Tab IV—Work Experience

IV- 1

Dates of employment (mm/yy)

From: 03/2009 **To:** Current **Months on job:** 106

Full-time? ☑

Part-time? ☐ **# of hrs/wk:** 40+

Exact title of position and rank:
Manager

Name of employer (firm, organization, etc.) and address including Zip Code:
Medical Insurance Company

Name and title of immediate supervisor:
Dan Jones, Director Corporate Governance

Address of supervisor: 123 East Street, Detroit MI

Phone #: (313) 123-4567

STOP!

Before completing Parts A through C of this IV-tab form, look at the appropriate chart below to determine the number of potential credits you are eligible to receive for the learning you acquired in this position (if your self-assessment is effective). **For every 3 credits for which you are eligible, you will write a self-assessment of ONE competency.** For example, if you worked 45 months in this position and are eligible for 9 credits, then you will write a self-assessment for three (3) competencies and no more. If you worked more than 99 months and are eligible for 15 credits, include no more than five (5) competencies.

Undergraduate Credit for each position (IV tab)	
Months on Job	Max potential credit hours
0 - 9	0
10 – 12	1
13 – 15	2
16 – 18	3
19 – 22	4
23 – 28	5
29 – 33	6
34 – 38	7
39 – 43	8
44 – 50	9
51 – 57	10
58 – 64	11
65 – 71	12
72 – 80	13
81 – 89	14
90 – 99+	15

Graduate Credit for each position (IV tab)	
Months on job	Max potential credit hours per job
0 – 9	0
10 – 15	1
16 – 20	2
21 – 25	3
26 – 30	4
31 – 35	5
36 – 40	6
41 – 45	7
46 – 50	8
51 – 55	9
56 – 84+	10

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Part A. Job Description:

Identify and give a full description of the responsibilities you had while in this position. Your description should relate to your official job title/rank and description.

As the Manager of the Executive Services department, my responsibilities include directing and managing the activities of the department within set standards, expectations, and within budgeted levels. Setting goals, developing long and short term strategic plans, managing the day-to-day activities, and supervising direct reports through coaching and mentoring.

The primary objective is to manage activities in a cost effective and efficient manner, meet departmental and corporate goals, achieve and maintain compliance with regulatory requirements at the state and federal levels. Execute continuous improvement initiatives, and resolve complex business problems. The focus in achieving the objective is to provide oversight and monitoring of qualify objectives to assure the achievement of quality standards, in relation to inquiries and complaints initiated by customers and directed to officers for the company, such as the Chief Executive Officer, Corporate Executives, members of the Board of Directors, external regulatory and other consumer friendly agencies, such as, the State of Michigan's Department of Financial and Insurance Services, Better Business Bureau, Congressional and Legislative Offices, and the Attorney General's Office.

As equally important focus is to provide a strategic vision, guidance, and oversight for the resolution of customer initiated complaints, appeals, and grievances within standards and timeframes mandated by various, and sometimes competing, state and federals legislations, such as the Michigan Insurance Code, Michigan's Public Act 250, and the Patients Right to Independent Review Act, also known as Public Act 251, and the Timely Payment legislation, also knows as Public Act 316 and 317, and federal rules established under the Department of Labor Regulations and the Patient Protection and Affordable Care Act, also known as Obama Care. The Health Insurance Portability and Accountability Act, which requires safeguarding of protected health information (PHI) and other member rights provides another layer of rules and regulations that must be observed and adhered to for compliance. The signing into law of Obama Care in March 2010 at the national level introduced many complexities and work drivers at the state and local levels, necessitating many business changes. As the corporate subject matter expert for appeals, I was the Business Lead assigned to analyze and evaluate business processes, identify gaps, develop plans, and lead multiple strategic initiatives across multiple business units to update systems, and document and implement business processes that achieve compliance with federal regulations and are sustainable over the long term.

In the role of Manager, I serve as the point of contact for the Department of Financial and insurance Services, the Better Business Bureau, and other Insurance Company Plans for member and provider appeals and grievances. I serve as a voting member on the Member experience Committee, Utilization Management Committee, Quality Improvement Committee and participate in the HIPAA Privacy Workgroup, and the Business Oversight Committee.

Part B. Competencies and Self-Assessments

Using the chart on the previous page to determine of how many credits your months on the job are worth, complete a competency self-assessment sheets for *each 3-credit competency* you for which you are requesting credit. Do NOT submit more than five (5) competency self-assessment sheets, and do NOT submit more sheets than you are entitled to (e.g., if your number of months on the job is worth only 9 credits, then include no more than three (3) self-assessment sheets, one for each 3-credit competency).

