

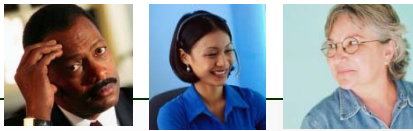
Financial Services Administration Employee Survey Action Plan

Central Budget Office

Office of Accounting Services

Enterprise Risk Management Office

Operations Support and Services Division



Central Budget Office

Addressing Employee Concerns

Thank you for completing the 2009 Employee Survey. Your feedback will help us take an honest look at our business, which will lend itself to improving the areas where we're falling short while continuing to build on activities in which we excel. The survey results and comments were informative. You shared feedback on the enjoyable aspects of the workplace as well as the changes you would like to see. While it is great to know what you like about coming to work each day, it is also important to know where there is room for improvement.

We have reviewed the survey results as well as each individual comment. Listed below are the two areas we have selected to focus improvement efforts:

- On-going Feedback Resulting in a Meaningful Evaluation
- Communications

On the following pages you will find the CBO Action Plan for each of these areas.

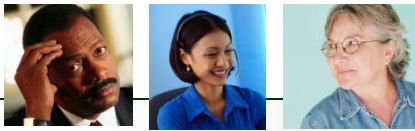
Thank you again for taking the time to complete the survey. Your input is valuable and I look forward to working with you to make CBO an even better place to work.

Dan & Ken

–Dan Winkley & Ken Brown, Budget Managers, Central Budget Office

CONTACT INFORMATION

For more information, please contact
Pamela McCaslin (360) 902-8175



CBO Strengths

Sixty-four percent or more of CBO employees taking the survey responded “always”, “almost always”, or “usually” to these statements:

Survey Questions	2009	2007
I know what is expected of me at work	43%	67%
I know how my work contributes to the goals of my agency	71%	100%
My supervisor treats me with dignity and respect	86%	80%
I receive the information I need to do my job effectively	79%	80%
My supervisor holds me and my co-workers accountable for performance.	50%	100%
In my workgroup, people are treated fairly, without discrimination.	57%	80%
My agency consistently demonstrates support for a diverse workforce.	57%	100%
I have the tools and resources I need to do my job effectively.	71%	67%
A spirit of cooperation and teamwork exists in my workgroup	86%	87%
In general, I'm satisfied with my job.	57%	80%
My supervisor gives me ongoing feedback that helps me improve my performance.	50%	47%

This is an 17% decrease in answers over 81% compared to the 2007 survey.

CBO employees like many things about their jobs, including:

- Customers they serve
- Courtesy and respect they receive from management
- Teamwork and support of co-workers

Employees say:

“Management provides support and mentoring .”

“The flexibility of my schedule”

“My job gives me the chance to help people”

“I like the people I work with very much and all the people I come into contact with almost every day”

“Walking away from the job knowing that the customer’s needs were met...”



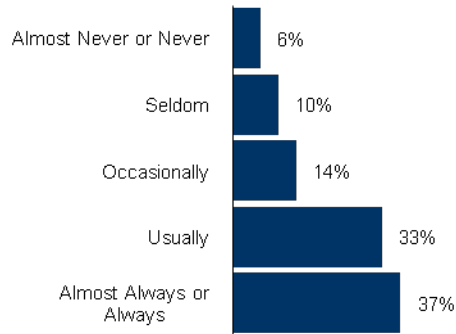
Focus Issue: On-going Feedback Resulting in a Meaningful Evaluation

Summary of the Issue

Based on the 2009 survey results, 70 percent of staff (compared to 68 percent in 2007) indicated they received ongoing feedback from their supervisor that helped improve performance. While an increase has occurred since the last survey, 2009 results indicate that a little less than a third of staff still aren't receiving what they consider to be helpful feedback. Additionally, only 60 percent of staff (compared to 61 percent in 2007) feel their performance evaluation provides meaningful information.

Both of these issues are extremely important to developing excellent staff and maintaining a strong Division. Clearly there is still room for improvement.

