

Addressing your concerns



Kathy Leitch

Thank you for your input on the Employee Survey. We hear you. We are committed to working on issues you care about.

Supporting you in the work you do is critical to our success in assisting our clients with high quality services. We are committed to following up on the concerns voiced in the Employee Survey. In addition, it is good to reflect on the things that are going well. Since ADSA includes four divisions whose employees do very different work, these combined results for all of ADSA will be a bit different from those for your division, region, unit, RHC or SOLA. These employee survey results combine the responses from everyone in ADSA who took the survey (69% of all employees).

Kathy Leitch, Assistant Secretary

Our Mission

ADSA assists adults with disabling conditions due to aging, disease or accident, and children and adults with developmental disabilities to gain access to the high quality, cost effective supports they need.



Addressing your concerns

Comments

“I feel I make a difference.”

“The professional level and dedication of the people I work with.”

“My co-workers on nightshift and all of us working together as a team.”

“Working with the public and showing government can be effective in providing what the citizens need.”

“The supervisor is very fair and treats everybody with respect.”

“Being able to use my professional skills.”

“The changes I can make for quality of care for residents.”

Strengths: Employees gave high marks to their jobs, their supervisors, their co-workers, fairness, and diversity

80 percent or more of employees responded “always” or “usually” to these statements

- I know what is expected of me at work – 86%
- My supervisor treats me with dignity and respect – 82%
- I know how my work contributes to the goals of my agency – 80%
- My supervisor holds me and my co-workers accountable for performance – 80%

Other statements rated higher than 60 percent “always” or “usually”

- In my workgroup, people are treated fairly, without discrimination – 70%
- I receive the information I need to do my job effectively – 69%
- In general, I’m satisfied with my job – 69%
- A spirit of cooperation and teamwork exists in my workgroup – 68%
- My supervisor gives me ongoing feedback that helps me improve my performance – 67%
- My agency consistently demonstrates support for a diverse workforce – 66%
- I have the tools and resources I need to do my job effectively – 64%

Note: Comments were written in response to these two questions:

- *What do you like best about your current job?*
- *What changes would you like to see in your workplace?*

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“I would like case managers to have at least some input into policy decisions.”

“I would like it if the feedback from these surveys was taken seriously.”

“Better communication from supervisor regarding work changes, MB's, new processes.”

“Fewer cases so I could adequately serve the clients' best interest in the best practice model.”

Concerns: Employees gave the lowest marks to giving input & coming up with improvements, recognition, and knowing how we measure success.

Though each of these responses was improved over the 2006 survey, fewer than 55 percent of ADSA employees responded “always” or “usually” to these statements:

- In my workgroup we use customer feedback to improve our work processes – 48% (up from 47% in 2006) 27% responded “seldom” or “never” to this statement.
- I am encouraged to come up with new and better ways of doing things – 51% (up from 48% in 2006)
- I know how my agency measures its success – 52% (up from 47%)
- I receive recognition for a job well done – 53% (up from 50%)
- I have the opportunity to give input on decisions affecting my work – 55% (up from 51%)

“Needs work” comments focused on:

- Work processes/policies
 - 92 % of all comments on work processes and policies said this area needs work, and only 8% were positive.
 - 25% of people who made comments talked about work processes and policies.
- General management issues
- Staffing

Addressing your concerns

What we're already doing

Each division has processes to gather employee input on potential changes to work processes and policies, such as review of draft Management Bulletins, and including representatives from the field in work groups.

Addressing your concerns – our plans

Our plans to address your concerns include a variety of activities, both ADSA-wide and within each division.

Addressing concerns about – Work processes and policies including:

- using customer input,
- encouraging creativity, and
- giving input on decisions affecting your work.

(See survey items A1, B2, B3)

ADSA-wide Plans

All four divisions will increase the use of training for supervisors, beginning in May 2008. The training will include topics related to all the main areas of concern shown in the employee survey, as well as others:

- staff input on decisions affecting their work,
- encouraging staff to come up with new and better ways of doing things,
- performance management, and
- employee recognition.

