

# Investing in Our Greatest Resource

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FMAC Technical Session

# Workforce Development

Results WSDOT – Agency Emphasis Area



## Results WSDOT 2016 by the numbers

**6** goals make up Results WSDOT, the agency's Strategic Plan for 2014-2017

- ◆ Strategic Investments
- ◆ Modal Integration
- ◆ Environmental Stewardship
- ◆ Organizational Strength
- ◆ Community Engagement
- ◆ Smart Technology

WSDOT's plan supports Results Washington

**3** Agency emphasis areas enhance the plan:

- ◆ Practical Solutions
- ◆ Workforce Development
- ◆ Inclusion



**26** the number of strategies that were created to implement Results WSDOT

**196** tasks make up the work of the plan to be completed over three years



**66%** ✓  
tasks completed

**28%**  
tasks underway

**6%**  
future tasks

# Developing & Retaining AFS Employees

AFS Fundamentals Map – Core Process #1

- Alignment with WSDOT Agency Emphasis Area “Workforce Development”

CORE PROCESSES	1 Developing & Retaining AFS Employees
PROCESS OWNER	Jennifer Dahl
SUB-PROCESSES	<ol style="list-style-type: none"> <li>1. Assessing Position Needs</li> <li>2. Recruiting &amp; Hiring (IN)</li> <li>3. Onboarding &amp; Training (WD)</li> <li>4. Establishing &amp; Communicating Expectations</li> <li>5. Coaching, Developing &amp; Cross Training (WD)</li> <li>6. Recognizing Performance</li> <li>7. Evaluating Performance</li> <li>8. Engaging in Succession Planning (WD)</li> </ol>
PROCESS MEASURES	<ol style="list-style-type: none"> <li>a. Employee Promotions (WD)</li> <li>b. Employee Development (WD)</li> <li>c. Sick Leave Balance</li> <li>d. Employee Recognition (WD)</li> <li>e. Timely Recruitments</li> <li>f. Timely New Employee Checklists</li> <li>g. Telework</li> <li>h. Flex Schedules</li> </ol>

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- Alignment with WSDOT Agency Emphasis Area “Workforce Development”
- **Most Important Process – Must Do This Well**

CORE PROCESSES	1 Developing & Retaining AFS Employees
PROCESS OWNER	Jennifer Dahl
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# Developing & Retaining AFS Employees

## Quarterly Results

No.	Measure Name	Measure Calculation	RANGE				Collection Frequency	Q4-15 Oct-Dec	Q1-16 Jan-Mar	Q2-16 Apr-Jun	Q3-16 Jul-Sep	Q4-16 Oct-Dec	TREND
			Red	Yellow	Green	Target							
1a	Employee Promotions (WD)	% employees receiving promotions	<50%	50-69%	>=70%	N/A	Quarterly	N/A	71%	91%	78%	100%	
1b	Employee Development (WD)	% employees responding "Agree" or "Strongly Agree" on Employee Survey question about development	<80%	80-89%	>=90%	100%	Semi Annually	58%		83%		84%	
1c	Sick Leave Balance	% employees with S/L balance of more than 80 hours (w/ Anniversary Date > 1 year)	<65%	65-79%	>=80%	100%	Monthly	N/A	68%	66%	62%	66%	
1d	Employee Recognition (WD)	% employees responding "Agree" or "Strongly Agree" on Employee Survey question about recognition	<60%	60%-74%	>=75%	100%	Semi Annually	52%		72%		78%	
1e	Timely Recruitments	% recruitments completed within 45 days (Request to Recruit to Request to Hire)	<80%	80%-89%	>=90%	100%	Monthly	N/A	78%	63%	87%	50%	
1f	Timely New Employee Checklists	# checklists NOT completed w/in 10 business days of start	>2	2	1	0	Quarterly	N/A	N/A	1	13	4	
1g	Telework	% employees in eligible positions who telework at least 1 day every 2 weeks	<10%	10%-14%	>=15%	18%	Quarterly						
1h	Flex-Schedules	% employees who work a flexible schedule	<25%	25%-39%	>=40%		Quarterly						

# Ongoing AFS Initiatives

## Employee Development

- Onboarding New Employees
- Employee Survey
- Annual AFS Training Plan
- Individual Development Plans (IDPs)
- Book Clubs / TED Talks
- Strengths Finder / Speed of Trust / 4 Lenses
- Financial Services Training Program
- Spike Team

