead? How do you govern and address your social responsibilities?

Senior Leaders are the Region 2 Management Team which consists of the Regional Administrator, Deputy Regional Administrator, Community Service Office Administrators, Program Coordinators, and Business Manager.

Senior leaders lead by establishing and promoting the organization's mission, vision and values. Senior leaders maintain public confidence by emphasizing performance results at all levels of the organization, listening to customers and staff, and ensuring ethical conduct. Senior leaders also prioritize and provide resources for regional plans. They communicate to staff how decisions support the region's mission, vision, and values.

Senior leaders meet twice monthly to discuss performance goals, measures, and values. Plans are set based on the CSD strategic plan, GMAP measures, and Dashboard measures.

Senior leaders meet once a year at a senior leader retreat to set plans for the coming year. In 2007 they created local business plans to address the new collective bargaining agreement. It includes procedures to address business needs, work schedules, leave schedules, remote assignments, distribution of union information, annual review checklist, and driver's license and insurance verification.

1. a. How do Senior Leaders set organizational Vision and Values?

Senior Leaders set the Vision, Mission and Values of the organization in 2004 by asking over 380 staff what values they believed were important to the organization. A Senior leader went to every local office and conducted an all staff meeting where staff brainstormed the values of the organization. Once a core list of values was determined, the leadership then chartered a committee made up of local office representatives to propose a vision statement and mission statement. The resulting Vision, Mission, and Values statements have been posted on the walls in every office and are the foundation for all decisions. A Region logo contest proceeded. Staff created and voted on their favorite logo design.

The vision, "Serving our Community with Shared Values, Shared Responsibilities, and Shared Rewards" is the cornerstone of decision-making for proposed changes in business process. When evaluating these changes, leaders consider the question: "Is this about sharing?" Since the establishment of this vision statement, the region has centralized the Progressive Evaluation Process (PEP) which makes incapacity decisions for the General Assistance program, created a Processing Center to process all Eligibility Reviews and reported changes. Additionally, Region 2 CSD has created a "virtual" environment by investing in technology and utilizing available space that supports staff to work closer to where they live. As a result, Region 2 is sharing the reward of the cost savings associated with the "virtual" work environment.

Promoting and perpetuating the vision is part of doing business. "Shared Values" and "Shared Responsibilities" are discussed at management meetings, unit meetings, and committee meetings. "Shared Rewards" are reported at staff meetings and through e-mails. Senior leaders look for applicants who are customer driven and possess good interpersonal skills and service abilities.

1. b. How do Senior Leaders communicate with and engage the entire workforce?

Senior Leaders meet twice a month and communicate back to their local management teams through local management meetings. Senior leaders also share information during monthly all staff meetings. Local Management/Supervisors communicate to their units through regular unit meetings.

Senior Leaders engage the workforce by providing opportunities for staff to be involved in the processes and decisions made regarding their work. Time and resources are provided to local and regional committees encouraging staff involvement to gather and collaborate regarding ways of improvement for customers as well as staff. Committees communicate back to leadership and the workforce through their local representative, and meeting minutes. Examples of committees that engage staff are the : Safety committee, Wellness committee, building managers committee, all staff committees, regional customer relations committee, regional Baldrige assessment team (BAT), EXPO committee, regional financial supervisors, and regional WorkFirst/Social Service Supervisor committee, and the Management Advisory Group (MAG). Program Managers are part of statewide Financial Coordinator, WorkFirst Coordinator, and Social Service Coordinator teams and report back information through email, training, or regional committees.

Senior leaders meet with their local offices at monthly all staff meetings. Recognitions for achievements are presented by Senior Leaders during the monthly all staff meetings. Examples of recognition are: years of service, customer letters of praise and accuracy certificates. Senior leaders also report upcoming changes during these meetings.

Senior leaders sponsor an "EXPO" symposium every two years to unite staff and reinforce our vision of "Shared Values, Shared Responsibilities, Shared Rewards". An "EXPO" committee with staff representation from every office plans the symposium throughout the year. Local and regional employee recognition is conducted once a year in five categories: customer service, diversity, partnership, individual achievement, and teamwork.

Local recognition efforts are informal and vary in the form of emails, employee of the month or quarter, and Kudos on the iESA webpage. Local offices use all staff committees to organize spirit days and festivities for special occasions to promote engagement and unity.

Supervisors use the annual employee Performance Development Plan to communicate with their staff. This plan includes an employee development section which

incorporates future training and development of the employee's career goals. Examples of the ongoing staff development and training plans offered are Birkman, Seven Habits of Highly Effective People, Crucial Conversations, Crucial Confrontations, Strengths Finding, and Bridges out of Poverty. Resources have been invested to certify staff to teach these courses. Employees are given the opportunity to attend monthly leadership teleconferences with different guest speakers and topics.

1. c. Describe how your organization addresses its responsibilities to the public and ensures ethical behavior.

Region 2 CSD addresses its responsibilities to the public systematically through an annual Risk Assessment and Self Evaluation (RASE) process conducted by each office. The RASE documents the controls used to mediate risk of loss or misuse of state resources. It assures we are in compliance with state policies, and protects the perception of taxpayers and employees from impropriety. The assessment includes a self audit of the following categories: Disbursements, Employee Travel Reimbursement, Purchasing, Fixed Assets, Payroll/Attendance, Personnel/Training, State Vehicles, Information Systems, Client Issue Management, Employee Safety Program, Industrial Insurance Program, Health, and Emergency Management.

The state Quality Assurance (QA) office performs different types of reviews and audits for several programs, for example, management evaluations, federal and state Basic Food programs, WorkFirst participation, and child care. They audit for timeliness, accuracy, and policy compliance.

Constituent Complaints and Provider Phone Lines are available for customers and providers to voice concerns. Customers also have a right to request a hearing conducted by the Office of Administrative Hearings for an unbiased review of the decision made by the organization.

Leadership works to ensure that all staff is informed of performance expectations regarding use of state resources and demonstrating ethical behavior. All employees complete mandatory training annually, including ethics, confidentiality and sexual harassment prevention. These trainings are available and recorded through the online Learning Management System also known as the DSHS Learning Center. In 2008 senior leaders mandated advanced ethics training for all employees to assure that all employees are aware of the ethics laws, expectations, and consequences of violating those laws. An Ethics Board member delivered ethics training to all employees in May and June of 2008.

An Ethics Board website is available online that posts Ethics Board opinions, policies, and messages. It is also available for staff to ask questions directly to the ethics board regarding any questionable circumstances. All investigations are posted online. A Whistleblower program is in place to report suspected abuse and non-compliance of ethics laws.

Annually, staff review and certify that they understand the ethics and confidentiality standards by reviewing and signing the employee review checklist. Supervisors review

expectations to ensure understanding of ethical boundaries during the yearly performance development plan. The Supervisors have access to the DSHS Learning center to monitor and ensure that all their staff completed mandatory training requirements

Employees must acknowledge reading the policy regarding proper use of computer/internet every morning to access any programs on their computer. Employees are prohibited from working cases of friends and relatives and sign confidentiality agreements stating that they will not share information.

Strategic Planning

Strategic Planning: How do you develop and deploy your strategy?

Region 2 CSD develops and deploys its strategy based on the goals and objectives set forth in the Region 2 CSD strategic plan. The strategic plan was developed and implemented in 2008 based on a strategic planning session conducted by CSD leadership. A draft of the plan was posted on the iESA webpage for staff feedback and suggestions. The final plan was implemented and set as the 2009-11 strategic plan. Regional actions plans are based on the strategic plan as well as opportunities for improvement that have been identified by customer surveys, staff surveys, performance measures, and feedback from Quality audits. Region 2 management is participates on Local Planning Area committee monthly to identify opportunities to combine resources and engage in cooperative strategies to better serve our mutual customer base.

Action plans are implemented within the Region using quality improvement principles and practices and the utilization of Quality Improvement teams. The plan is communicated to the Regional and local management and staff in regular meetings that involve all levels of the Region's workforce.

2. a. What are your key strategic objectives?

The Region 2 Strategic Plan focuses on five performance areas:

1. Provide Quality Services to Our Customers
2. Empowering and Supporting Our Staff
3. Value Our Partners
4. Serve as Good Stewards
5. Pursue Innovation to Improve Performance

Our Strategic Plan (Fig 2.1-1) is directly linked to the DSHS and ESA strategic plans for 2009-2011.

