



Human Resources Division

Addressing Employee Concerns



*HRD - Riding the Waves
In the aftermath*

Of the "Perfect Storm"

Thank you for your input. We are interested. We are committed.

HRD had an amazing 100% response rate on the April 2006 Employee Survey. Thank you for taking the time to do this! Your honest responses are very helpful in assisting me to understand how you feel about what you do and your work environment.

This action plan summarizes the key findings from the survey, and sets forth a plan to work with staff at all levels in HRD to take a look at what we do well, and work collaboratively on how we can make things better. But, in order for the plan to be successful, this must be an interactive process. We need your input and commitment to make HRD an even better place to work for all of us.

In many ways, you already feel HRD is a good place to work. However, there are things that we can do, that can make HRD an even better place to work. We are committed to work with you to make this happen

– Betty Ramage, Acting HRD Director

CONTACT INFORMATION

For more information, please contact Rose Mattison at **360.725.5850**.



Background

Since 2002, HRD has gone through a series of extreme changes, some related to the passage of the PSRA and others resulting from internal changes to the division. All of these changes culminated in the “Perfect Storm.” Since 2002, we have been riding the waves of that storm. Some of those changes include:



- Passage of the PSRA in 2002. The PSRA completely revamped the 40+ year old existing Civil Service System and established industry standard collective bargaining rights.
- Senior leadership change in HRD. The then new HR Director was appointed with an industry standard background, changing the way HRD approached the delivery of human resource services.
- The new HR Director was faced with an \$800,000 deficit in the budget. Difficult decisions needed to be made and the effects of those decisions were felt by all staff.
 - 30 staff laid off
 - HRD reconfigured
 - 18 payroll staff moved to out of HRD
 - 10 Risk management staff moved out of HRD
 - 4 Diversity Affairs staff moved from HRD
 - 15 Background Check Unit staff moved from HRD
 - 4 IT staff moved from HRD
- HRD was tasked with taking the lead for PSRA and developing a project plan for implementation.
- Civil Service Rules were completely revamped and the collective bargaining agreements ratified. Both of which are drastically different than in years past
- The old PAY system was replaced by HRMS. This represented a complete change in how we do business, not only in payroll but it created a totally new system for doing recruiting and certification
- Another new HR Director was appointed on an Acting basis in December, 2005.



Survey Highlights

As we ride the storm, we are in the process of creating a new “normal.” This is never easy. The results of the survey reflect the effects of this “Perfect Storm.”



There were many positives reflected in the survey. In many ways, staff felt HRD was a good place to work. However, as with any organization, there are areas in which we can work on to make better. Staff are still adjusting to all the recent changes and we are committed to working with our staff to make HRD the best that it can be.

As we studied the survey, we will focusing on three key issues:

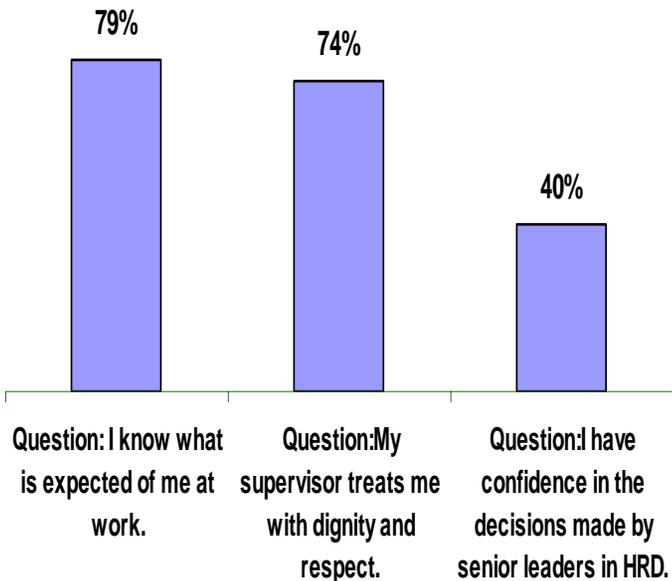
- 1. Leadership**
- 2. Morale**
- 3. Communication**



Focus Issue: Leadership

Summary of the Issue

Overall 79% of HRD staff always or usually knew what was expected of them at work and 77% knew how their work contributed to the goals of the agency. Also 74% always or usually felt treated with dignity and respect. However, when asked, only 40% of HRD staff usually or always had confidence in decision made by senior leaders in HRD.