# Onboarding New Employees

- Consistent Experience for Employees
- Guidance for Supervisors
- Compliance with Agency Requirements

## Division of Accounting & Financial Services

## New Employee Checklist

Employee is New to WSDOT or AFS

New Employee's Name:	Supervisor's Name:
Employee's Start Date:	Checklist Due Date (w/in 2 weeks): (turn into Steph when complete)
Employee's Signature: <small>(sign when complete)</small>	Supervisor's Signature: <small>(sign when complete)</small>
Date Signed:	Date Signed:
<b>Before Employee Arrives</b>	
<input type="checkbox"/> Send Email Announcement to AFS	<input type="checkbox"/> Create Written Training Plan for New Employee
<input type="checkbox"/> Inform Employee of Parking & Parking Pass Process	<input type="checkbox"/> Request Addition to Special Mailing Lists (Not including AFS Lists*)
<input type="checkbox"/> Request System Access & Security (Not including User ID*)	<input type="checkbox"/>
<b>After Employee Arrives (within 10 business days)</b>	
<i>General Overview and Tour</i>	<i>Review Executive Orders &amp; Policies (Get Binder with Printed Copies from Steph)</i>
<input type="checkbox"/> Arrange for ID Photo	<input type="checkbox"/> <a href="#">Domestic Violence in the Workplace (E 1000.00)</a>
<input type="checkbox"/> Tour: Work Area / Restrooms / Conference Rooms / Other	<input type="checkbox"/> <a href="#">Electronic Information Management (E 1037.01)</a>
<input type="checkbox"/> Introduction to Co-Workers & Other Agency Staff	<input type="checkbox"/> <a href="#">Employee Safety (E 1033.02)</a>
<input type="checkbox"/> Evacuation Route / Assembly Area	<input type="checkbox"/> <a href="#">Employee Use of Electronic Communication Systems (E 1021.02)</a>
<input type="checkbox"/> Receiving Visitors (sign-in & Security Badge Requirement)	<input type="checkbox"/> <a href="#">Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment (E 1014.05)</a>
<input type="checkbox"/> Water Fund	<input type="checkbox"/> <a href="#">Ethics in Public Service (E 1004.02)</a>
<input type="checkbox"/> Attend WSDOT New Employee Orientation (HR will schedule)*	<input type="checkbox"/> <a href="#">Information Technology Security (P 2017.01)</a>
<input type="checkbox"/> AFS New Employee Orientation (Have Steph Schedule)*	<input type="checkbox"/> <a href="#">Smoke Free and Vapor-Free Facilities (E 1003.02)</a>
<i>Agency and AFS Overview</i>	<input type="checkbox"/> <a href="#">Social Media Use (E 1089.00)</a>
<input type="checkbox"/> Results WSDOT - Vision/Mission/Guiding Principles/Goals	<input type="checkbox"/> <a href="#">Travel Policy (P 2022.01)</a>
<input type="checkbox"/> Responsibilities of AFS/Unit/Team	<input type="checkbox"/> <a href="#">Weapons Prohibited (P 2014.00)</a>
<input type="checkbox"/> AFS Recognition Mailbox	<input type="checkbox"/> <a href="#">WSDOT 2015-17: Agency Emphasis and Expectations (E 1096.00)</a>
<input type="checkbox"/> Services and Assistance Available (HR/Payroll/EAP)	<input type="checkbox"/> <a href="#">Zero Tolerance for Violence, Threats, or Intimidation (P 2013.01)</a>
<input type="checkbox"/> Outlook/Gov Delivery Distribution Lists	<b>Mandatory Training</b> (schedule hold on employee calendar if not set-up in LMS)
<input type="checkbox"/> G Drive/SharePoint/Intranet Overview	<input type="checkbox"/> Ethics in State Government
<input type="checkbox"/> AFS Training Plan	<input type="checkbox"/> Ethical Standards – 2 hours (w/in 30 days)
<i>AFS and Team Expectations</i>	<input type="checkbox"/> System Security Awareness – 1 hour (w/in 30 days)
<input type="checkbox"/> Professional Dress (Dress professionally when representing WSDOT)	<input type="checkbox"/> Violence that Affects the Workplace – 1 hour (w/in 30 days)
<input type="checkbox"/> Attendance Expectations / Requesting Leave / Timesheet	<input type="checkbox"/> Information Security – 1 hours (w/in 30 days)
<input type="checkbox"/> Strengths Finder Assessment (w/in 1 <sup>st</sup> week) – Steph has book	