CSD VISION: CSD programs and services reduce poverty and hunger, improve the lives of those who turn to us for help, and build stronger, healthier families and communities across Washington State.

CSD MISSION: Provide cash, medical, food assistance and a wide range of services that help people meet their basic need and build better lives and futures.

Table 2.1-1 Strategic Plan

Goals/Objectives	Strategic Initiatives	Performance Measures
Connect people to benefits and services that reduce poverty and help them become self-sufficient	A. Develop and support local efforts to increase the number of families exiting WorkFirst due to self-sufficiency. B. Collaborate with outreach contractors, hunger advocates, and Community Partners to create initiatives and program enhancements that will reach more individuals and families.	WorkFirst/TANF <ul style="list-style-type: none"> WorkFirst exits due to self-sufficiency Fig. 7.2-1 Federal TANF participation rates Fig 7.2-2 Completion of the Comprehensive Evaluation (CE) within 30 days DCA Fig. 7.2-3 % of adults who do not seek TANF within 12 months of receiving Division Cash Assistance (DCA) Fig 7.2-4 DCA as a percentage of TANF applications General Assistance Fig 7.2-5 General Assistance exits due to self sufficiency Basic Food Fig. 7.2-6 % of individuals who are at or below 125% of the federal poverty level who are participating in the Basic Food Program.
Engage staff for their input into policy and operational decisions	A. Respond to staff of which provide input, thereby closing the “feedback loop”. B. Submit a region wide Washington State Quality Award (WSQA) application.	Staffing/Personnel <ul style="list-style-type: none"> % increase in staff indicating they have opportunity to give input on decisions affecting their work on the staff survey. Fig. 7.5-1 Progress on SharePoint web site WSQA application, review, and work plan that responds to review feedback is updated annually. Application April 2009
Engage partners within and outside of ESA to improve services to clients	A. Support Full engagement of local offices with communities and customers. Use feedback from staff who regularly hear from customers about services. C. Conduct Basic Food participation presentations	# of Presentations conducted by Customer Relations Committee Customer Survey
Maintain systems and support to ensure financial accountability	A. Develop and complete an internal controls self assessment for all CSOs, and Regional Offices.	RASE assessment, risk assessment, including EBT . Every office submitted results due March every year.
Use process improvement, data, and technology to streamline administrative and service delivery models and increase capacity and productivity	A. Participate in statewide review of CSD’s key processes of service delivery to identify and implement improvements. Implementation scheduled for Fall of 2009	Staffing/Personnel <ul style="list-style-type: none"> % of staff indicating they have the equipment needed to do their jobs on staff survey Fig 7.5-1 Customer Service Technologies % of call centers that use consistent technology, are available during core business hours of 8-5 M-F, and offer a consistent set of customer driven Services.

2. b. How do your strategic objectives address your strategic challenges and strategic advantages?

Region 2 Key Strategic Objectives are providing services and benefits to our clients to reduce poverty and help them become self-sufficient. We provide accurate, timely services to families and individuals who apply for benefits. Our strategic objectives are directly linked to our Mission, Vision and Goals. We use process improvement, data, and technology to streamline administrative and service delivery models and increase capacity and productivity.

Our strategic plan addresses our business challenges to ensure enhanced funding linked to the federal Basic Food ranking. Enhanced funding is determined by the states accuracy rate in relation to other states. It also includes goals and objectives which address WorkFirst Participation which directly impacts

the TANF funding level and is a requirement of the Deficit Reduction Act (DRA).

Region 2 provides culturally and competent services to families and individuals. Our mission in self-sufficiency includes providing employment services, health care services, food and shelter, drug and alcohol rehabilitation, and child care services. Region 2 engages partners within and outside of the organization to improve services to our clients. This allows us to serve our seasonal farm working household and immigrant population which are primarily limited English proficient.

In the strategic plan one of our goals is to empower and support our staff. Region 2 builds and retains a strong, committed, and diverse workforce. Region 2 engages staff for their input into policies and operational decisions providing staff development and training. This helps the

organization mitigate the loss of experienced staff knowledge and skills of those individuals reaching retirement age.

2. c. How do you deploy action plans throughout the organization to achieve your key strategic objectives?

The regional management team decide and oversee regional action plans to achieve the key CSD strategic objectives. When decisions are made in regards to direction and strategy, regional plans are developed and deployed using input from staff and teams. Staff learns about the plans from their Community Services Office Administrator and management team via all staff meetings, unit meetings, intranet postings on the iESA page, email, and by talking to colleagues who serve on workgroups or regional committees. Plans are deployed region wide, reviewed by management and project teams, and discussed at the regional management team for improvement. Some examples of regional action plans and regional teams are:

- Region 2 Training Plan
- Call Center Plan
- Processing Center Plan
- DMS project
- Regional PEP Unit
- Region 2 Audit Team
- Community Relations Committee
- Regional Leadership Team
- Baldrige Assessment Team
- Management Advisory Team
- EXPO planning Team

Customer Service and Market Focus

How do you obtain and use customer and market knowledge? How do you build relationships and grow customer satisfaction?

Region 2 obtains customer knowledge by receiving personal information and demographics through applications and client contacts documenting this information in various computer programs.

Region 2 builds relationships and grows customer satisfaction through the Community Relations Committee which was formed based on public feedback at forums indicating the need for increased interaction with the community. Each office is represented on this committee whose mission is to provide consistent informational and educational resources to the community. Committee members do outreach to inform families and individuals in need of our services and increasing access to our sometimes cumbersome eligibility process. The committee allows an outlet for the public to provide valuable feedback to bring back and use within the Region.

The offices also partner with the local schools for presentations and community events, as well as having workers stationed in clinics or hospitals to facilitate the process of getting eligible clients connected with state and federal assistance programs. Outstation workers listen to clients and partners and report feedback to the offices for consideration in improvement planning. For instance, the community of Granger, which is a high-poverty community, asked for a DSHS presence there. A

partnership was formed between the mayor and the administrator of the CSO that covered that area, and a decision was made to have the Regional Community Relations Coordinator stationed in Granger once a week.

The overall goal is to increase Basic Food participation and increase accuracy which in turn increases customer satisfaction. The monetary reward is bonus money from the Federal Government allowing the Region to expand services.

3. a. How do you capture customer-related information? How do you determine which requirements are most important?

Region 2 actively seeks partnerships and feedback from clients, partners, and the community. Discussions with advocates and community public forums done in 2006-2007 provided feed back that led the Region to form the Community Relations Committee (CRC). We also hired a Community Relations Coordinator. This group meets monthly, and its members conduct community outreach. They developed a database to track community presentations.

Feedback received during these presentations is forwarded on to the appropriate office to address each case individually. In the offices and on the phone, clients are offered the opportunity to take a survey which collects information that reflects our organization's mission, vision, and values (Fig 7.3-10).

The results are aggregated quarterly, reviewed by the CRC and recommendations are sent to the CSO Administrators for consideration future action plans.

Many priorities are set by state or federal policies or by parent organizations' expectations. Additionally, budget and resource constraints often determine which improvements can be done and which may have to wait. The Region 2 CSD Strategic Plans also guide the management in planning for process changes and improvements. How those improvements are carried out and their priority levels are determined by the Region 2 Management team based on Region 2's Mission, Vision, and Values statements.

Based on our interactions and experience with our customers we know they require accuracy in the benefits issued to them, timeliness in the delivery of those benefits and to be treated with dignity and respect.

3. b. How do you enable customers to seek information, conduct business, and make complaints?

Local CSOs, toll free call centers and online websites provide access to information concerning the services offered by the department. The web sites also provide a convenient means for customers to report any changes that may affect their eligibility.

Region 2 key access mechanisms which enable customers to seek information are the internet sites and phone numbers

listed in Table 5.1-1, and via mail, fax, and in person at their local CSO. The 2 Provider lines are toll free number available for medical and childcare provider questions, Customers are also able to access information through resource tables at community events, Partnerships such as local planning area food banks, homeless shelters, radio programs, Partnership with the Native American Community: Tribal Placements, Contract Care, ADATSA/Tribal Chemical Dependency Programs, Commodity Foods, and Outreach through Health Clinics.

Region 2 enables our customers to make complaints in person, over the phone, email to workers, supervisors, CSO Administrators, advocates, Congressman/State Representative/Governor's office. Customers can also call Constituent Services or request a fair hearing regarding their concerns at any time. They are also able to make complaints online at the DSHS website, through community outreach staff.