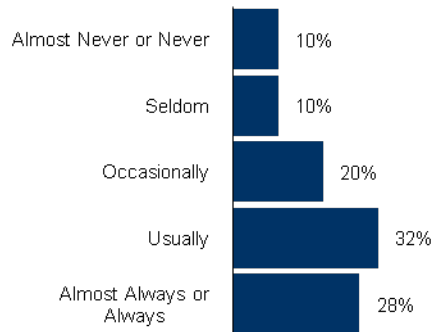
Question: *My supervisor gives me ongoing feedback that helps me improve my performance.*



What we're already doing

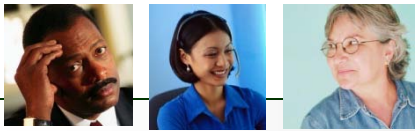
- Managers hold regularly-scheduled meetings with their staff to discuss performance
- Setting clear expectations for supervisors to complete performance evaluations in a timely manner
- Setting an expectation for supervisors to initiate the Performance Development Plan Phase 1 document within 30 days of hire for new employees
 - Encouraging managers to hold regular office and one-on-one meetings with staff to facilitate ongoing communication and feedback

Question: *My performance evaluation provides me with meaningful information about my performance.*



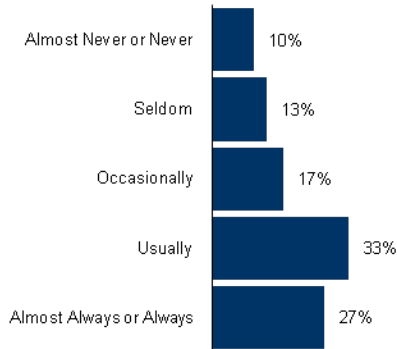
Our plan

- Continue regular meetings with staff
- Develop clear performance goals for managers and supervisors with a tie to the One Department framework
 - Achieve 100% of performance evaluations completed on time



Focus Issue: Communications

Question: *I have received clear information about recent budget reductions and changes being made within the agency.*



Employees say they would like to see:

"...healthier communication..."

"Better communication within this organization..."

"More up-to-date communication..."

Summary of the Issue

Only 50 percent of staff feel they received clear information about budget reductions and other changes being made within DSHS. While this particular survey question dealt with a specific communication issue, it is clear that communications as a whole can be improved within CBO by highlighting successes and maintaining open channels on tougher issues. It is a time of great change both within our agency and administration. Open and consistent communications must go hand in hand within this dynamic environment.

What we're already doing

- Regular website updates

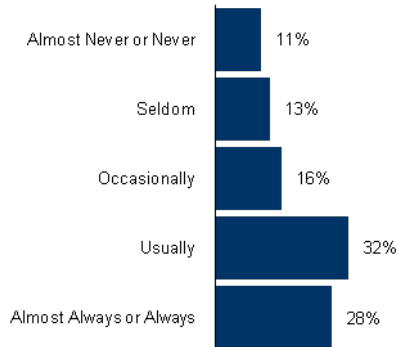
Our plan for the coming year

- Regular office/management team meetings
- Require 'state of the business' as an agenda item at all staff meetings



Other important issues

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

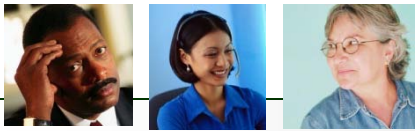


These are also important issues that we need to be aware of:

Much value is placed by CBO leadership on employee recognition. Since the 2007 employee survey, emphasis has been placed on recognizing employees for a job well done. The 2009 survey reflects a four percent increase in the number of employees responding that they almost always or usually receive recognition for a job well done. We're moving in the right direction, but employee recognition will continue to be emphasized in CBO.