# Employee Survey

## Accounting and Financial Services Employee Survey - February 2017

No.	Survey Statement	Measure Calculation	Target	Red	Yellow	Green	Q4-15	Q2-16	Q4-16	Q1-17	TREND
1	I know what is expected of me at work.	% employees who responde "Agree" or "Strongly Agree"	100%	<80%	80%-94%	=/>95%	92%	95%	94%	96%	
2	I have the materials and equipment I need to do my work.	% employees who responde "Agree" or "Strongly Agree"	100%	<80%	80%-94%	=/>95%	94%	95%	94%	95%	
3	At work, I have the opportunity to do what I do best every day.	% employees who responde "Agree" or "Strongly Agree"	100%	<70%	70%-84%	=/>85%	64%	74%	72%	77%	
4	In the last seven days, I have received recognition or praise for doing good work.	% employees who responde "Agree" or "Strongly Agree"	100%	<60%	60%-74%	=/>75%	52%	72%	78%	77%	
5	My supervisor, or someone at work, seems to care about me as a person.	% employees who responde "Agree" or "Strongly Agree"	100%	<75%	75%-89%	=/>90%	83%	100%	90%	90%	
6	There is someone at work who encourages my development.	% employees who responde "Agree" or "Strongly Agree"	100%	<75%	75%-89%	=/>90%	58%	83%	84%	88%	
7	At work, my opinions seem to count.	% employees who responde "Agree" or "Strongly Agree"	100%	<75%	75%-89%	=/>90%			78%	75%	
8	My co-workers are committed to doing quality work.	% employees who responde "Agree" or "Strongly Agree"	100%	<80%	80%-94%	=/>95%			91%	97%	
9	The mission/purpose of my organization makes me feel my job is important.	% employees who responde "Agree" or "Strongly Agree"	100%	<75%	75%-89%	=/>90%			82%	90%	
10	In the last three months, someone at work has talked to me about my progress.	% employees who responde "Agree" or "Strongly Agree"	100%	<80%	80%-94%	=/>95%			81%	93%	
11	In the last three months, I have had opportunities at work to learn and grow.	% employees who responde "Agree" or "Strongly Agree"	100%	<75%	75%-89%	=/>90%			87%	92%	

# Annual AFS Training Plan

Accounting & Financial Services Training Plan

2017

- Secretary's Executive Order
- Based on Employee Feedback
- One-Year Initiatives
- Quarterly Status Reports

Organization Name: Accounting and Financial Services		Director Name: Jennifer Dahl
<b>Development Area #1:</b>	<b>Leadership Development (Internal AFS)</b>	
Core Process	All Core Processes	
Goal (Activity/Task)	Preparing employees for promotions and career growth. <ul style="list-style-type: none"> <li>• Promote continuing education (i.e. CPE, Certification, attending trainings or book clubs, etc).</li> <li>• Encourage employees to volunteer to lead events (i.e. book clubs, leadership discussions, meetings, trainings, etc.).</li> <li>• Develop implementation and communication plan.</li> </ul>	
AFS Leadership Team Lead	Jennifer Dahl	
<b>Development Area #2:</b>	<b>Excel (Internal AFS)</b>	
Core Process	CP1, CP2, CP9	
Goal (Activity/Task)	Increasing employee knowledge and experience with Excel <ul style="list-style-type: none"> <li>• Coordinate Excel user groups (Beginner, Intermediate, Advanced).</li> <li>• Establish "Excel Buddy" Program.</li> <li>• Develop implementation and communication plan.</li> </ul>	
AFS Leadership Team Lead	Dave Davis	
<b>Development Area #3:</b>	<b>TRAINS 101 – End User (Internal and External)</b>	
Core Process	CP2, CP3, CP8, CP9	
Goal (Activity/Task)	Providing more online training resources <ul style="list-style-type: none"> <li>• Identify list of most common topics.</li> <li>• Create short training videos.</li> <li>• Develop implementation and communication plan.</li> </ul>	
AFS Leadership Team Lead	Cindy Kay	
<b>Development Area #4:</b>	<b>Strengths / 4 Lenses (Internal AFS)</b>	
Core Process	CP1, CP9	
Goal (Activity/Task)	Encouraging employees to use their strengths at work <ul style="list-style-type: none"> <li>• Encourage employees to discuss strengths with their team (supervisor and coworkers).</li> <li>• Train supervisors to include employee strengths in appraisals.</li> <li>• Conduct Strengths Finder / Four Lenses refresher training (at Extended Leadership Team and AFS All Staff).</li> <li>• Develop implementation and communication plan.</li> </ul>	
AFS Leadership Team Lead	Dionne Tarter	
<b>Development Area #5:</b>	<b>SharePoint (Internal AFS)</b>	
Core Process	CP1, CP2, CP5, CP9	
Goal (Activity/Task)	Transitioning from AFS Intranet to AFS SharePoint <ul style="list-style-type: none"> <li>• Enhance how employees are using SharePoint</li> <li>• Increase employee knowledge and experience with SharePoint</li> <li>• Develop implementation and communication plan.</li> </ul>	
AFS Leadership Team Lead	Mike Paquette	