Fair hearing rights are on every letter, and whenever they disagree with a decision it is considered a fair hearing request. Every staff member is trained to address the issue, forward issue to supervisor, or administrator, and/or request a fair hearing. A fair hearing is a review of the case action by a neutral party. The Fair Hearing Coordinator meets with the client before the hearing to attempt to resolve the issue. If the issue is not resolved a hearing is scheduled by the Office of Administrative Hearings (OAH). The customer and/or their representative, the Fair Hearing Coordinator and Administrative Law Judge attend in person or via telephone. The OAH judge makes final decision.

3. c. How do you determine customer satisfaction, dissatisfaction and loyalty?

DSHS conducts statewide surveys. The Customer Relations Committee instituted a region wide survey that began July 1, 2008. Surveys are available in every CSO. Surveys are collected and input into survey software, data is aggregated quarterly by the CRC and recommendations are sent to the regional management team to incorporate into process improvement.

Region 2 CSD has several systemic methods for customers to report dissatisfaction. Customers may request a fair hearing, call constituent services, or make a complaint with their worker, supervisor, or local CSOA. A complaint log is kept in every office for complaints directed to the Office of Civil Rights. Region 2 policy is that all complaints be resolved at the lowest level.

Although many of our customers would prefer not to have to seek our services, loyal customers can be viewed as those customers that provide required information, report changes, keep appointments, submit eligibility reviews timely, and provide positive feedback.

Measurement, Analyses and Knowledge Management

Category 4 - Measurement, Analysis and Knowledge Management: How do you measure, analyze, and then improve your organizational performance? How do you manage your information and organizational knowledge?

Governor Chris Gregoire believes every state agency and program must be visibly accountable to Washington citizens. The cornerstone of the Governor's accountability initiative is the Government Management Accountability and Performance (GMAP) program. GMAP is a management tool that promotes the sharing of current performance data to achieve better results. A regional GMAP team with representatives from each office meets quarterly to analyze data and develop their local office's GMAP report. Team representatives meet with their local management team to assess and adjust current action plans or develop new action plans for areas needing improvement. The regional administrator presents the regional GMAP report at the CSD level and shares input received from the statewide meeting with the regional team. The team makes any additional adjustments to the action plans before they are shared with the CSOs for implementation.

The E-MAPS office serves as the performance measurement office for the administration and gathers the data for the performance measures used in GMAP as well as the Dashboard

The Dashboard organizes the most important measures relevant to daily operations and organizational performance. The Dashboard is located at the EMAPS website and available to all staff. Data is segmented by region and by month and available for the past 12 months. However, historical information is available in EMAPs as far back as eleven years. Management pulls the data from EMAP to give us an overall picture of how we are doing as well as compare our region to other regions throughout the state.

Figure 4.1-1 shows the GMAP performance measures that are analyzed daily or monthly to improve organizational performance.

Fig. 4.1-1

GMAP Measures	Frequency
Comprehensive Evaluation	Daily
Federal Participation	Daily
Exits due to Self-Sufficiency	Monthly
TANF & GA Facilitation	Monthly
TANF Caseload	Monthly
BF Caseload	Monthly
BF Accuracy	Monthly
Diversion	Monthly
Answered Calls	Daily

All computer systems with client information, for example, Barcode, ACES and EJAS, are centrally located and managed in Olympia. Information is stored and backed up regularly by state office. All locally created documents are stored on a local office server and backed up weekly by local Information Technicians (ITs). A full back up occurs once a week and incremental backups for only changes is conducted several times a week. The backup is stored to an external hard drive located off site. Disaster Recovery Plans are also in place to manage information in the event of an emergency.

4. a. How do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance?

Region 2 uses a variety of methods to select, collect, align and integrate data and information for tracking daily operations and for tracking overall organizational performance. Some performance measures are selected based on federally mandated requirements, for example, accuracy and timeliness. Others are selected because of state office GMAP and Dashboard focused performance measures.

Figure 4.a.1 shows the daily measures used at our call centers and why it was selected. Management runs these reports daily to ensure that staff is performing their duties timely and accurately. The Call Management System offers real time information to track daily telephone process timeframes. Measures are used daily to manage workload, manpower, and individual performance. Trend data helps determine where staff is placed depending on the time of day, month, or year.

One example is telephone staffing levels for child care calls. Staffing needs to be increased when the school year ends and the need for child care increases. The data collected is also used to track overall organizational performance in comparison to other regions. Contact is made with other regions for best practices and benchmarking. All call agents have the first four measures in Figure 4.a.1 available on their desktop at all times. A reader board is displayed that also shows the measures and alerts staff audibly when call wait time exceeds targets or the number of calls waiting exceed ten at a time. The purpose is to empower staff to take phone calls when more manpower is needed rather than waiting for management to alert staff.

4. b. How do you review organizational performance and capabilities?

Organizational performance and capabilities are reviewed at all levels from the supervisor to the RA. They are reviewed through the quarterly GMAP process, monthly local management meetings, and semi-monthly senior management meetings.

Headquarters publishes a monthly performance report ranking all offices and regions statewide based on weighted performance measures linked to GMAP and the CSD Strategic Plan.

Financial GMAP performance measures have timeliness requirements. Barcode contains data at an individual, office or Region level in regards to GMAP measurements. Reports from systems such as Barcode are pulled daily by supervisors in each office to determine the current status of the office and individual staff. From these reports they can tell how many documents are pending to be processed and how long we have had this document available to be processed. We can tell how long a client’s case has been in pending status waiting for a determination. This allows us to determine if we are on track to meet our timeframes that are set forth by GMAP.

Social Service WorkFirst GMAP performance measures have participation and engagement requirements. Reports are created by EJAS to review how many clients are actively participating in

approved components. This provides the social workers / case managers the information necessary to insure they are engaging their clients in appropriate activities. The active use of this report is to ensure the participation rate of clients compared to the mandated requirement determined by GMAP.

Management uses the information they gather from reports to determine the current ability to accomplish our timeframes, abilities and performance requirements. Process Improvement Teams review and improve current work processes. Weekly unit and management meetings in individual offices review their performance as individuals, as a unit and as an office. The Regional Management Team meets regularly to review and analyze GMAP measures to determine trends and discrepancies. Plans are developed or modified to address opportunities for improvement.

These reports are accessed by the individual employee, manager, administrators, or directors to determine our current status. They act as a check point within our processes directly influencing our GMAP results. A new GMAP committee was formed in August 2008 that includes representation from each local office. The committee reviews GMAP measures quarterly and takes the lead in analyzing the data and facilitating each office’s action plans based on their quarterly results. The Regional Administrator represents the Region in presenting Region 2’s performance at the statewide GMAP sessions.

4. c. How do you make needed data and information available? How do you make them accessible to your workforce, suppliers, partners, collaborators, and customers, as appropriate?

We have many avenues for sharing information with our workforce, suppliers, partners, collaborators and customers. Table 4.1-1 explains what information is available to the Call Center workforce through the Call Management System software. They can utilize this information to manage their own performance and determine the status of current calls. Table 4.1-2 displays the variety of methods used to provide information to our workforce, suppliers, partners, collaborators, and customers.

Table 4.1-2

ASA- Average Speed of Answer	Time it takes to answer a call	Measure of ESA performance measure for how long a client is on hold waiting for a representative
ACD – Automatic Call Director	Time on a Call	How long a worker takes while on a line with a client to determine how many staff are needed to handle call volume
AC- After Call	Time after a call to process	How long a worker takes after client is off the line to process case actions
TM – Total minutes	Total call time	This would be the total time on the phone and after the call for the worker to complete case action

DC – Dropped Calls	Calls that are dropped before answered	Determines if enough workers are on the phone to answer the calls. Don't want them to hang up. Can only have 20 on hold or else they get dropped (hung up on)
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4. d How do you manage organizational knowledge to accomplish the collection and transfer of workforce knowledge?

The Region 2 Training Plan provides each office with a job coach who is responsible for linking classroom knowledge to field applications. Job shadowing is one mechanism used to transfer workforce knowledge from the experienced worker to the new employee. Individual training plans are developed for each employee and tracked by their supervisor in the learning management system also known as the DSHS Learning Center.

