



Employee Survey Action Plan Update – December 2008

Information System Services Division

Addressing Employee Concerns



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

Last year, we received valuable input through the 2007 ISSD Employee Survey. An 83% response rate showed improvements we had made over prior surveys, and also identified issues that could use further improvement.

As we envision being the acknowledged and recognized leader of information technology in DSHS, and demonstrate our core values of leadership, professionalism, quality, collaboration, service integration, customer focus, accountability, integrity, risk management, and data-driven decision-making, we continue to work together to make progress on these initiatives.

An ISSD work group including unit representatives proposed an action plan to serve as a high-level roadmap to address issues needing improvement. With commitment from staff and managers to resolve the issues identified in the survey, the action plan was approved by the Extended Management Team and has since guided our progress, particularly in four key areas:

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

As our work continues, we may face daunting challenges, unexpected changes, increased workloads, and competing priorities. Yet I'm confident in our ability to innovate and our commitment to support each other to make even greater progress in 2009.

I thank you for your efforts thus far and again look forward to building on our earlier successes.

– Rob St. John, Chief Information Officer

CONTACT INFORMATION

For more information, please contact:
Kristine Marree Williams
willkm@dshs.wa.gov
360.902.8040



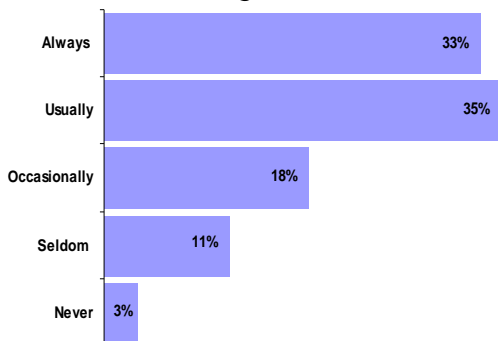
Employee Survey Action Plan Update

Focus Issue: Promoting Professional Growth

Information System Services Division

December 2008

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



Employees say:

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

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.

So far, we've:

- Routinely posted division job openings to the ISSD Intranet site and announced the postings to staff via e-mail
- Several staff participated in developmental job assignments
- Maintained and advanced technical skills and education through the implementation of effective employee training plans
- Encouraged and supported technical certification for designated positions
- Expanded staff participation in Microsoft's RAMP training program
- Researched/designed and built an Office 2007 training resource site for online, self-paced staff training in the Microsoft Office system
- Three teams collectively participated in Voice Over IP training during April/May 2008 to assess and test VOIP platform
- One ISSD staff member completed a Master's Degree from Seattle Pacific University, two entered the University of Washington Project Management Certification Program, and two entered the Evergreen State College Human Resource Management Certification Program



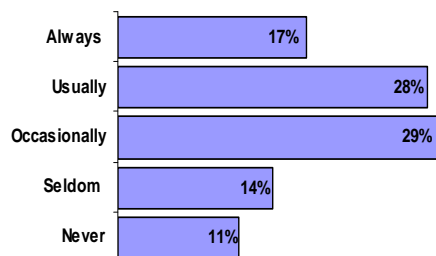
Employee Survey Action Plan Update

Focus Issue: Strategic Communication

Information System Services
Division

December 2008

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.

So far, we've:

- Formed a cross-team group to develop recommendations and update the ISSD Strategic Plan
- Continued to post monthly project dashboards and GMAP measures, adding new measures as new projects were initiated
- Involved staff at all levels of the organization in the tactical planning process, and routinely reported progress on tactical initiatives at work unit and all-staff meetings
- Reviewed unit performance measures and metrics on a monthly basis
- Identified and communicated clear organizational and employee expectations at an all-staff as well as an individual level (linking performance development plans to strategic and tactical plans, for example)

Future plans:

- Create a new dashboard site on the ISSD Intranet to serve as a central resource for regular success-measure tracking and reporting



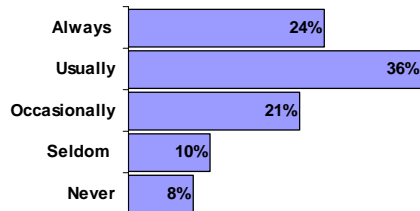
Employee Survey Action Plan Update

Focus Issue: Promoting a positive and dynamic work environment

Information System Services
Division

December 2008

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.

So far we’ve...

- Modified the ISSD Intranet to make it easier to post staff recognitions
- Promoted open communication through monthly Extended Management Team Meetings and all-staff meetings
- Initiated developmental job assignments for several staff (including ISSD Help Desk staff)
- Held all-staff social gatherings throughout the year
- Held impromptu meetings with representatives from multiple units to address technical problems and incidents, refined trouble-shooting/communication processes
- Publically recognized more staff accomplishments in unit meetings, impromptu meetings, and more frequent postings on the ISSD Intranet (more than 100 staff recognitions were posted on our Intranet in 2008)

Future plans...

- Hold semi-annual all-staff meetings
- Hold informal “brown-bag” sessions for the staff and the Chief Information Officer



Employee Survey Action Plan Update Other Important Issues

Information System Services
Division

December 2008

Improving performance / expanding accountability

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

So far, we've:

- Worked with managers to strengthen Performance Development Plans by linking performance expectations to ISSD's strategic/tactical plans and service delivery goals, promoting organizational and individual accountability to our customers
- Continued to encourage managers and staff to recognize individual performance within each work unit on a regular basis
- Created more cross-training and in-training opportunities within the division, most notably through developmental job assignments
- 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 the ISSD Intranet and routinely recommended staff review through work unit and all-staff meetings as well as CIO messaging
- Convened monthly meetings with unit and project managers to identify and review performance measures and metrics

Future plans:

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, we will address additional issues.