# Individual Development Plans (IDPs)

- Secretary's Executive Order
- Employee Driven
- Not Tied to Annual Performance Reviews
- Supported by Management

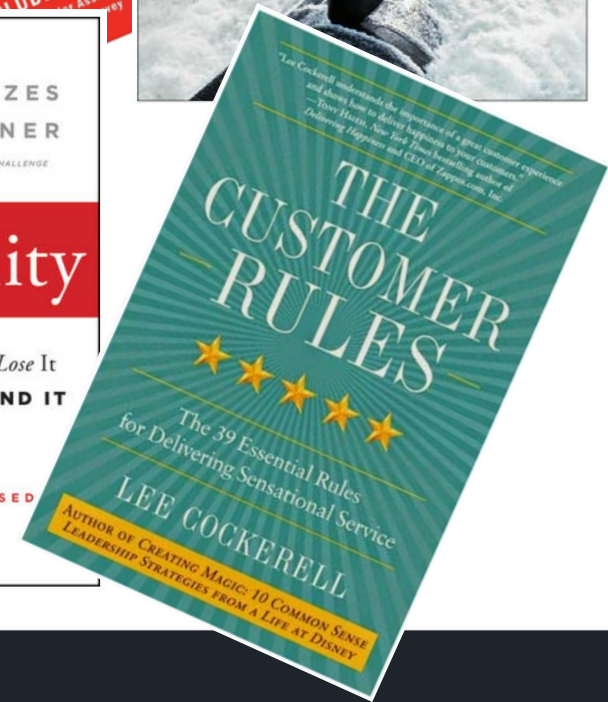
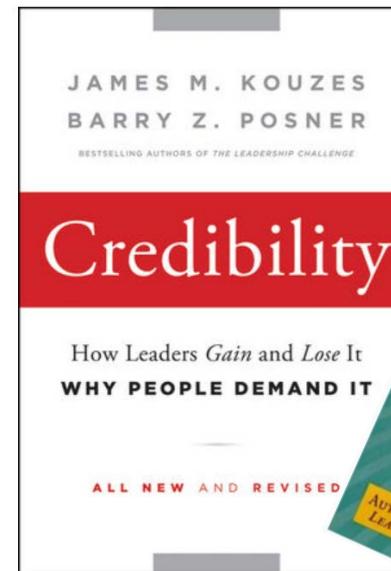
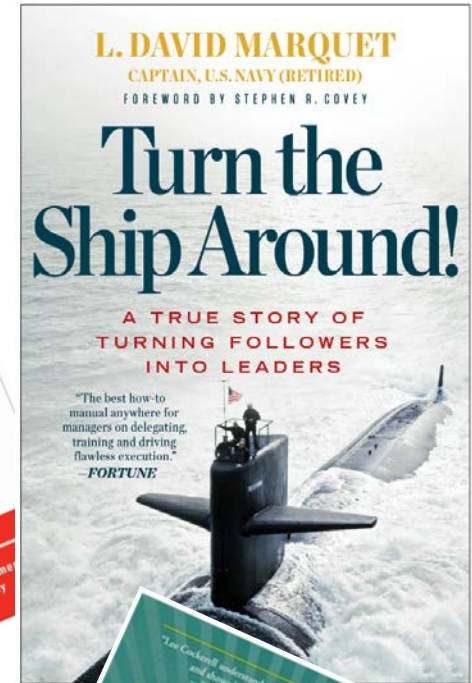
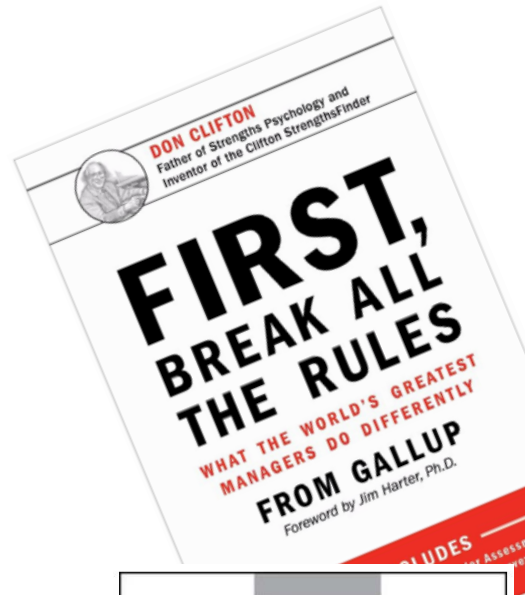