Organizational knowledge is transferred to the workforce using information distribution during unit meetings. The iESA intranet website provides program updates and policy changes. It is used to solicit information and volunteers for statewide process improvement teams. It also shares best practices, newsletters, and the regular “Tuesday tips”.

Developmental Job Assignments (DJA program) enhances an employee’s career development opportunities by allowing the employee to temporarily work out of their job classification. Management development is supported through the College of Puget Sound’s 18 month Certified Public Manager Program (CPM Program). This program is an effective combination of study, practice, application and testing providing managers with a foundation for a successful management career. Employees may request career development training through the DSHS Learning Center.

The Mentorship Program is available to any employee seeking advice or guidance in professional development. A mentoring

Table 5.1-1 Communication Methods

COMMUNICATION METHOD	INFORMATION PROVIDED	AVAILABILITY	ACCESSIBILITY
Online CSO www.onlinecso.dshs.wa.gov	Contact Information, ability to apply for benefits, report changes, download forms, resource information	Internet	Marketed on “Services at your fingertips” brochure Available to anyone with access to a computer
DSHS website www.dshs.wa.gov	Client data back to 2000 aggregated by service type and available by city, county, legislative district and region. Links to online CSO	Internet	Marketed by DSHS. Available to anyone with access to a computer
Access Washington access.wa.gov	Links to all state services	Internet	Marketed by State of WA Available to anyone with access to a computer Available to anyone with access to a computer
WorkFirst website www.workfirst.wa.gov	WorkFirst GMAP Performance Measures, Staff and Parent Resources	Internet	WorkFirst brochures, links from DSHS and Access Washington.

plan is written setting learning goals, objectives, and timeframes giving the opportunity to transfer workforce knowledge.

Workforce Focus

How do you encourage your workforce to achieve organizational and personal success?

We encourage our workforce to achieve organizational and personal success by: providing consistent training that meets their job’s core competencies, providing yearly expectations and feedback, involving them in their career development, and supporting them in mentorship and coaching opportunities.

Historically we have provided a formal yearly recognition process in five key areas: customer service, partnership, diversity, team and individual performance. Due to budget constraints the 2009 formal employee recognition has been suspended but Region 2 has chosen to continue it at a local level. Informal recognition occurs at the local office level through website Kudos, employee of the month/quarter and “case correct” certificates.

Our workforce participates in the design of our organization’s future through involvement on regional and state level teams, partnership committees, conferences, process improvement and sharing of best practices. By sharing responsibility for the development of our processes we build trust and buy-in from staff to accomplish common goals.

Answer Phone 1-877-980-9220	Provides information on their case, for example, appointment dates and times, status of case, and voicemail message from their caseworker	Toll free number	Included on all letters, brochures, and call center message. Workers distribute Answer Phone cards with phone number
Informational Brochures	Provides information on programs and services	Lobby, reception, online, letters	All staff that have contact with clients distribute appropriate brochures
EMAPS	Performance measures for WorkFirst, TANF, Basic Food, GA, Medical and Telephone	Intranet- Available to all CSD employees	Link on iESA and region web pages
iESA/Region Intranet	Links to online manuals, state resources, updates on policy and changes,	Intranet – Available to all ESA employees	iESA opens on desktop when computer is turned on in the morning. Region webpage set as “home” page
Computer Systems-Barcode, ACES, EJAS	Barcode - Performance Measures for Child Care, DMS, pending reports, assignment reports for individual, unit, or regional performance measures. ACES contains client information, EJAS contains WorkFirst information and reports	Available on local network. Partners have limited access to information	All staff are trained and reports are pulled regularly All staff have access to all performance measure information
LPA meetings	WorkFirst information and updates, community resource information. Meet monthly	Community Partners and WorkFirst staff separated by counties	Yearly schedule emailed, agenda items sent out, invitations made to other community organizations
Community Presentations	Information about programs and services provided to potential customers, current recipients, community organizations and other public forums (radio, conferences, job fairs etc.)	Public	Use of radio, word of mouth, and business card distribution to notify public of presentation availability

5. a. How do you determine the key factors that affect workforce engagement and workforce satisfaction?

Region 2’s workforce engagement and satisfaction are determined through an annual employee survey. Surveys are administered through ESA, Department of Personnel (DOP) and/or Region office. Information is also gathered through discussions with staff, for example, unit and all staff meetings and annual performance reviews.

From that information we have determined that our key factors of workforce engagement and satisfaction are: training and career development opportunities, removing obstacles to job performance, providing equal opportunities, fair treatment of employees, and employee recognition.

Historically Region 2 provided a recognition and rewards systems to our staff through annual local, regional, and state office level employee recognition. Employee recognition awards are determined by staff nominations and peer review. All employees have the opportunity to post and receive Kudos at any time on the iESA website for outstanding employee achievements. Service awards are awarded to employees for every 5 years of service to the state and are recognized with a framed certificate and choice of gift.

Management discusses staff concerns at monthly all staff meetings, unit meetings, through one on one interaction, and through email interaction. Staff also has the opportunity to address their concerns during yearly evaluations with their supervisor.

Management and staff are encouraged to be involved in the community. As an example, a yearly Combined Fund Drive is organized by staff during work hours and provides an opportunity for all employees to contribute to their favorite participating charity.

5. b. How does your workforce development and learning system address your core competencies, strategic challenges, and accomplishment of your action plans?

In 2006 the statewide training advisory team which included Region 2 staff was chartered to create a training and development plan. In January of 2007 the CSD strategic training and development plan was implemented statewide. The training plan focuses on adult learning techniques and creates a standardized statewide learning plan. Within this plan all new employees receive the same information through the New Employee Orientation Phase I and II. Core

competencies are addressed through specialized trainings for each job classification. For example, Financial Workers, Social Workers, WorkFirst Program Specialist, Supervisors, and Administrators all receive specialized training needed for their jobs. This ensures that workers are guaranteed to have the basic knowledge to perform their duties wherever they are hired in any office in the state.

In addition to the CSD training plan, Region 2 has developed a training plan. The four Region trainers are responsible for delivering the statewide training as well as assessing and developing training based on the needs of the Region. The team uses performance analysis to determine the needs of the Region, offices or specific employees. From the information gathered appropriate trainings can be developed and delivered. Training can result from corrective action plans, correcting deficiencies in performance, presenting changes in current policies and employee development. Employees are offered professional development and personal growth training with a focus on: 7 Habits for Highly Effective People, Crucial Conversations, Crucial Confrontations, Bridges out of Poverty, The Birkman Method, and Strengths Workshops. These types of trainings are aligned with the goal of Region 2 to develop future leaders.

In conjunction with the CSD Training Plan was the addition and implementation of the DSHS Learning Center that tracks and records the completion of all trainings within the Region through a learning management system (LMS). This system allows managers to track the progress and completion of trainings completed by their staff. It also allows the employees to find statewide trainings available, request trainings, and monitor their progress. The Learning Center supports the CSD training plan by providing online training, supporting classroom training, and providing individual learning plans. The Learning Center has follow up assessments for employees to complete after they have trainings to provide feedback of the effectiveness of the training.

One of our Region 2 CSD Strategic Goals is accuracy. This strategic goal has monetary ramifications i.e. bonuses or sanctions. To ensure accuracy in our Region we have developed the Region 2 Quality Plan that focuses on audits, and targets skills and abilities. This plan includes the auditing of new employees at 100% and experienced staff at 6%. Auditing is completed throughout the Region by the Regional Audit Team, local office lead workers and supervisors.

The Region 2 Audit team is responsible for auditing cases region wide for case accuracy. They also conduct performance analyses to determine performance gaps. These results are shared with the Region 2 training team who develop and implement training to address the performance gaps related to skills and knowledge. This directly links to our region goal of providing responsive, accurate, and timely services to families and individuals who apply for benefits.

A large portion of our interaction with clients is through phone calls. We monitor a portion of the phone calls to ensure the quality of service and accuracy of benefits meets our strategic goals. The results of the auditing and monitoring are addressed individually, during unit meetings and combined staff meetings.

The information gathered from audits, LMS assessments and staff input identifies opportunities for improvement. If the gap is in the area of skills and knowledge, it is addressed through our Regional Training Plan. If it is a systemic problem it is addressed in current action plans. Policy changes are addressed in the same manner. Policy is trained, cases are audited, gaps are identified, and action plans are developed as needed. An example of the Learning Cycle is how the Regional Audit Team assists the local office in preparing for a Management Evaluation (ME) administered by the Quality Assurance (QA) Office. The Regional Audit Team visits an office that is scheduled for a ME and reviews the office based on the criteria that will be used by the QA office. The ME looks at overall operation of the office and key performance measures such as client accessibility to services, accuracy and timeliness of benefits issued which are directly linked to GMAP.