Tab IV—Work Experience

Competency # 1 **, Title:** Administration

What did you learn about this competency? Provide a 750 to 1,000-word self-assessment of your learning, i.e., write an argument to support of your claim about what you learned. Be sure to provide specific examples and reasoning to support your claim about what you learned and how you applied what you learned. Do not just tell us what you *did*; tell us what you *learned* and how you applied it.

My span of control includes multiple business units with differing functions. In providing direction and oversight, I learned to build strategies around staffing, reporting, tracking, trending, forecasting, training, and budget planning and development.

To staff appropriately, I learned to assess and consider different skills sets for each position and develop a strategy to recruit the right fit candidate. For example, appeals require in-depth analysis, critical thinking, a familiarity with laws and regulations, excellent writing skills, and ability to explain complex benefits in clear and simple terms. I learned to build a strategy to recruit and test candidates for these skills sets, abilities, and characteristics. The end result was that the candidate pool changed from internal employees with customer service background to external candidates with training in analytical thinking- the majority of the current appeals coordinators hold a *Juris Doctorate* degree. Conversely, the role for researching and resolving complaints involves less complexity; thus, I was able to hire analysts at a lower level position, resulting in cost savings.

Changes in the industry, resulting from the ACA (Affordable Care Act), and the transition of ACME insurance to a mutual insurance company brought about many changes. One result was a change in the functions of and the expansion of the Service Associate department by more than 50 resources, in combination of full-time personnel and contract resources. As a result, I learned to perform an analysis of input and throughput to determine the correct number of resources needed in the "new normal". As the business evolved and continues to evolve, I learned to assess and project business needs and staff appropriately. For example, through my assessment of business needs, I was able to make a case for, recruit, and hire for new positions, such as Risk Specialist, Data Analyst, Executive Trainer, etc. While the process for adding positions may seem simple on paper, in reality, it is quite involved, as it requires the building of a business case, approval from my own leaders, buy-in from Human Resources, approval from Finance to expand budget dollars, and determining appropriate job codes and salary bands. I learned to build a convincing business case, by demonstrating need and proposed value; write new job descriptions; and develop a hiring strategy for a successful outcome.

I learned to be flexible and change direction to achieve desired results. For example, although I had a strong business case, received all necessary approval and was armed with job descriptions, I was not able to hire Full-time personnel due to a corporate freeze on headcount. This forced me to look for alternatives, resulting in the development of a new staffing model, which included the hiring of contract resources, something that had not been done before in the department. However, while this provides a desired level of flexibility, contract positions are costlier long term; therefore, a good balance is essential to achieve business results and control costs. Therefore, I learned to develop processes and business strategies to build and maintain an effective ratio of Full-time personnel to contractors, which achieves flexibility and controls costs.

Tab IV—Work Experience

Competency # 1 **, Title** Administration **continued.**

I learned the process for contracting with staffing agencies for contingent labor (contract resources); to work with preferred, Tier I, agencies; and the various rules and nuances of working with agencies. For example, I learned that if I converted a contract resource to full-time personnel within a certain period of time, I would have to pay the agency a finder's fee; therefore, I learned to schedule conversions as to not adversely impact the budget.

The change in staffing model impacted training in that on-the-job training previously provided by the leader became insufficient and unsustainable. This prompted me to seek and explore more efficient alternatives; through the exploration of various options, I developed a vision for building a training team with the Service Associates department and execute on that vision. The end result was that I now have a full intra-department team dedicated solely to documentation and training, which has proven to be quite successful when I measure that training time was reduced from twelve weeks to eight weeks, and employee retention has increased.

I learned to leverage historical data and make educated projections and to forecast receipts and output. I learned to perform and direct root cause analysis of work drivers and to take initiative to implement corrective measures.

I learned to plan, direct, and monitor budget expenditures to meet budgeted goals and cost savings requirements. For example, for the 2018 budget year, I had to reduce my budget by about $700K. This necessitated a lot a planning, re-allocating of budget dollars, eliminating planned projects, and reducing contract resources.

In addition to staffing, training, budget planning, I learned to perform all the functions necessary to successfully direct and lead a department consisting of over 80 employees and a budget of more than $8M annually. Some of the activities include administering salaries, bonuses, and merits; vacations, time-off, and disciplinary policies; scheduling work hours and off-hours coverage for urgent situations; tracking, monitoring, and trending work drivers and implementing corrective measures; leading projects; planning the acquisition of and execution of new technologies.

