



Information System Services Division

Addressing Employee Concerns



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

This year 100 of you responded to the 2007 ISSD Employee Survey for a response rate of 83%.

The responses to the survey were encouraging and point to some major improvements over past surveys. This past year:

- We've made significant improvements using customer feedback to improve our work processes.
- More of you indicated we use your time and talents well.
- 72% of you indicated you are encouraged to come up with new and better ways of doing things.
- The large majority of you indicated within your workgroups, people are treated fairly, without discrimination.

While these results are reassuring, you also shared information about areas that could use improvement. In the survey you noted the following important issues:

- Having the appropriate tools and resources needed to do your jobs effectively.
- Knowing how the agency measures its success.
- Expanding performance accountability.
- Being treated with dignity and respect.

This Action Plan provides a high-level roadmap to address these areas over the next two years. The following Action Plan was proposed by an ISSD work group, which was made up of unit representatives. The proposed Action Plan was then reviewed and approved by the Extended Management Team, which includes the Executive Management Team. It represents both ISSD staff and managers' commitment to work on the issues identified from your survey responses.

Your participation in these initiatives is crucial for their success. I look forward to building on our successes from last year.

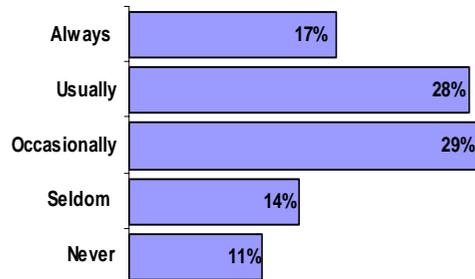
CONTACT INFORMATION

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Focus Issue: Strategic Communication

Question: *I know how my agency measures its success.*



Employees say:

"Create and communicate clear organizational and employee expectations. We want to understand the bigger picture."

Summary of the Issue

45% of you felt you knew how your agency measures its success and 25% did not know. ISSD scored 9% below the DSHS average on this issue.

What we're already doing

- A staff work group was formed to propose recommendations for the ISSD Strategic Plan.
- DSHS project dashboards and DSHS GMAP measures are posted on the DSHS intranet each month.
- Supervisors report progress on their activities in the ISSD Tactical Plan updates, which are posted on the ISSD intranet.
- Monthly meetings are held with ISSD management to review unit performance measures and metrics.

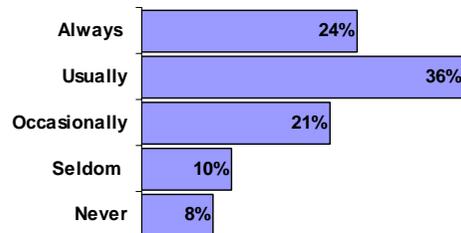
Our plan for the coming year

- Identify and communicate clear organizational and employee expectations.
- Create a work group to propose recommendations for improving internal communications.
- Involve unit staff in the Tactical Plan process.
- Post all unit performance measures and metrics to InsideISSD and make them available to all staff.
- Unit managers will hold informative and participative meetings on a frequent and regularly scheduled basis.



Focus Issue: Promote a positive and dynamic work environment

Question: *I receive recognition for a job well done.*



Employees say:

"Create more opportunities for advancement and employee recognition."

Summary of the Issue

18% of you reported you "never" or "seldom" receive recognition for a job well done. 17% of you felt that your time and talents were not used well .

What we're already doing

- Modified InsideISSD to make it easier to post staff recognitions.
- Promoting open communication through monthly Extended Management Team Meetings and semi-annual all-staff meetings.
- Several staff in the Office of Communications are actively participating in developmental job assignments.
- All-staff social gatherings are held throughout the year.
- Scheduling impromptu meetings with representatives from multiple units to address technical problems and incidents.

Our plan

- Make status reports and meeting minutes available to all staff across the division.
- Publically recognize more staff accomplishments in unit meetings, impromptu meetings, and postings on InsideISSD.
- Post a suggestion box for employee ideas and suggestions for improvement.
- Complete an exercise to ask staff to share their ideas for improving communication between units. Create a plan from this information and follow through with it.
- Promote unit participation in internal relationship-building and team development activities.

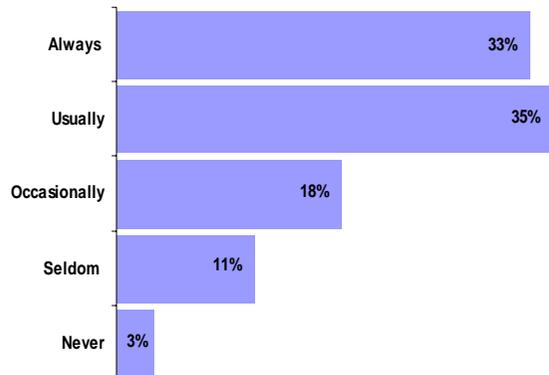


Focus Issue: Promoting Professional Growth

Question: *I have opportunities at work to learn and grow.*

Summary of the Issue

73% of you felt you have the tools and resources to do your jobs effectively (down 2% from the previous year). Although 14% of you responded “never” or “seldom” to the question “I have opportunities at work to learn and grow”, many voiced comments about making more opportunities for career growth available within the division.



What we're already doing

- Posting division job openings to the InsideISSD intranet site and announcing the posting to staff via e-mail.
- Several units in the Office of Communications have staff actively participating in developmental job assignments.

Our plan

- Plan for and implement more cross-training opportunities.
- Create more in-training job opportunities within the division.
- Identify entry level and promotional opportunities for career development.
- Maintain and advance technical skills and education through employee training plans.
- Encourage and support technical certification for designated positions.

Employees say:

"We'd like to see more opportunities for advancement within the division."



Other important issues

These are also important issues

- Effectively using your time and talents well.
- Providing meaningful information to you through the performance evaluation process.
- Developing a spirit of cooperation and teamwork within units.

Our plan

- Work with managers to strengthen your Performance Development Plans by linking performance expectations back to ISSD's Strategic and Tactical Plans and service delivery goals, so we are accountable as a division and individuals to our customers.
- Continue to encourage managers to recognize individual performance within your units on a regular basis.
- Create more cross-training and in-training opportunities within the division.
- Encourage informal and formal mentoring.
- Ensure all managers have access to team building and meeting management resources.

Resources and workload do not allow us to include every issue raised by the survey or identified by the ISSD work group within this action plan. This by no means diminishes the importance of those issues and as time and resources become available, additional issues will be addressed.



Action Plan Update

Information System Services Division

March 2008

So far, we've:

- Formed a staff work group to contribute to the development of the ISSD Strategic Plan.
- Posted the ISSD and DSHS Strategic Plans and the ISSD Tactical Plan on InsideISSD.
- Convened monthly meetings with unit and project managers to identify and review performance measures and metrics.

Future plans:

- Complete identification of performance measures and metrics, and make all monthly reports available to staff.
- Provide an opportunity for employees to be heard by implementing an Employee Suggestion program.
- More closely link employee performance expectations to the Objectives and Activities noted in the ISSD Strategic and Tactical Plans.