An Employee's ongoing development process includes an annual review with their manager where a Personal Development Plan (PDP) is mutually agreed upon. During this meeting past performance is discussed but more importantly future growth is determined. Trainings are identified in the PDP and recorded in their individual LMS learning plan to be continually monitored and updated by the employee and manager throughout the year. This links the employee back to our regional goals and objectives and gives them an opportunity to partake in their personal and professional development.

5. C. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

Assessment of workforce capability is accomplished by comparing CSO and unit operations to other CSO's of similar size to share best practices. The Region 2 vision encourages a culture of openness and that allows ongoing conversations and cooperation between CSOs and staff not only within the Region but throughout the state. Regular employee surveys conducted by management provide feedback from the workforce regarding their skills and capabilities. Informal conversations with staff provide the supervisor and the employee the opportunity to assess the employee's performance capability and to recommend any needed interventions.

Region 2 hires workforce into the positions needed by assessing their skills and competencies and matching them with the desired capabilities. Hiring methods include pre-interview assessments for math, keyboarding, written skills as well as targeted job interviews.

Region 2 uses customer and market knowledge information gathered for determining the number of fulltime employees or staff allocation needed to cover the case load and determine eligibility for services. The number of applications received within region 2 also determines staffing needs and the utilization of staff.

Additional bilingual staff is hired to accommodate the growing limited English proficiency (LEP) population. This

also gives us information on the number of contracted interpreters needed to be hired in the busy winter months for blocks of time to save resources rather than hiring full time in-house interpreters and determine the use of monthly language line costs.

Region 2 has assembled a team of auditor/trainers that are tasked not only with examining employee performance capability, but also identifying any knowledge or performance gaps and recommending one of several interventions which will lead to increased employee capabilities.

Some aspects of workforce capacity are determined by outside authorities. FTE allocations for each Region are pre-determined by state funding mandates which are in turn influenced by economic conditions. FTE's for each Region are based on the percentage of clients in each of the six regions of CSD. In turn allocations for each CSO are determined by client caseload size and volume in each catchment area.

Supervisors and administrators use reports and historical data to project seasonal workload. Workers are monitored to ensure that clients are served within established timeframes.

Process Management

Category 6 - Process Management: How do you design your work systems? How do you manage and improve your key organizational work processes?

We design, manage and improve our key organizational work processes through regional teams that collect information, and develop action plans. Recommendations from the teams go to the Regional Management Team for approval and assignments to the responsible managers for implementation and monitoring.

The Management Team is comprised of the RA, Deputy RA, and CSOAs. Regional teams are comprised of staff that has a vested interest in the process. Each office has representation on each team. These teams are:

- Management Team - sponsor, monitor, and approve action plans
- BAT – Baldrige Assessment and WSQA consultants
- GMAP-Key Performance Measures and monitor action plans
- Management Advisory Group-Communication, Regional Workflow Processes between CSO and Processing Centers
- Community Relations Committee- Public relations, customer service, responsible for customer surveys
- Regional Training/Audit Team- Workforce Learning, Performance Analyses and Recommendations
- PEP – Progressive Evaluation Process Team- determine physical/mental incapacity for General Assistance program

6. a. What are your organization's core competencies and how do they relate to your mission, competitive environment, and action plans? What are your organization's key work processes? How do these relate to your core competencies? What are the key requirements for these processes?

Our organization's key work processes, core competencies, key requirements, and performance measures are directly linked to our strategic plan (Fig. 6.2) and are listed below in Fig. 6.1.

Core Competencies-	Strategic Objectives	Key Work Processes	Key Requirements	Key In-Process Measures	Key Performance Measures
Social Services & Case Management	Goal: Provide Quality Services to Our Customers Connect people to benefits and services that reduce poverty and help them become self-sufficient	WorkFirst GAU/NGMA/PEP SSI Facilitation	-Barrier Identification and Removal -NGMA/PEP Correct Diagnosis -Completed SSI App/Elig for SSI -Accuracy -Timeliness	% of clients engaged in a countable component -Pending GAU cases -PEP Unit standardized processes	<ul style="list-style-type: none"> Exits due to self sufficiency Federal Participation Rate
Financial Services: Cash Medical Basic Food Child Care	Goal: Provide Quality Services to Our Customers Provide responsive, accurate, and timely services to families and Individuals who apply for benefits.	<ul style="list-style-type: none"> Intake Verification & Eligibility Determination for Cash/Medical/Food/Child Care Maintenance & MCR/Eligibility Reviews DMS Phones Outreach Communication 	-Timeliness (SOP) -Accuracy -Increase Caseload -Customer Service	-Pending Aus -Processed Aus w/in timeframes - Days out on schedule -Documents Pending (waiting to be processed) -DMS-Internal Auditing Complaints -call waiting times -dropped calls -Customer Surveys	<ul style="list-style-type: none"> Customer Service Surveys % of individuals below 125% of FPL who are participating in Basic Food Program % of children who are in families at or below 200% of the FPL who are receiving medical coverage Improve federal participation rate % of Basic Food benefits issued accurately % of Basic Food, Child Care, TANF, GA, and Medicaid clients with benefits issued timely % of expedited Basic Food applications processed within five days Average Speed of Answer in Call Centers % of customers indicating that ESA services helped them on client survey % of customers indicating that they helped make plans and goals about services on client survey

<p>Workforce Training & Development</p>	<p>Goal: Empowering and Supporting our Staff Build and retain a strong, committed, and diverse workforce</p> <p>Engage staff for their input into policy and operational decisions</p>	<p>Region 2 CSD Training Plan Call Center Hiring Process</p>	<p>-Mandatory Training -Refresher Training -Mentoring/Coaching</p>	<p>-Assessments -LMS reports</p>	<ul style="list-style-type: none"> • % of employees with current IDP • Turnover rate • % increase in the number of minority and disabled staff • Vacancy rate compared to allocation • % of staff believing ESA follows objective hiring and promotional practices • Ratio of ethnicity of staff compared to ethnicity of population we serve
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Organizational Results

What are your product and service performance, customer-focused performance, financial and marketplace performance, workforce-focused performance, process effectiveness and leadership results?

Results Related to Financial Outcomes

What are your financial performance results? What are your current levels and trends in key measures or indicators of financial performance, including aggregate measures of financial return, financial viability, or budgetary performance, as appropriate?

All of the following performance measures are part of our Strategic Plan and GMAP measures. These measures are used to determine if we are meeting our strategic goals and objectives. Our GMAP measures are used to determine if our action plans and associated processes are effective in meeting the needs of our clients. They also measure whether we are satisfying federal requirements.

How do your key performance results compare to competitors or others in your industry?

We compare ourselves to the statewide average as well as the other five regions in the state. Region 1 is comparable in demographics as we are both the eastern region however Region 3 is the most similar in demographics as we both have a high limited English speaking population with seasonal agriculturally based employment.

Leadership

What are your leadership results? What are your results for key measures or indicators of ethical behavior, regulatory and legal compliance? How do your key performance results compare to competitors or others in your industry?

All employees sign a declaration annually stating they have read and understood the ethics policy. All employees received Advance Ethics Training May and June of 2008. The chart below shows the number of ethics violations received by the Ethics Board.

2003	2004	2005	2006	2007	2008	2009
0	0	0	0	0	0	0

Results Related to Category 2 – Strategic Planning

C1 Item Reference 7.6: What are your leadership results? What are your results for key measures or indicators of accomplishment of your organizational strategy and action plans? (ref. 7.6a1)

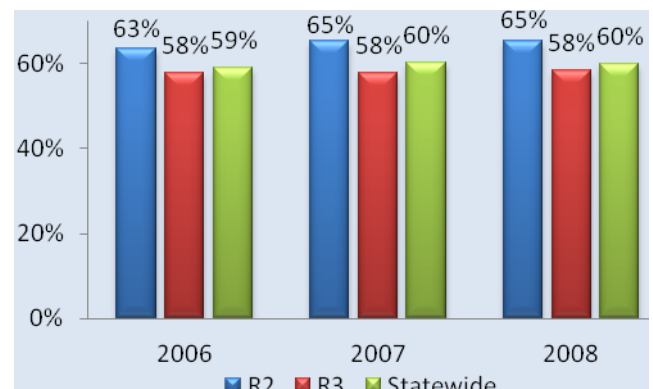
The following performance measures are tied to our Strategic Plan (See Fig. 2.1).