Tab IV—Work Experience

Competency # 2 **, Title:** Business Practices

What did you learn about this competency? Provide a 750 to 1,000-word self-assessment of your learning, i.e., write an argument to support of your claim about what you learned. Be sure to provide specific examples and reasoning to support your claim about what you learned and how you applied what you learned. Do not just tell us what you *did;* tell us what you *learned* and how you applied it.

One of the more significant things I learned is to set a short and long term strategic vision and work collaboratively across business units. I learned to lead cross functional teams and achieve common goals and objectives, even when there is no direct reporting relationship. I learned to engage and obtain buy-in from affected partied by providing a strategic vision, clear expectations, and the regulatory consequences of non-compliance. I learned to read and interpret state and federal laws and develop compliant business processes. I learned to make decisions independently, develop plans, and execute strategies, often based on vague and ambiguous federal rules. I gained a thorough and in-depth understanding of state and federal laws that regulate member internal and external appeals and grievances. I teamed to write policy and implement processes based on the guiding principles of the National Committee on Quality Assurance (NCQA) and to be audit ready. I learned to perform impact assessments and build business units from the ground up. I gained greater knowledge and understanding of how individual business units form a cohesive whole and contribute to the overall success of the organization. I learned significantly more about project management, systems functionality, data collection, setting data-based strategies, interacting with groups and individuals with differing goals and finding common ground. I learned to guide staff to achieve results and to manage groups in different physical locations. I learned to engage business associates and cultivate mutually beneficial relationships.

When working on projects, I learned to look at business process, no matter how minor because, oftentimes, what at first appears to be a minor change, in fact, requires a significant work effort. I learned to identify specific requirements; determine if a compliant process, or one that could be leveraged with minor adjustments, already existed; effectively engage business partners; and identify gaps. For example, during one assessment, it quickly became apparent that existing technology did not provide adequate functionality, and new processes and additional resources would be needed.

I learned to develop and built business cases to obtain project funding to engage IT (Information Technology) to address systems functionality. I learned to engage various business partners to address process gaps and the need for additional resources on projects.

I learned that when a project impacts work done by represented employees, there is a prescribed process for communicating with Union leadership. For example, when my proposal was accepted to move from a two-step appeals process to a one-step process, some of the work previously handled by represented employees was, essentially, eliminated, and the communication with Union leadership would have to be handled carefully, as loss of work is a highly sensitive issue in the Union environment with "political" implications. I learned to engage and work closely with Labor Relations for the proper notification and to make the transition with minimal disruption.

Tab IV—Work Experience

Competency # 2 **, Title** Business Practices **continued.**

In the new normal, among other business processes and functions, I assumed responsibility for translation of member facing documents and managing the external review process mandated by federal legislation. Thus, the need arose to engage with and partner with organizations that have the expertise to perform these functions on behalf of ACME. To be complaint, I needed to engage with and partner with at least four new companies/vendors; a minimum of three independent review organizations (IROs) to perform external reviews, and, at least one, translation vendor, assuming the vendor selected had the ability to translate documents written in English to a minimum of 15 specified languages.

Knowing the importance of having the appropriate parties at the table, I engaged the appropriate corporate experts, such as procurement experts, contract analysts, legal, IT (information technology), etc. I learned to prepare an RFP (request for pricing) by clearly identifying, articulating, and documenting the partnership opportunity; developing a set of questions based on business needs and IT security requirements; developing a scoring key/metric; identifying "deal breakers"; and selecting organizations to be invited to bid. I learned to apply the response key/metrics to the vendor responses to score each vendor objectively. I learned that while pricing is important, other factors, such as ease of doing business, system functionality, and IT security are equally important. I learned to negotiate and agree on contract terms and at what step in the process to engage other internal subject matter experts. I learned that while some organizations are fairly easy to work with, others can be quite challenging, especially during negotiations, and some do not deliver on promises. I learned that different organizations have different values, and it is essential to align and contract with an organization that shares the same values and ethics.

To manage costs and efficiencies, I learned to plan for and account for variables, such as seasonal volume increases, caused by open enrollment on the Marketplace; number and type of resources needed; ideal time for onboarding; and cost variance, if any, between agencies. I learned to plan for other cost variables for translations and external reviews. For example, the translation vendor charges based on the number of words translated and whether the translation is for a common language, such as Spanish, or an uncommon language, such as Syriac (not to be confused with Syrian), and the IROs charge per case review and whether the case is routine or urgent. I learned to plan for a vacancy factor, and use those dollars when a cost reduction was called for to meet budget requirements.