INDIVIDUAL DEVELOPMENT PLAN FOR: CINDY A. KAY

March, 2017	WHAT?	HOW?	WHEN?	WHO?	SUCCESSFUL?
For the period between February 2017 - January 2018	Which <b>specific</b> skill do you need to develop? What <b>specific</b> knowledge do you need to gain? What <b>specifically</b> will you try to improve?	How are you going to develop this skill or gain this knowledge? A class? A book? Online learning? A coach/mentor?	When will you do this? When will you start? When will you be finished? When, and how often, will you check your progress?	Who – specifically – is going to help you? Who will be involved in your development? What will they do?	How will you know if you have been successful? What will you use to measure your success?
Priority 1:	Travel to Each Region and Ferries	Throughout the year plan and execute a trip to each region.	Schedule to be determined	Cindy Kay	Completion of visit to each region and development of relationship with leaders outside of AFS
Priority 2:	Leadership Development	Continue to develop my leadership/change management and mentoring skills	Throughout the year	Ted Talks *Alan Ivey: Reigniting creativity in business *Margaret Heffernan: Forget the pecking order at work Leadership Books	Application of leadership and mentoring tools with staff and employees  See employees embrace change

# Book Clubs / TED Talks

- Leadership Development
- Applying Concepts from Books
- Topics Support Culture
- Rotate Facilitators
  
- Monthly TEDTalk Thursdays
- Rotate Facilitators



# Strengths Finder / Speed of Trust / 4 Lenses

## Strengths Finder – Started in 2015

- Assessments
- Workshops

## Speed of Trust – Started in 2015

- Agency-wide initiative
- Team “Trust Huddles”

## 4 Lenses – Started in 2016

- Started in Eastern Region Maintenance
- Workshops

Strengths Finder	
Jennifer	Cindy
Analytical (ST)	Strategic (ST)
Achiever (EX)	Relator (RB)
Strategic (ST)	Achiever (EX)
Learner (ST)	Command (IN)
Responsibility (EX)	Competition (IN)

EX = Executing    IN = Influencing  
 RB = Relationship Building    ST = Strategic Thinking

4 Lenses	
Jennifer	Cindy
Competence	Freedom
Order & Structure	Order & Structure
Freedom	Competence
Relationship	Relationship

# Financial Services Training Program

## Phase 1 (2016 – 2017)

- AFS Leadership “Meet & Greet” ✓
- AFS New Employee Orientation ✓
- AFS Position Matrix **IN PROGRESS**



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## Phase 2 (2017-2018)

- Identify 100, 200 and 300 Level Courses **IN PROGRESS**
- Develop 100 Level Courses
- Annual Customized Region Training





# Financial Services Training Program

## Phase 1 (2016 – 2017)

- AFS Leadership “Meet & Greet” ✓
- AFS New Employee Orientation ✓
- AFS Position Matrix **IN PROGRESS**

## Phase 2 (2017-2018)

- Identify 100, 200 and 300 Level Courses **IN PROGRESS**
- Develop 100 Level Courses
- Annual Customized Region Training

## Phase 3 (2019 - ?)

- Develop 200 and 300 Level Courses
- Identify Additional Needs





# Spike Team

- Scheduled to Launch in May 2017
- Promotes Employee Development
- Supports Succession Planning
- Creates “Bench Strength”



# Questions?