- **WF Exits due to Self-Sufficiency (7.2-1)**
- **Federal TANF participation rate (7.2-2)**
- **Completion of CE in 30 days (7.2-3)**

- **% of DCA adults who don't seek TANF w/in 12 months (7.2-4)**
- **DCA% of Apps (7.2-5)**
- **GA Exits due to Self Sufficiency (7.2-6)**
- **125% Basic Food Recipients (7.3-9)**
- **Employee Survey (7.5-1)**
- **Customer Survey (7.3-1)**

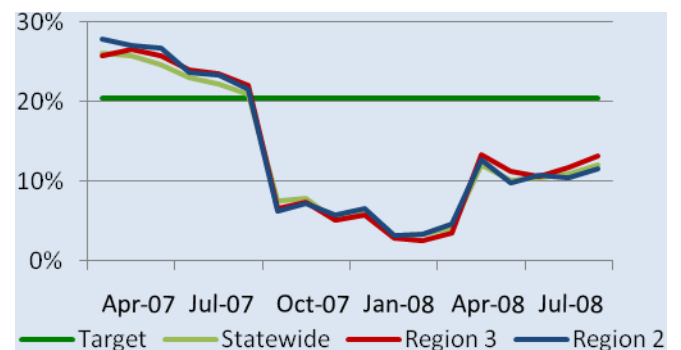
WorkFirst Exits due to self sufficiency Fig 7.2-1 are cyclical due to the seasonal changes in agriculture employment. November is the end of harvest and WorkFirst caseloads increase and exits decrease due to a decrease in available agriculturally based employment. A large portion of our caseload is the working poor who exit TANF/WorkFirst at the beginning of pruning season through the beginning of asparagus season, usually January thru May. Region 3 has the same challenges. Although our yearly average does not meet target, we do meet target an average of five months out of the year. We are above the state average. The target of 67% was selected at the state office level.

7.2-1 WF Exits Due to Self-Sufficiency – Target >= 67%



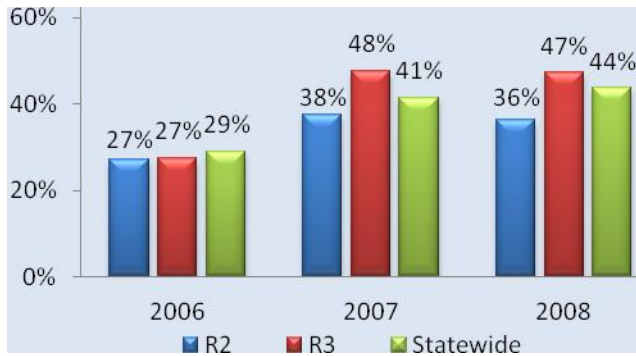
The Federal TANF Participation Rate Fig 7.2-2 is a federally mandated requirement with a target of 20.4%. This means that 20.4% of all WorkFirst adults need to be participating in some type of countable WorkFirst activity. The dip in participation in October of 2007 was due to the change in the federal definition of a “countable activity”. Our improvement efforts have shown progress as our participation rate has been steadily increasing since April of last year.

Fig. 7.2-2 Federal TANF Participation Rate – Target >= 20.4%



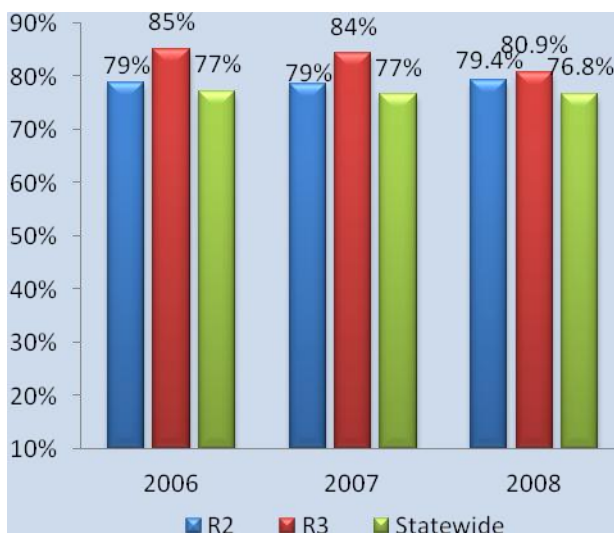
Completion of CE in 30 days (Fig 7.2-3) is a measurement of how quickly we evaluate and connect WorkFirst participants to services that help them become self-sufficient. Completion of the CE is dependent on follow thru by the participant. The 60% target was set at the state level.

Fig. 7.2-3 Completion of CE <= 30 days – Target 60%



% of DCA recipients that do not seek TANF within twelve months (Fig 7.2-4) measures how successful the Diversion Cash Assistance program was in helping keep the family off of TANF and remaining self sufficient. We have met state office target of 76% for the last three years and are above the state average.

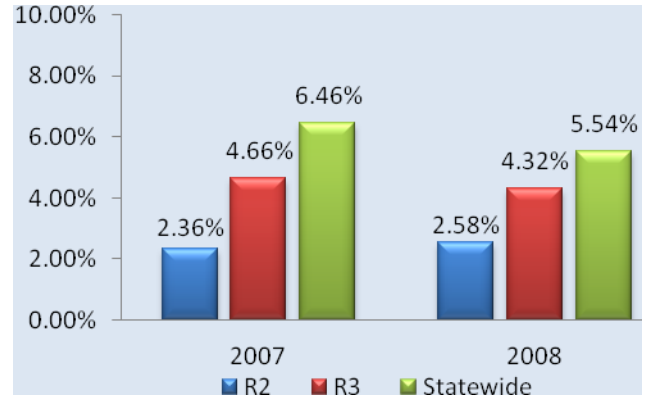
Fig 7.2-4 % of DCA adults not going to TANF within 12 months – Target >= 76%



DCA % of Applications (Fig 7.2-5) measures the percentage of TANF applications who were awarded Diversion Cash Assistance in lieu of TANF benefits. The program issues up to \$1500 if they have a one-time emergent need and can verify employment or other income to support themselves for the next twelve months. Data is not available for 2006 but we have show a small improvement since 2007. Our challenge is the seasonal employment that does not provide the wages for

families to be self sufficient 12 months out of the year. The 5% target is set by state office.

Fig. 7.2-5 DCA as a % of Applications - Target >= 5%



F.7.2-6 GA exits due self sufficiency measures the percentage of adults receiving General Assistance for the unemployable that terminate assistance because they have found employment. Most adults have a temporary incapacity and have the ability to return to work after treatment or rehabilitation.

Fig. 7.2-6 GA exits due to self-sufficiency- Target >= 70%

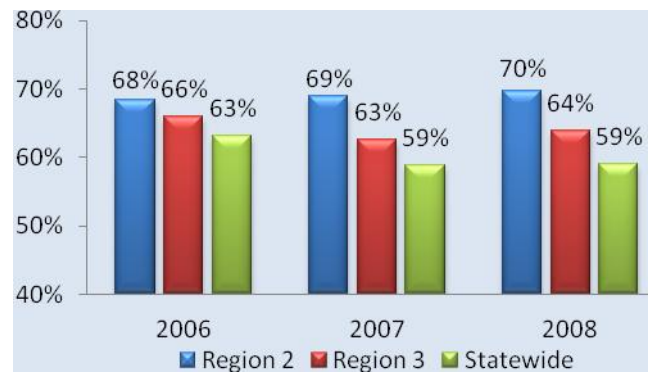


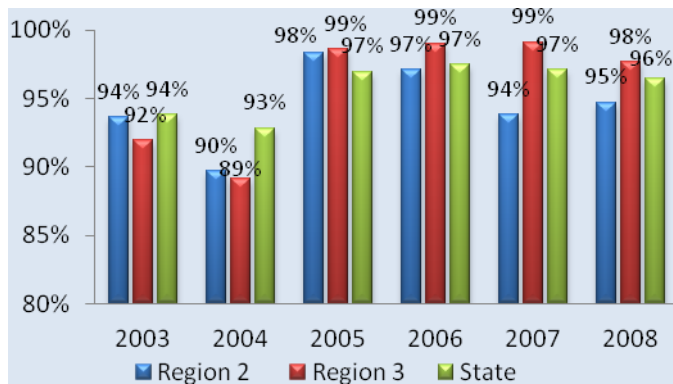
Fig. 7.2-7 Basic Food Participation for People at or Below 125% of FPL

Results Related to Category 3 – Customer and Market Focus

What are your product and service performance results? What are your current levels and trends in key measures or indicators of product and service performance that are important to your customers?

