



Lands and Buildings Division

Addressing Employee Concerns

Action Plan Progress Report

February 28, 2007

So far, we've:

FOCUS AREAS:

- Employee Recognition
- Provide meaningful performance evaluations
- Ensure adequate and appropriate training opportunities
- Know how my agency measures its success

- **For all focus areas:** A questionnaire was sent to all staff as a follow-up to the staff survey asking staff to identify important focus areas and to provide comments on solutions to poor scoring survey ratings. Focus groups with the Director, managers, and staff were held for the four major service areas in LBD (CSS, Capital, Facility Operations, and Leased Facilities) to discuss the survey results and the solution ideas. The discussion also included a presentation of the current agency and division goals and projects and how these are significant to the office and individual staff. As a result, four primary focus areas stood out as most important to the staff and worth investing in solutions.
- **Employee Recognition:** LBD Director and management team met with the LBD representative to the DSHS committee on Staff Recognition to receive feedback on the committee's suggestions and to brainstorm planning approaches for LBD. We developed an approach to improve and expand the staff recognition program and ongoing informal recognitions. For the annual DSHS nomination process, staff will be allowed to submit less formal written nominations if they want to recognize someone at the division level. Regional nominations will still require the formal nomination process. For informal recognitions, supervisors are encouraged to use the toolkit resources developed out of the agency committee. Ideas include a "recognition" bulletin board, email kudos notes, use of the MSA webpage kudos announcements, staff recognition picnic, celebrations of contributions that don't have to be driven by a specific staff award. Also, promoting and marketing the good work and contributions done by the division and its service areas and the role that staff played in the success.



- **Provide meaningful performance evaluations:** Focusing on performance milestones in assessing performance is valued, as was having more regular feedback about performance outcomes. No one was excited about increasing the number of formal performance evaluation meetings. Performance evaluation training was provided to managers with emphasis on linking these to performance measures. All headquarters staff were provided formal training in performance evaluation with an emphasis on “what’s in it for me”. Substantial oversight and emphasis was placed on getting caught up on outstanding performance plans and doing timely plans. Significant improvement was made in this area.
- **Ensure adequate and appropriate training opportunities:** Access to training was the most popular topic. The type of training preferred is training that relates directly to the technical aspects of the job. Strategies discussed to address issues of limited funding include developing a preplanned curriculum of training needs for particular job areas and then prioritizing this list. This would identify essential training vs. optional training and also the funding needed for future budget requests. It would also assist in prioritizing training during times of limited training budgets. Implementation of this curriculum development has started in some areas but not all.
- **Know how my agency measures its success:** Suggestions from staff include: being consistent in follow through on department goals by having management that is willing to tackle tough decisions, providing staff regular updates on agency and division goals and initiatives, having managers spend time at the quarterly meeting updating all staff on activities undertaken in their areas. Use data to set goals and assess results. Inform staff of outcomes of the initiatives.



- **Future actions:**

- **Employee Recognition:**

- **Formal Recognitions:**

- The plan is to have a staff committee make recommendations on changes to the formal staff recognition ceremony. Ideas consist of rather than having one formal ceremony per year, have quarterly meetings with celebrations to acknowledge staff and unit accomplishments. This staff committee will commence with this year's annual formal staff recognition workgroup (February 2007) and will be asked for their recommendations by March 2007.
 - For the annual DSHS nomination process, staff will be allowed to submit less formal written nominations if they want to recognize someone at the division level.
 - We are developing the annual list of performance results and challenges, due March 2007.

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- **Provide meaningful performance evaluations:**

- Continue to oversee timeliness.
 - Develop strategic plan for the division so clear goals, objectives, and plans are available to link with staff performance expectations. ("Know how my agency measures its success")



Future actions:

- **Ensure adequate and appropriate training opportunities:**
 - Continue to identify training needs for individual staff in the performance plan.
 - Have each area develop a prioritized training curriculum for staff positions. Due by August 2007.

- **Know how my agency measures its success:**
 - Develop the LBD strategic plan with staff input by July 2007.
 - Map office and service area and staff performance expectations to the Division strategic planning goals, objectives, implementation plans. Post these and update on a quarterly basis.
 - Review the strategic plan results and outcomes quarterly with staff.
 - Update the strategic plan annually.