



Action Plan Update – December 2008

Administrative Services Division

We are interested. We are committed. We are making improvements.

In May, I sent you the action plan developed in response to the 2007 Employee Survey. I mentioned the valuable feedback you provided would help us take an honest look at ASD's business both within the areas where we were missing the mark but also by building upon areas where things were going well. The action plan I developed addressed three key focus areas: employee recognition, ongoing feedback and employee evaluations, and business planning.

To date, my expectation is that you have been directly involved in the development and deployment of your section-level business plans and employee recognition plans. From your supervisor, you should have been receiving ongoing feedback on your performance that is consistent with your evaluation.

I want to thank each of you for your commitment to implementing this action plan and making it a success amid hectic schedules and heavy workloads. Your dedication to improving ASD is what makes this Division a success.

Jim

– Jim Carter, Director, ASD

CONTACT INFORMATION

For more information, please contact **Christy Bezanson** at **360.664.6159**.



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Focus Issue: Employee Recognition

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So far, we've:

- Developed and implemented informal employee recognition plans at the section level and ensured staff at all levels played an integral role in the development of the plans
 - Compiled a list of employee recognition methods through this effort that can be shared throughout the Division and updated periodically
- Encouraged the use of the MSA Kudos page among all levels of staff

Future plans:

- Each section will periodically revisit and update their employee recognition plans
- In advance of ASD's annual employee recognition event, staff will be encouraged to nominate colleagues for various recognition awards
- In the event budget restrictions limit our ability to conduct a formal employee recognition event in 2009, the Quality Services Committee will review alternative options



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Focus Issue: On-going Feedback Resulting in a Meaningful Evaluation

So far, we've:

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- Developed and deployed a web-based post-evaluation survey to:
 - Measure perceived effectiveness of performance evaluations
 - Gauge connection between regular feedback and consistency with evaluation
 - Use feedback to address issues that need strengthened and expand best practices across the division
- Encouraged specificity in performance evaluations
- Offered refresher training for managers in the areas of Personnel Investigation and PDF Development and Updating
- Conducted regularly-scheduled one-on-one meetings between managers and their staff
- Reviewed evaluation status at the first Chief's meeting of each month
- Emphasized timely completion of performance evaluations

Future plans:

- Utilize quarterly survey data to identify best practices, address issue areas, and monitor trends
- Continue to emphasize specificity in performance evaluations
- Consider offering PDP Training to managers



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Focus Issue: Engaging Staff Through Business Planning

So far, we've:

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- Developed business plans with measurable goals at the section level
 - Included all levels of staff in the business plan development
- Begun building on business plan outcomes to develop an internal GMAP-like process
- Prior to the hiring freeze, took steps to ensure new employee understanding of job and workgroup expectations by:
 - Providing PDFs to interviewees to ensure understanding of job duties
 - Ensuring managers supplied the employee survey action plan, business plan, and GMAP presentation to new employees
 - Scheduling director meetings with new employees on a monthly basis

Future plans:

- Within each section's business plan, responsibility for completing specific actions has been assigned to staff to ensure progress is being made. Each section will provide quarterly updates regarding progress against business plan goals. In light of the current economic situation and its impacts on our Division, adjustments may need to be made to business plan goals.
- When the hiring freeze is lifted and hiring begins once again, ASD will continue efforts to ensure new employees understand job and workgroup expectations.



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Other Important Issues – Increasing awareness among staff of how DSHS measures its success

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So far, we've:

- Cultivated a working relationship with the Planning and Performance Team, which is:
 - Assisting ASD develop an internal GMAP-like process
 - Partnering with Central Contract Services to examine internal roles and responsibilities
 - Facilitating input from ASD for the Secretary's GMAP
- Created an 'Ask the Director' email address that has been promoted to staff and posted on the MSA website
- Fostered staff understanding of ASD's connection to MSA and other administrations by ensuring better distribution of GMAP presentations and other pertinent information from the top down