During the past four years the USDA has awarded Washington state \$11.4 million in federal high performance bonuses for high food stamp payment accuracy. The accuracy rate is based on federally mandated audits conducted by Quality Assurance. The rate is determined by the total dollars issued compared to the total error dollars, regardless of whether it was an over issuance, under issuance, client caused or department caused. See Fig. 7.3-1 for our Accuracy results.

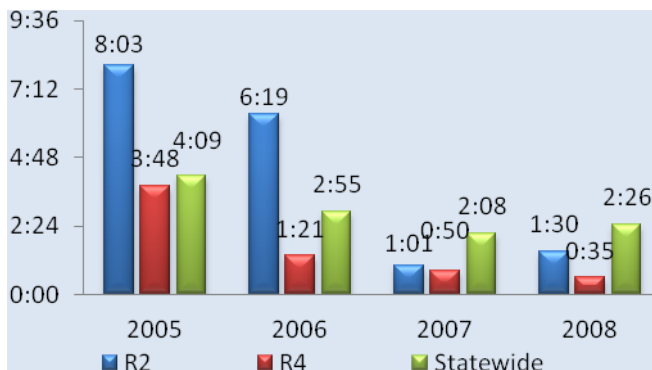
Fig. 7.3-1 - Accuracy Rate– Target >= 97%



One of the outcomes of the new Service Delivery Review is a focus on Call Centers to streamline efficiencies. Currently only two regions, 2 and 4, have centralized medical only call centers. The state target for average speed of answer is three minutes.

The Region 2 Call Center has made many systematic improvements since their beginnings in 2002. The average speed of answer has decreased by 84% since 2005 (Fig 7.3-2). They've met state targets and perform better than the state average for the last two years.

Fig. 7.3-2 Timeliness – Average Speed of Answer – Target <= 3 minutes



It is important that our customers receive a decision about their application as soon as possible. The processing requirement for TANF and Basic Food is 30 days. Processing timeframes vary for the different medical programs. State Office has set a target that 95% of all applications will be processed timely Fig. 7.3-3 thru 7.3-8

Fig. 7.3-3 Processing Timelines – Average TANF Application processed < 30 days Target >= 95%

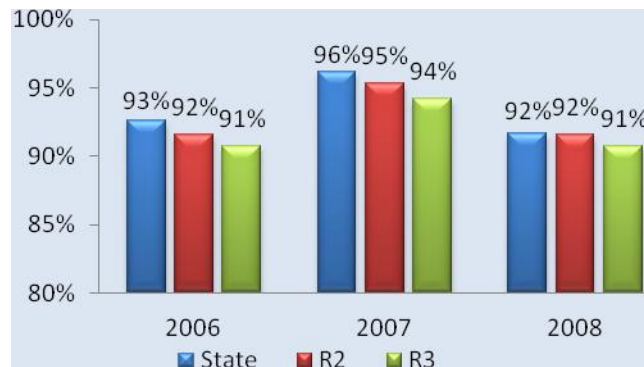


Fig 7.3-4 Average days to process TANF applications. Policy requires they be processed under 30 days



Fig. 7.3-5 Processing Timeliness – % of Medical Applications processed timely – Target >= 95%



Fig. 7.3-6 Processing Timeliness – Medical Applications – Target < 30 days

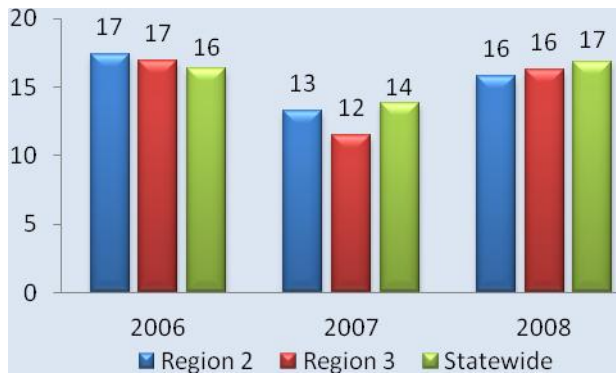


Fig.7-3-7 Processing Timeliness – Basic Food Applications – Target >=95%

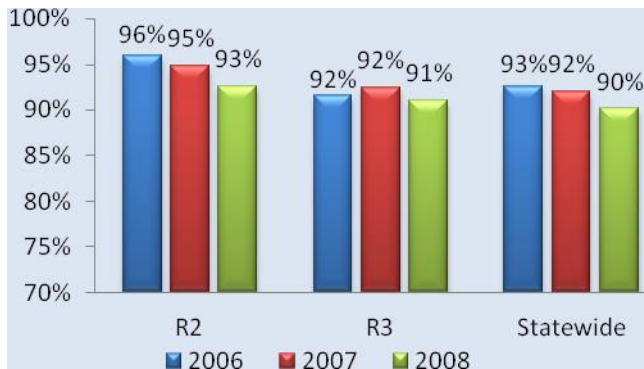
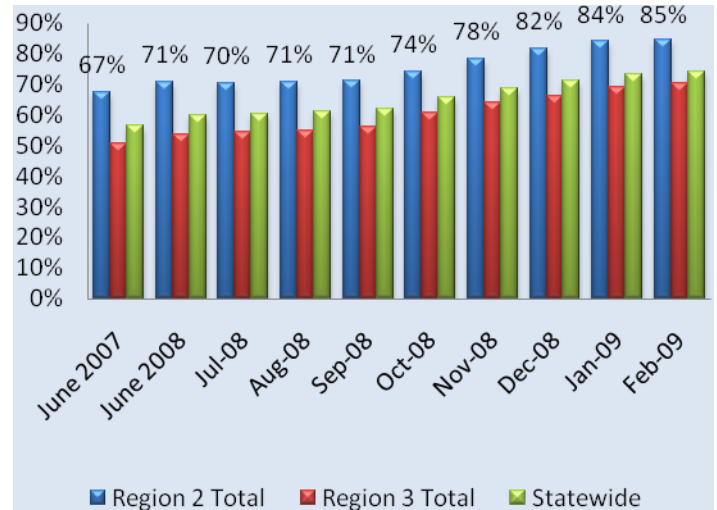


Fig. 7.3-8 – Processing Timeliness – Average days to process Basic Food Applications Target < 30 days



7.3-9 % of families under 125% of FPL Basic Food Recipients. Our goal is to make the Basic Food program available to all families eligible for benefits. We believe our focused efforts in community outreach and presentations has had a great impact in raising the % of the population receiving Basic Food Benefits from 67.4% in 2007 to 84.7% as of February of 2009.

Fig 7.3-9 % of families under 125% receiving Basic Food



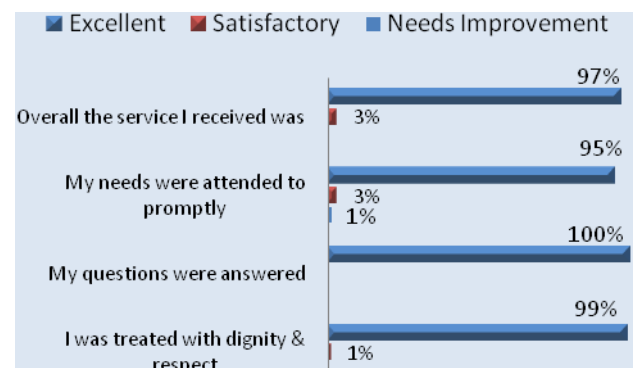
What are your customer-focused performance results? What are your current levels and trends in key measures or indicators of customer satisfaction and dissatisfaction?

The Customer Relations Committee has been focusing on doing community presentations in schools, health fairs, and any organization requesting information. They have conducted 88 presentations to audiences ranging from 3 to hundreds.

Although several offices have been conducting their own customer satisfaction survey the decision was made by the Customer Relations Committee to conduct a customer satisfaction survey region wide.

