Grant County Social Services Organizational Effectiveness

Desired Future State:

Grant County Department of Social Services assists individuals and families by using defined visions and values while working together toward common goals and positive outcomes. Each person is valued and has specific roles in delivering quality services within our agency and community. We are an agency that has a culture of healthy communication, mutual support and respect, and a sense of belonging.

Strengths:

- We have good leadership
- We have experienced workers
- Moving into a new physical building
- We have the technology to do our jobs
- Our staff is passionate about their work and demonstrate supportive teamwork
- We are trauma focused
- We have staff trained in TIC and FFCM
- We have supportive stakeholders
- Training opportunities are available

Priority Gaps:

- There is a lack of healthy interactions/relationships to promote a positive culture.
- There is a need to enhance agency communication in order to foster a trust-based environment.
- There is a need to promote a more cohesive management/coaching team.
- There is a need to develop long term strategic planning and outcomes around Department initiatives and how to implement.
- There is a need to communicate and network with our external partners regarding Department roles, changes, culture, etc.

Topic: Improve Staff Morale, Retention and Agency Culture

Dates: May 2018 – August 2018

Project Goals

- ❖ There will be a decrease in agency turnover due to dissatisfaction with the agency.
- ❖ There will be consistent supervision in Social Services that standardizes policies and procedures amongst all units.
- ❖ Staff will gain understanding and knowledge of each units' roles, responsibilities and capabilities.
- ❖ Increase in job satisfaction; staff will be able to recognize the agency strengths.

Root Causes:

- Need clearer vision and planning, start but don't finish
- Too many intersecting projects
- Leadership inconsistencies
- Turnover
- Process for agency communication
- Don't recognize agency successes

Remedies:

- Take an active role in changing agency culture, creating positive work space
- Coaching team to be cohesive
- Emphasis on Vision and Values
- Onboard new employees with Vision and Values
- Decisions made by management are clearly communicated to all staff
- Agency newsletter developed
- Using meeting management tools; agendas, ground rules
- Develop conflict resolution process
- Develop a Dept. strategic plan
- Networking at All Staff meetings
- Outreach to external partners; both written and verbal

Recommendations:

- Continue to work towards completing action items on the "Tracking Remedies"
- Monthly face-to-face OE Team meetings
- Support the Internal OE Facilitators
- Continue Communication Planning
- Continue efforts to promote positive work culture
- Continue to enhance agency communication and trust-building
- Continue work on the development of a strategic plan.
- Continue to network and enhance communication with external providers
- Continue work on building a cohesive management team
- Repeat the 'Trust and Aim' exercise
- Use the OE process in the future
- Engage in OE support that can be provided by (WCWPDS).