Division Plans

Division Of Developmental Disabilities

- Increase opportunities for employee input and accountability through better use of the Performance Development Plan (PDP)
- Increasing supervisor and management skills through leadership development training

Addressing your concerns

“Provide more opportunities for workers to provide feedback to management regarding any policy or procedure that has been implemented, to assess if the new way of doing things has made improvements or not.”

“A reduction in the amount of time it takes to get approvals from upper management.”

“More specific and consistent operating procedures across campus.”

“Streamline the paperwork. There is too much paper!! Get CLEAR and CONSISTENT instructions from central office. Need fewer work-arounds and changing directions after sent to the field to implement.”

Continued: Addressing concerns about – Work processes and policies

Management Services Division

- Increase use of customer feedback to improve our processes. The director and office chiefs will solicit feedback on ways to improve processes from each division director and key association staff in the next year, and share this feedback with staff.

Home And Community Services Division

- Over the next year work with regional management teams to encourage discussions with staff on how each region can:
 - solicit and use customer feedback to influence how staff do their particular jobs; and
 - develop a visible process that provides staff with the opportunity to give input on decisions that affect their work.
- HCS will evaluate customer surveys completed in the Quality Assurance process over the next year to help inform improvement in work processes used statewide.

Residential Care Services Division

- All regions will have regional staff take part in workgroups and focus groups related to changes in process and policy development.
- Management Bulletins related to new procedures will include information on staff involvement in the development process.

Addressing your concerns

What we're already doing

Regional and Statewide employee recognition events are held each year.

"There is not enough recognition for staff. At times, hard work and great evaluations do not appear to mean much."

"Real dignity and respect for talents of all the people contributing to the work result."

"More recognition by Regional Admin of complexity of my unit's job."

"More recognition for attaining goals and agency mission."

"Broader support for employee recognition projects."

Addressing concerns about – Employee Recognition

(Item A9)

ADSA-wide Plans

Supervisor training will include methods of employee recognition.

We will create a small work group to determine additional methods of employee recognition within headquarters. Divisions may also determine other types of employee recognition based on their employees' feedback.

Division Plans

Division Of Developmental Disabilities

- Increase supervisor and management skills through leadership development training.

Management Services Division

- MSD will schedule two training sessions for all supervisors and office chiefs on giving recognition and providing constructive feedback.
- The MSD Director will send an email to all staff at least six times a year highlighting and recognizing special achievements by specific staff in the division over the past month.

Home and Community Services Division

- Continue dialogue with staff and regional management teams to identify staff recognition activities that are meaningful to staff.

Addressing your concerns

What we're already doing

Last year supervisors were given talking points about how ADSA measures success and how that relates to the work in the divisions.

Several Division Directors visited field offices and discussed this, among other issues.

The positive ratings for this item went up 5% from the last survey.

"There needs to be better and more timely communication from Senior Leaders within ADSA."

"Better communication from supervisor regarding work changes, MB's, new processes."

Addressing concerns about -- Knowing how ADSA measures success (Item A12)

ADSA-wide Plans

The communications manager will develop a short version of ADSA's measures of success based on the ADSA mission statement, and post it on Intranet and in the Inside ADSA newsletter.

Even though each division and institution has a unique mission within ADSA's overall mission, we will get the word out regularly on what success is for ADSA as a whole and how employees' efforts combine to create results for the whole administration.

Division Plans

Division Of Developmental Disabilities

- Post Quarterly Reviews on the Division Of Developmental Disabilities SharePoint site.
- Encourage a review with staff on what we are measuring and how these measures align with our goals and objectives.

Home And Community Services Division

Work with regional management teams to encourage discussions about what we measure and how those measures align with the division and ADSA's goals and objectives.