

Waukesha County Organizational Effectiveness

Desired Future State:

- The Child & Family Division values and is committed to maximizing communication and teamwork by demonstrating support, honesty, respect, and self-care in order to provide quality services and enhance professional development

Strengths:

- We value clear, concise and open communication with staff and supervisors
- We value a supportive, non-judgmental environment to express feelings and concerns
- We value collaboration between Units & Divisions
- We strive to disseminate information to everyone in a consistent and timely manner
- We intentionally interact with each other in a genuine and respectful manner
- We give priority to supporting each other by listening, acknowledging, recognition and openness
- We strive to be a community that has shared understanding through active listening and joint problem solving
- We give priority to supporting our coworkers through valuing creativity, learning and best practice
- We actively strive to create an energized and enthusiastic workplace

Priority Gaps:

- Staff retention
- Internal processes and procedures
- Morale

Topic: How a Staff-driven, Small and Rotating Team Leads to Big Changes

*Dates: July 2011- April 2013; April 2013 – July 2015;
July 2015 – December 2016*



Measures of Success

- ❖ Needs of children, youth and families will continue to be met
- ❖ Division will continue to be known for innovative and sustainable practice
- ❖ Structure of the organization will be aligned to the task required and will maximize resources/talents of staff
- ❖ Leadership will move toward new practices and innovations
- ❖ Staff will have an increased sense of satisfaction
- ❖ Staff retention will return to previous levels

Root Causes:

- Higher caseloads
- Lack of self-care
- Non-systematic training process
- Personality conflicts/different learning and communication styles
- Variability of work
- Staff negative attitudes
- Only management in interviews

Remedies:

- Team building lead by outside agency
- Bring prospective employees in to meet staff as their second interview
- Develop protocol for when new staff has a crisis
- Develop a concrete training plan for new staff
- IA investigations for ongoing cases completed by IA staff
- Trainings and staff development specifically related to staff attitudes
- Set time in unit meetings to address staff concerns process led by OE reps

Recommendations:

- Representatives from each area of the division
- Creation of priority gap workgroups
- Representatives take ownership of remedies they feel called to
- Clear start and end dates of representative commitment keeps staff fresh and energized
- Lead workers facilitate and staggered assignment carries over knowledge and experience