



## Division of Fraud Investigations

### *Addressing Employee Concerns*

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

Thanks to all DFI staff who participated in the 2007 Employee Survey. We had a response rate of almost 100% which is a substantial increase over previous surveys.

Management has studied the results of the survey. We asked the DFI Team—itsself the result of an earlier employee survey—to analyze the results and propose how to respond to employee concerns.

The DFI Team met on February 27, 2008. The team emphasized five questions that had low percentage responses:

- A1: I have the opportunity to give input on decisions affecting my work.
- A8: My supervisor gives me ongoing feedback that helps me improve my performance.
- A9: I receive recognition for a job well done.
- A10: My performance evaluation provides me with meaningful information about my performance.
- B3: I am encouraged to come up with new and better ways of doing things.

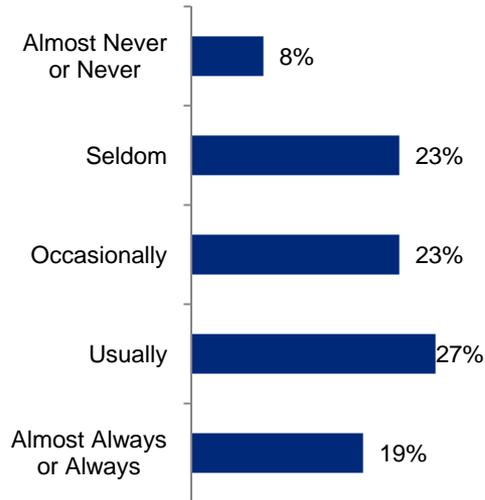
The Team felt that the staff responses to these questions involved two recurring themes; one dealing with staff input on decisions affecting work and new ideas; and a second dealing with evaluations, recognition and supervisory feedback.

The Team asked management to focus on these two themes in responding to the employee survey.



## Focus Issue: Staff Input on Decisions Affecting Work

**Question A1: I have the opportunity to give input on decisions affecting my work.**



### Summary of the Issue

The relatively low average values for survey questions dealing with staff input on decisions affecting work and with encouraging staff to come up with new and better ways of doing things, reveal a staff perception that they are not being included in the process of finding solutions to workplace problems and challenges.

### What we're already doing

DFI management strives to solicit input whenever practicable when changes are contemplated. There are numerous examples of proposed operational changes in which staff were asked to comment, usually by email, before finalization of the change. For example, last year, when DFI was required to change how confidential client information was handled in the field, and when DFI needed to come up with alternatives to issuing administrative subpoenas to third parties, management convened groups of representative investigators to discuss the problems and propose solutions, which were then sent to all staff for comment.

Despite these efforts, we recognize that the staff perception is real and continues to exist and is an area that needs continuing management attention.

### Our plan for the coming year

Management will continue collaborative efforts when practicable when changes are contemplated.

As an example, DFI is currently undertaking major transformations in operating procedures. On January 1, 2009 the FRED investigation program will go paperless. DFI's ancient SIRVIS system is also being replaced. Both of these efforts are being handled by DFI's Deputy Director, Robin Clawson. She has sent numerous communications to allstaff describing the contemplated changes and requesting their input.

Because biregional meetings are not being held during the current period of minimizing travel expenses, this is not a discussion item at such meetings.



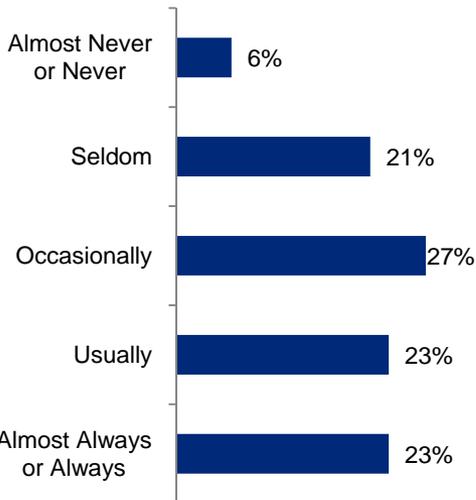
## Focus Issue: Employee Evaluation and Recognition

### Summary of the Issue

For several years DFI has ensured that 100% of employee evaluations are completed in a timely manner. The survey reveals that there is continued concern about the substantive quality of the evaluations. We must do more to make evaluations become useful tools to improve performance. There is also concern about ongoing supervisory feedback, which is really the basic component of the whole evaluation process.

There is also concern that employees are not receiving recognition for a job well done.

**Question A9: I receive recognition for a job well done.**



### What we're already doing

All employee evaluations are complete in a timely manner. Where applicable, input is solicited from customers, mainly the CSOs to whom investigators provide their investigative product.

Formal employee recognition—the annual selection of Outstanding DFI Employees—results from solicited nominations from staff. Informal recognition occurs monthly in the DFI Happenings when management highlights kudos of staff.

### Our plan

Input for employee evaluations is being solicited from customers and the employee. Because of the current need to minimize travel, evaluations are not being conducted in person for most staff except those at Headquarters.

Supervisors are encouraged to provide as much ongoing feedback as possible, given the geographical constraints.

The formal employee recognition will continue to involve nominations solicited from staff, with additional separate nominations from management.

Monthly investigator productivity statistics are distributed to all staff.