What we are already doing

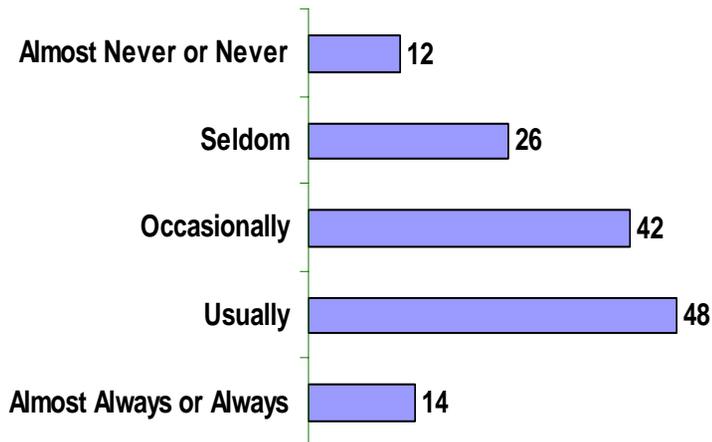
- The Director is meeting with staff all over the state
- New equipment has been purchased for staff
- Labor Relations and Operations combined to better provide services to our customers.
- Equal Opportunity and Reasonable Accommodations combined to better utilize resources and provide better customer service.
- Service Delivery standards were developed, with input from all staff, so that all staff know what is expected and how success will be measured..



Focus Issue: Morale



A spirit of cooperation and teamwork exists in my workgroup.



Summary of the Issue

In HRD, 66% of staff “always” or “usually” felt that a spirit of teamwork and cooperation existed in their workgroup. However only 50% felt that they received recognition for a job well done and 44% felt they had the opportunity to give input on decisions affecting their work. With the demands created by changes produced by the PSRA, to include most recently the implementation of HRMS, staff are feeling the strain of having to do much more, with no change in the resources available to them.

What we are already doing

- Alternative Schedules for staff are being evaluated and reinstated when possible
- In April, an HRD recognition event was held, to honor all HRD staff for their hard work during these times of change.
- A concerted effort is being made to share as much information with staff in the field.
- As the budget allows, staff are given the opportunity to attend external training beyond what is mandatory.

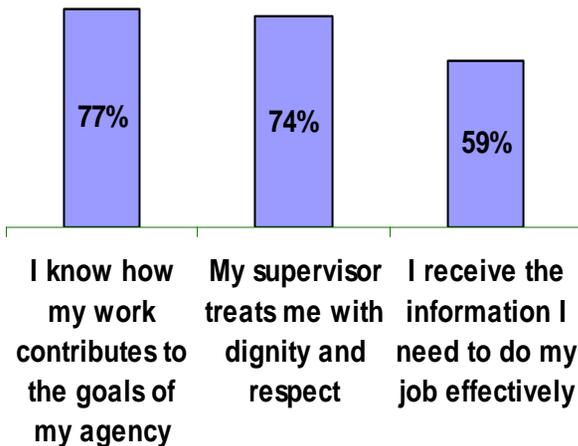


Focus Issue: Communication



Summary of the Issue

In HRD, 79% of staff “usually or “always” knew what was expected of them at work. However, only 53% felt that they were encouraged to come up with new and better ways of doing things. With all the changes and work associated with PSRA, communication has been “fast and furious” leaving staff often feeling as if the communication is rushed or at times lacking.

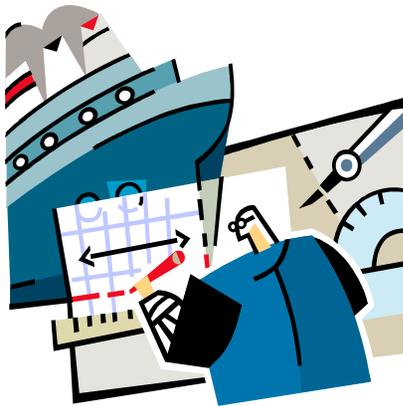


What we are already doing

- A concerted effort is being made to share as much information with staff in the field.
- Office Chiefs are participating in each other’s staff meetings, ensuring that updates and information is shared.
- The Acting HR Director is meeting with staff and personally soliciting feedback and suggestions for improvement during field visits.



Our Plan



- Results of the survey have been shared with HRD staff
- Office Chiefs have met their supervisors to discuss the results of the survey.
- Each Office Chief is meeting with their sections to gather more information and come up with recommendations to bring forward.
 - Labor Relations/Operations have met with staff to discuss.
 - Quality Assurance and the Administrative Sections are planning separate retreats with their staff to focus on the specifics of the survey and make recommendations to bring forward.
- Reports from each of the sections will be forwarded to the Director by September 22nd.
- A report will be generated from all the input gathered and shared with staff, by October 16th.



Thank You!



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While we cannot possibly address all the issues brought forward in the survey, I am pleased that 100% of the staff responded and shared what they had to say. We will do our very best to respond to the results of the survey and are committed to working with all staff, so that together, we move forward and create the best place to work that we can.

Thank you again for your honest and thoughtful input.

– Betty Ramage, Acting HRD Director