Tab IV—Work Experience

Competency # 3 **, Title:** Communication skills

What did you learn about this competency? Provide a 750 to 1,000-word self-assessment of your learning, i.e., write an argument to support of your claim about what you learned. Be sure to provide specific examples and reasoning to support your claim about what you learned and how you applied what you learned. Do not just tell us what you *did*; tell us what you *learned* and how you applied it.

Insurance companies and health plans that want a presence on the Health Insurance Marketplace and sell insurance on a state or federal Exchange are required to be accredited by a nationally recognized organization for quality assurance. ACME is accredited by the National Committee for Quality Assurance (NCQA). NCQA has various measures, including but not limited to Consumer Assessment of Healthcare Providers and Systems (CAHPS), Healthcare Effectiveness Data and Information Set (HEDIS), Complex Case and Disease Management and Utilization Management (UM). Part of the process is the development of a Program Description and the establishment of various committees that provide direction, oversight, and accountability for such things as utilization management, quality improvement, and member experience. As the "owner" of and corporate expert for appeals, I sit, as a voting member, on three committees: Utilization Committee, Member Committee, and Improvement Committee. As the only manager-level voting member, I interact with directors and vice presidents and have a voice in the strategic direction of the company with regard to accreditation. Participation has given me an appreciation for the strategic thought process at the highest level of the organization. As a result, I have learned to be confident and speak with authority when presenting/speaking at committees and presenting to large groups or audiences.

I learned to plan, schedule, and run effective team and departmental meetings. I learned that the level of preparation needed for small teams is quite different than planning for large teams and that time and logistics is of greater importance when scheduling meetings for larger teams. I learned to consider and account for these differences. I learned that to keep everyone's attention, an agenda and a presentation are essential and that topics will need to be of interest to the entire team, something that can be challenging when the teams perform entirely different work functions and are quite diverse. I learned to provide opportunity for questions but take charge of the meetings to keep them on schedule and on track.

One of my current projects is to transition my teams into a flexible work model, and I am learning that communication with virtual teams poses its own challenges. For example, I am used to being able to walk out of my office, stop by someone's desk and have quick, impromptu meetings. In the new environment, this is no longer possible because my direct reports and their direct reports are off-site. As a result, I am learning to rely heavily on electronic communication tools. I learned to conduct meetings through WebEx,use instant messaging for quick questions and email for more complex questions.

Competency # 3 **, Title** Communication skills **continued.**

I've learned to rely heavily on conference calls and virtual meetings. I learned that tone is very important when speaking in a virtual environment, as most people generally rely on visual cues and body language to gauge the atmosphere, something that is absent in the virtual environment. I learned new ways for communicating progress and to stay connected with the teams. I learned to implement weekly check-ins for progress on projects and other activities.

Over the years, I attended several seminars on communication. These ranged in scope from learning communication styles; some focused on learning the other person's communication style and then communicate according to that individual's preference, others focused on communicating with millennials, and yet others focused on "clearing the fog". Through these seminars, I learned not only about communication styles and preferences but also to be conscious of my body language; although, at times, I still find it frustrating to communicate with individuals who rely on feeling and make decision based on emotion, as I am analytical by nature and rely on facts to make decisions, I learned to adapt and adjust to the different styles of communication.

I learned that although different terminologies are applied to the concept of communicating concisely- some call it clear and simple, others refer to 'clearing the fog', yet others refer SMART (specific, measurable, achievable, relevant, time-bound) communication - the intent is the same, to communicate as clearly as possible. I learned that regardless of the terminology, unclear communication can lead to misunderstanding and unintended consequences. As an example, in coaching an employee who was late in delivering on a project, I suggested that he contact the stakeholders and obtain an extension, with the intent that he would use the time to catch up on the project; unfortunately, I didn't verbalize my intent and instead of using the time to catch up, he put the project on the back burner after being granted the extension and took no action until I realized what occurred. From this experience, I learned to be very specific, strategic, and results focused in conversations with team members.

In the last few years the work force and my department has changed dramatically in that most of the baby boomers have retired, some have taken an early retirement, and my department is now about ninety-five percent generation Y and generation X. This has been a catalyst for drastically different communication. As an example, when I first became manager, all communication occurred in person, via telephone, or by email. As the workforce evolved, so did communication methods and I've learned to adapt to such things as instant messing, texts, virtual teams, and Skype.