

# VSM Workshop Charter

## Title Work First #1 – Job Search Churn

Workshop Sponsor	Workshop Project Lead	Workshop Facilitator
Sandy Miller & Babs Roberts	Ken Koernke & Jerry Kosierowski	Eka Frimpong, Julie Meyer, Shawna Miller & April Potts

## Background

The DSHS Secretary’s Office is seeking opportunities to apply continuous improvement principles to targeted DSHS processes and programs, and reinforce employee engagement as leads and change agents within their organization. The first area of focus was Child Protective Services within Children’s Administration. The next area of focus is WorkFirst.

- Federal Participation Rate**--Washington did not meet the All Family or Two-Parent Participation Rate targets in federal fiscal year (FFY) 2012. As of August 2013, it appears the State has just met the All Family target, but will still fail to meet the Two-Parent participation rate for FFY 2013. It is important to note that participation rate estimates for FFY 2014 are dramatically higher due to significant decreases in state funding.

FFY 2012 Actuals	FFY 2012 Target	FFY 2012 Rate	FFY 2012 Under Target
All Family	14.6%	10.1%	-4.5%
Two-Parent	54.6%	10.2%	-44.4%
FFY 2013 Estimates	FFY 2013 Target	FFY 2013 Rate	FFY 2013 Under/Over Target
All Family	12.5%	12.6%	0.1%
Two-Parent	52.5%	11.7%	-40.8%
FFY 2014 Estimates	FFY 2014 Estimated Target	FFY 2014 Rate	FFY 2014 Under/Over Target
All Family	31.1%	FFY14 data not yet available	
Two-Parent	71.1%		

Note: FFY 2013 estimates include August 2013 data and include a twelve week Job Search/Job Readiness count for October 2012 through May 2013. Job Search/Job Readiness for June 2013 through August 2013 reflects a six week count pending confirmation by the Administration for Children and Families that Washington meets the needy state status.

- ESD/DSHS Job Search Performance**—The Employment Security Department (ESD) reported to the Legislative-Executive WorkFirst Oversight Task Force (LET) that 37% of referrals to ESD for Job Search are referred back to DSHS. Based on information included in a letter from ESD dated June 11, 2013, of the 12,100 participants referred back in 2012:

- 54% were referred back for non-participation or loss of contact
- 33% were referred back due to the discovery of a barrier to employment (typically due to a medical or legal issue)
- 13% were referred back following job search completion without successfully obtaining employment

OFM Forecasting WorkFirst Chartbook data for the period of June 2012 to May 2013 shows an average of 18.3% of participants who remain in ESD Job Search are participating enough to meet the Participation Rate. DSHS and ESD will embark on a LEAN project in December 2013 to identify how to improve quality referrals, reduce churn and achieve better job search outcomes.

This charter reflects the expectation of targeted improvements in one of six focus areas: Job Search, which is managed under contract by Employment Security Department. DSHS and ESD are in a partnership to provide services to TANF WorkFirst participants through the Job Search Program.

## Mission Statement

Improve participation and employment outcomes of participants referred by DSHS case managers to Job Search (JS) by improving the process of referral, enrollment & engagement. The goal of Job Search is to engage the participant in work search activities in order to achieve self sufficiency through employment, while fulfilling federal program requirements.

## Deliverables

- Current State Value Stream Map
- Future State Value Stream Map
- Improvement Implementation Plan

## Scope & Boundaries

Supplier	DSHS case manager
Input	Interpretation of the comprehensive evaluation that results in a referral.
Process	Referral, enrollment and engagement of the participant in job search
Output	Employment, no show, refer back –non participation, refer back-completed without employment , refer back – barrier identified, case manager removes from JS, extention
Customer	Participant

Out of scope:

- The new comprehensive evaluation (CE) tool itself
- Additional resources (staff, facilities, ...)
- JS activities / career scope model
- Federal rule and state law

- Elimination of eJAS as a case management system
- Other non-ESD WorkFirst activities

## Problem Statements & Effects

Many participants that are referred to Job Search do not report as required.

