



## Aging and Disability Services Administration

*The Employee Survey has provided useful information and insight to identify our many strengths and opportunities for improvement.*

### *Building on Our Strengths with Employee Guided Feedback*

I am appreciative of the authentic evaluation and comments provided through the Employee Survey. Your voice is extremely valuable and brings an opportunity for ADSA to improve. Several important issues arose or were reinforced in the survey. The survey clearly shows ADSA employees are dedicated, attentive, resourceful and committed to the Department of Social and Health Service's mission. The survey also highlighted issues that need our attention to improve upon - not only to increase employee satisfaction but to better our system of care.

After reading and discussing the survey's feedback with the Directors, we agreed to focus on one suggested improvement to maximize our opportunity for success and meaningful impact. ADSA's Employee Survey Action Plan will address *improving communications*. Over the course of the last two years ADSA has expanded to six divisions with approximately 7000 employees. Effective communications is a vital agency need and you have voiced a need to improve our communications.

A Design Team representing each division was formed to develop the Employee Survey Action Plan. The team reviewed the survey's data and in consultation with myself and the Directors identified priority initiatives to improve communications. The Design Team has done a great job to consider and balance the organization's needs, validate employee feedback and recognize the diversity of each respective work area.

Our work to implement the action plan will begin in June. All staff are encouraged and will have opportunities to be a part of improving ADSA's communications. Again I am very thankful for your feedback and aspiration to improve ADSA.



*MaryAnne Lindeblad*  
*Assistant Secretary*

*MaryAnne Lindeblad, Assistant Secretary*

Focus Issue: Improving ADSA's communication infrastructure to support internal and external communications.

I receive clear information about changes being made within the agency?

*42% of ADSA Staff answered "Always or Usually"*

Changes that I would like to see in my workplace:

*"I would appreciate continued communication regarding the changes in our Administration and Division. I must say, this has greatly improved over the last year."*

## Summary of the Issue

Employees have expressed the need for improved communications both to receive more timely, clear and proactive messaging *and* to increase opportunities to share employee voice to contribute to organizational issues.

## What we're already doing

The Design Team has conducted a preliminary inventory of:

- ADSA's existing communication resources
- Needed communication functions
- Communication barriers
- Strategies
- Desired Outcomes

## Our plan for the coming year

- We will identify ADSA staff who currently have communication responsibilities and bring them together to become an integrated Communication Team to plan, produce, receive and deliver the administration's communications.
- Employees will be engaged to begin the planning process with a survey to help specify and prioritize communication needs.
- The Communication Team will create an administration communication plan that defines goals, functions, deliverables and timelines.

Focus Issue: Improving quality, frequency and style of communication between direct Supervisors and Employees.



Changes that I would like to see in my workplace:

*“Meaningful feedback and knowledge of the rules and regulations that need to be followed in the course of doing my daily work.”*

*“More open communication in the form of how I am doing on workload standards more often than once a year.”*

## Summary of the Issue

Employees have expressed a need for improved communication with direct Supervisors that includes *quality, frequency and style* of interaction.

## What we’re already doing

The Design Team has conducted a preliminary inventory of strategies and tools to create more valuable dialogue between supervisors and employees.

## Our plan

- We will create opportunities to increase face-to-face meetings and reduce barriers for Supervisors and Employees to dialogue key issues.
- To assist with communication effectiveness, we will review our available training resources to identify communication courses that will provide skills to improve interpersonal communication. Training options will be included in the infrastructure development and communication plan.

## Another important issue

### Improving Customer Feedback

Employees gave the most responses (633) in the category of *Almost or Never* to: *“In my workgroup we use customer feedback to improve our work process.”* These responses alerted us that it is an opportune time to review our process and communication with customer feedback.

### Our plan

Incorporating customer feedback to improve our work process is essential for person centered services. It is also essential that employees experience an alignment between customer feedback and agency values and principles.

#### Our Strategies :

- Review existing methods in which customer feedback is collected and how it is applied.
- Review and re-implement cost effective methods to gain customer feedback.

Again, we are thankful for the issues you have shared. Although we cannot separately address all of the issues through this process, we do want you to know you have been heard. Please continue to bring issues forward that will help improve our administration.