

**SERVICES AND ENTERPRISE SUPPORT
ADMINISTRATION**



Replacement for Performance Evaluation System

Request	FY16	FY17	15-17
FTE	1.0	1.0	1.0
GF-State	\$755,000	\$550,000	\$1,305,000
Total	\$921,000	\$671,000	\$1,592,000

DECISION PACKAGE SUMMARY

The Services and Enterprise Support Administration requests \$1,592,000 and 1.0 FTE to select and implement an agency wide employee evaluation system. By funding this request, SESA is expected to procure, configure and deploy an automated employee performance evaluation system that will be utilized department wide by all employees.

PROBLEM STATEMENT

DSHS desires to monitor and increase the number of completed employee performance evaluations. A performance evaluation system facilitates construction, exchange and storage of agreed upon goals, objectives, milestones and purpose. A technology solution stores completed and in-progress evaluations and reports the status toward completion of evaluations.

DSHS will create a culture of accountable management where employee’s daily efforts are directly aligned with organizational objectives and public priorities. Using collaborative priority setting, employees and managers agree on what should be done, when, how and why. The “why” is the connection to organizational objectives. Additionally, appropriate measures would be established so that performance can be self-monitored also.

PROPOSED SOLUTION

The Department will implement a performance management system that simplifies the evaluation process, encourages and fosters information exchanges between supervisors and employees, facilitates the construction, sharing and storage of evaluation documents and reports on the status toward completion. A system builds or aids in building a visible connection between individual efforts and organizational objectives. DSHS is working with other State agencies, including Department of Enterprise Service (DES) and Office of Financial Management (OFM), to build a library of business requirements that, when met, serves the Enterprise.



DSHS VISION
 People are healthy • People are safe • People are supported • Taxpayer resources are guarded

DSHS MISSION
 To transform lives

DSHS VALUES
 Honesty and Integrity • Pursuit of Excellence • Open Communication • Diversity and Inclusion • Commitment to Service

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EXPECTED RESULTS

The budget request supports DSHS Goal 5: Public Trust – Strong management practices will be used to ensure quality and efficiency. Quality and efficient services to the public are delivered when agency employees' work is reviewed regularly and efforts are directed toward articulated public service objectives and they and their supervisors are held accountable for their delivery. Job descriptions align daily tasks and efforts toward agency objectives, but the employee evaluation process is the mechanism for accountability using the assignment-measure-feedback-reassign paradigm. Effective performance evaluation is essential to accountability. Efficient performance evaluation makes the process acceptable to supervisors and staff, facilitating feedback dialog and annual reporting. Easy administrative processes are most likely to be completed.

This request supports the Results Washington Goal 5: Effective, efficient and accountable government by facilitating the monitoring and storage of evaluations that document performance and continuously report on progress toward completion. A goal of 90% of evaluations completed timely has been established by OFM State Human Resources Division.

Results Washington Goal 5 calls for effective and efficient government processes. An efficient and effective performance evaluation tool saves time by automating many evaluation tasks, leaving supervisors and managers more discretionary time to supervise and manage. Employees receive more timely feedback and can make mid-course corrections if they veer off target and can use their time more effectively providing services to the public.

STAKEHOLDER IMPACT

For employees and supervisors represented by collective bargaining, unions will want to participate in the selection and design of a successor evaluation system. This participation should be encouraged. DSHS is currently working with other State agencies, notably Department of Transportation, Employment Security Department, Labor and Industries, OFM and DES, to identify business requirements, process limitations and to identify configurability issues.



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