The surveys are placed in all of the CSO lobbies and they can turn in their surveys to the receptionist or in the survey box. The Customer Relations Committee members take the surveys and input them into a web based survey software to aggregate the data by office and by region. The Customer Relations Coordinator reports the results at the regional management team meetings. Although we only have six months of data the results are very positive. See Fig. 7.3-10. We also received 336 comments, 334 were positive, and two were suggestions.

Fig 7.3-10 – Customer Satisfaction Survey



Workforce Focus

What are your workforce-focused performance results? What are your current levels and trends in key measures or indicators of Workforce Engagement, Workforce Satisfaction, Workforce Development, and Workforce Capability and Capacity?

One of our goals is for the workforce to be a reflection of our population. Although we do not have historical data this is our current status. Fig. 7.4 -1

ESA conducted employee surveys in 2006 and 2007. Since they did not conduct a survey in 2008 a region wide employee survey was conducted. Fig 7.4-2

Fig 7.4-1 Ethnicity of Employees and Clients

Ethnic Origin	R2 % of ethnicity of employees	% of Ethnicity of Clients in R2	% of Ethnicity of Client Statewide
White/Not Hispanic	57.06%	37.70%	49.70%
Black/Not Hispanic	0.55%	2.40%	8.50%
Hispanic	36.57%	45.70%	14.30%
Asian or Pacific Islander	1.94%	1.40%	4.50%
American Indian/Alaskan	3.88%	6.30%	4.90%
Unknown/Other	0.00%	6.50%	18.10%
2 or more reported	0.00%	0.00%	0.00%
361 employees			

Fig 7.4-2 Employee Survey Results from 2006-2008. 1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 – Agree, 5 Strongly Agree

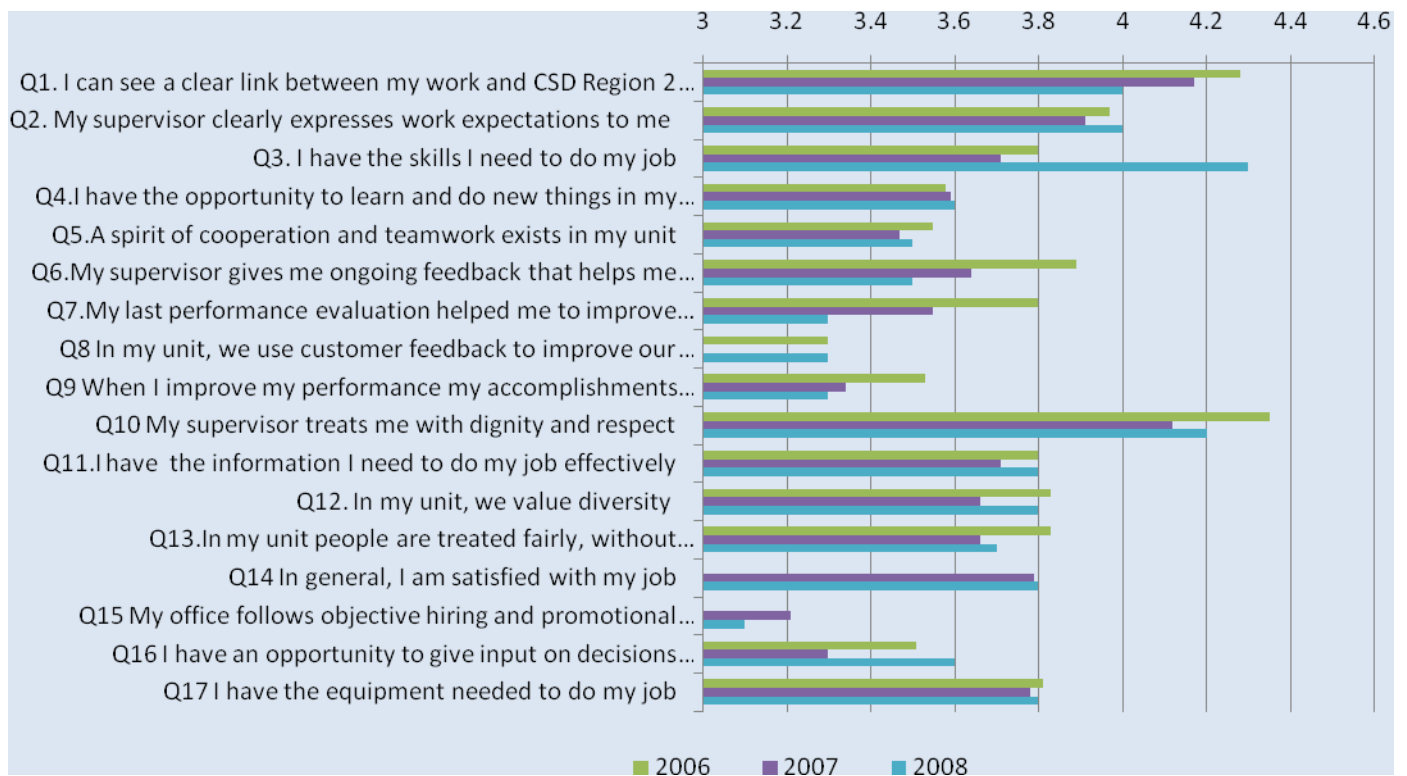


Fig 7.4-3 Employee Survey Results for 2006 and 2007 for each Region and ESA

	Region 1		Region 2		Region 3		Region 4		Region 5		Region 6		ESA	
	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007
Q1	4.22	4.11	4.28	4.17	4.30	4.25	4.27	4.25	4.27	3.99	4.32	4.33	4.28	4.22
Q2	4.20	4.09	3.97	3.91	4.29	4.31	4.14	4.08	4.34	3.92	4.26	4.14	4.19	4.09
Q3	3.71	3.60	3.80	3.71	3.92	3.91	3.65	3.70	3.49	3.41	3.89	3.81	3.74	3.76
Q4	3.58	3.38	3.58	3.59	3.72	3.91	3.59	3.57	3.35	3.33	3.68	3.67	3.59	3.50
Q5	3.72	3.62	3.55	3.47	4.09	4.01	3.74	3.68	3.70	3.62	4.00	3.94	3.82	3.76
Q6	3.86	3.68	3.89	3.64	4.14	4.14	3.87	3.73	3.80	3.44	4.01	3.89	3.92	3.79
Q7	3.74	3.49	3.80	3.55	3.87	3.94	3.61	3.50	3.48	3.32	3.84	3.79	3.71	3.50
Q8	3.01	2.81	3.30	2.93	3.38	3.35	3.28	3.21	3.13	3.08	3.25	3.29	3.25	3.14
Q9	3.41	3.28	3.53	3.34	3.62	3.83	3.44	3.33	3.25	3.19	3.72	3.62	3.49	Q
Q10	4.29	4.09	4.35	4.12	4.51	4.44	4.29	4.19	4.35	4.01	4.45	4.32	4.37	4.25
Q11	3.71	3.60	3.80	3.71	3.92	3.91	3.65	3.70	3.49	3.41	3.89	3.81	3.74	3.76
Q12	3.98	3.73	3.83	3.66	4.22	4.19	3.93	3.81	3.79	3.60	4.10	4.06	3.99	3.82
Q13	3.98	3.47	3.83	3.66	4.22	4.05	3.93	3.81	3.79	3.36	4.10	3.83	3.99	3.82
Q14		3.68		3.21		3.94		3.68		3.49		3.82		2.92
Q15														
Q16	3.41	3.21	3.51	3.30	3.73	3.70	3.48	3.46	3.43	3.27	3.71	3.61	3.56	3.40
Q17	3.77	3.60	3.81	3.78	3.91	3.93	3.57	3.68	3.31	3.43	3.88	3.86	3.71	3.73

Process Management

What are your process effectiveness results? What are your current levels and trends in key measures or indicators or the operational performance of your key work processes? How do your key performance results compare to competitors or others in your industry?

Fig. 7.5-1 Key measures for key processes

Process	Key Measures	Results Figure
Social Services & Case Management Processes	Exits due to self sufficiency	7.2-6
	Federal Participation Rate	7.2-2
Financial Services: Cash Medical Basic Food Child Care	Applications Process Timely	7.3-2 thru 7.2-8
	Accuracy	7.3-1
	Average Speed of Answer	7.3-2