A large number of participants are referred back for non-compliance/non-participation, removal of identified barriers or complete job search without obtaining employment.

Inconsistent use of eJAS referral and activity protocol.

Improvement in the quality of referrals is needed.

Inconsistent quality of engagement with participants.

Breakdown in key communication points between ESD & DSHS.

No established method to rectify differences in the assessed readiness of any particular client by the two different agency assessments.

## Workshop Date/Time/Location

Date	Time	Location
December 9-13, 2013	9:00am – 4:00pm	WorkForce Central, Classroom 1, located at 3650 South Cedar Street, Tacoma, WA 98409

## Workshop Participants

Name	Role/Function	Name	Role/Function
Ken Koernke	Program/Project Lead (ESD)	Stephanie Nielsen	IT (DSHS)
Jerry Kosierowski	Program/Project Lead (DSHS)	Kerry Judge-Kemp	CSD WF Ops (DSHS)
Mike Riber	CSOA (DSHS)	Cheri Walters	WFPS sup (DSHS)
Kruisty Dunn	FSS4 (DSHS)	Bev Kelly	WF Policy (DSHS)
Sasha Siva	FSS3 (DSHS)	Terrie Kirker	CSD WF Ops (DSHS)
Leslie Harmon	WF Coordinator(DSHS)	Lindsey Lauderdale	WFSSS (DSHS)
Kristen Venables	WFPS (DSHS)	Marcella Ahr	ESD
Millicent Blocquer	ESD	Shannon Booth	ESD
Henry Gillon	ESD	Mary Hansen	ESD
Emeline Pahulu	ESD	Marie Wodaeye (ESD)	ESD

## VSM Workshop Guiding Principles

1. Demonstrate trust to other VSM Workshop participants.
2. Follow through on any commitments you make or assignments you accept.
3. Display professional courtesy during meetings and discussions with other VSM Workshop participants.
  - a. Listen to different points of view.
  - b. Maintain self-esteem of all participants.
  - c. Listen while others are speaking.
  - d. Provide VSM Workshop participants equal opportunity to speak on a topic.
  - e. Be positive and constructive.
  - f. Focus comments on the process, not the person.
4. Provide regular progress reports to the VSM Workshop sponsor(s).
5. Consider cost-benefit aspects of our products and actions.
6. Use consensus decision-making process.
  - a. Use multi-voting decision as our secondary decision-making process.
  - b. Use majority rules decision making as our tertiary decision-making process.
7. Keep sensitive information within the group.
8. Ask for help if you cannot complete your assignments on time.
9. Do not let cell phones, pagers, & laptops disrupt the workshop.
10. Have fun.

## Roles and Responsibilities

The table lists who does what before and after the VSM Workshop.

Who	Does What
<b>Before the VSM Workshop Starts</b>	
Sponsor	Provides guidance and authorization to the Workshop Project Lead in <ul style="list-style-type: none"> <li>• preparing the workshop charter and</li> <li>• selecting workshop team members</li> </ul>
	Commits resources for the workshop
	Ensures leaders of associated function commit to providing resources for the workshop
	Provides opening comments to the workshop participants
	Attends the report-out on the final day of the workshop
Project Lead	Organizes the evaluation meeting to develop the workshop charter
	Ensures completion of the VSM Evaluation & Planning Phase Checklist
	Ensures the correct team members are committed to participating in the entire workshop
	Sends a meeting notice out to the workshop participants
<b>After the Workshop Ends</b>	
Sponsor	Hold Project Lead and Implementation Team responsible for achieving improvements (final results)
	Commit resources necessary to execute process improvement implementation plans
	Ensure leaders of associated functions commit resources necessary to execute process improvement implementation plans
	Support follow-on action plan status meetings
	Sponsor appropriate out-of-scope improvement recommendations and go-forward plans
Project Lead	Ensure workshop participants begin implementing their assigned actions
	Hold implementation meetings with key team members
	Keep track of all open action items and measure progress (i.e. first pass yield, number of transaction, cycle time)
	Link action plan improvements to the future state map

Signature of Workshop Sponsor:	
Signature of Workshop Project Lead:	

