**Employee Engagement Problem Solving Guide for *Innovation* – Problem-solving Worksheet (with help text)** Revised 1/23/15

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| **ISSUE** – Which part of employees’ experience are we talking about and why? |
| **Nature of problem (gap) and why it matters:**Percent of employees who feel encouraged to come up with better ways of doing things: Enter percent. | Goal/target: Enter percent. | Gap: Enter percent. |
| We need to close this gap now because Enter how this problem impacts customers. Why do we care about this issue? Example: we need employee ideas to meet changing customer needs. |
| **ASK** – What do we know now, and how will we narrow our focus to learn deeply about the problem? |
| **Actions taken so far and their impact on the problem:**Describe strategies used and results achieved. For example, employee idea programs or Lean process improvements that use employee ideas. How have these actions impacted employees’ experience at work? |
| **Where in the agency to focus this problem-solving effort:**Pick a group to focus on that is both **reasonably sized** and **representative of the** **population to be engaged** (e.g., similar work, shift, customers, etc). Criteria to consider include:* Lower scores (greatest need) and/or connections to other survey items such as input on decisions (#1), opportunities to learn and grow (#5), and using customer feedback (#16).
* Higher customer impact (key business line).
* Other factors, such as function / body of work (e.g., call center, claims or benefits processing), employee turnover, or customer satisfaction data.

The group will be observed to identify current state, so the group should be connected somehow (e.g., location, function, leader, etc.).  |
| **OBSERVE** – What is actually happening? What are employees experiencing that leads to the problem? (Use [Innovation Observe Tool](file:///%5C%5Cstage-pub%5CDavWWWRoot%5CSiteCollectionDocuments%5CWorkforceData%5CEmployeeEngagementProblemSolvingGuide%5CEmployee_Engagement_Problem_Solving_Innovation_Observe_Tool.docx) for this step) |
| **Summary of current situation:**Describe what is going on in the workplace. Which problem (gap between what is and what should be) do we need to address first? |
| **ANALYZE** – What is the root cause of the specific problem that you can impact in your role? |
| **Specific problem that prevents employees from feeling encouraged to come up with better ways of doing things:**State the primary problem from the observation.**Ask why this is happening until we get to root cause.**

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| **Why?** Go see & confirm |  | **Why?** Go see & confirm |  | **Why?** Go see & confirm |  | **Why?** Go see & confirm |  | **Why?** Go see & confirm |
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| **EXPERIMENT:** What will we try to solve the problem? (See what other agencies have tried in the Experiment Menu) |
| **Objective:** What is the target result we’re trying to achieve? |

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| **Hypothesis:** What action do we think will achieve the objective? Use this format: **If we** (try this), **then we** (will get that) |

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| **Measures:**How will we measure progress and success? |
| **Plan to address the root cause and achieve the objective:**

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| **Action** | **Who** | **When** |
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| **Do and then Check:**Conduct the experiment and compare the results (new state) to the original state from the Observe step. Did we achieve the objective? Was the hypothesis proven? What did we learn?

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| **Next State** | **Next State** |
| Check Date: Enter date | Check Date: Enter date |
| Results: Enter measure(s), goal(s), and results | Results: Enter measure(s), goal(s), and results |
| Objective Achieved? Yes [ ]  No [ ]  | Objective Achieved? Yes [ ]  No [ ]  |
| Key Learning Enter progress, lessons, etc.:  | Key Learning: Enter progress, lessons, etc. |

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| **Act/Adjust:**What steps will we take next to continuously improve? How will we use what we’ve learned from the experiment? |