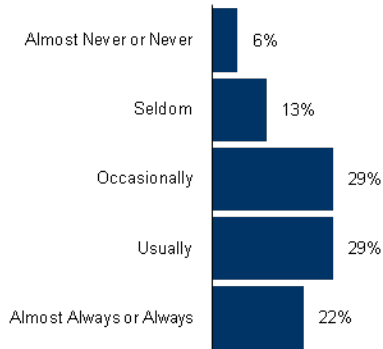
Our plan

- Formal employee recognition events at the section level
- Continuation of less formal, day-to-day recognition efforts



OAS Focus Issue: Communications

Question: *I have received clear information about recent budget reductions and changes being made within the agency.*



Summary of the Issue

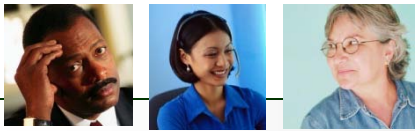
Only 48 percent of staff feel they received clear information about budget reductions and other changes being made within DSHS. While this particular survey question dealt with a specific communication issue, it is clear that communications as a whole can be improved within OAS, both by highlighting successes and maintaining open channels on tougher issues. It is a time of great change both within our agency and Administration. Open and consistent communications must go hand in hand within this dynamic environment.

What we're already doing

- Periodical 'All Staff' emails are disseminated to update staff on issues
 - Regular SharePoint updates under Announcements section

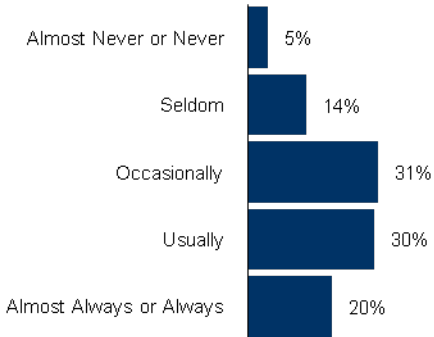
Our plan for the coming year

- Regular Chief attendance at section management team meetings
- Explore the opportunity to start the OAS Newsletter again – at either monthly or quarterly intervals



OAS Focus Issue: Use Feedback to Improve Processes & Service

Question: *In my workgroup, we use customer feedback to improve our work processes.*



Summary of the Issue

Only fifty percent of staff (an increase from 2007) feel they use customer feedback to improve work processes. However, this leaves a large portion of staff who feel we do not provide the opportunity for adequate customer feedback about improvement, either in work processes or customer service.

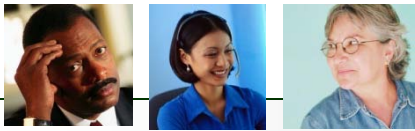
Because feedback is an integral part of a growing, evolving, and thriving organization, it is important to provide a mechanism for input. And once the mechanism for input is in place, it is important for management and staff to regularly review the feedback to continually grow the organization and the staff.

What we're already doing

- Thinking about what is it we do and how it is we should be doing it

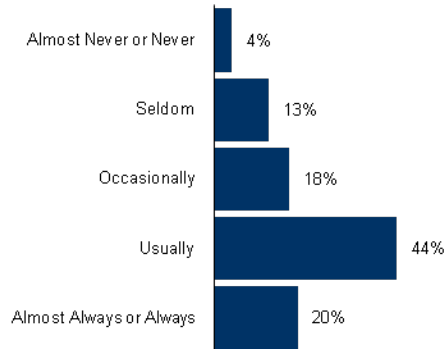
Our plan for the coming year

- Develop informal and formal mechanism to solicit and learn from feedback. This may include an internet application to allow our external customers to provide feedback on a continual and constant basis.
- Regularly review the customer feedback to improve our processes and customer service.



OAS Focus Issue: Measure Success

Question: *I know how my agency measures its success.*



Summary of the Issue

Only 20 percent of staff feel they understand or know how the agency measures success. Although there are clear measurements, of DSHS' success, it is harder for staff involved in the backroom processes to measure their success, and thus the agency's success. This is important so that employees will stay engaged in their work, and see the value that they add to the agency.

What we're already doing

- GMAP and Performance Measures have been developed

Our plan for the coming year

- Create a forum per section / unit to explore what success in their job means to them
- Use the feedback from the forum to determine the proper success measurements
- Periodically review the measurements against the success



Enterprise Risk Management Office (ERMO)

The 2009 Employee Survey was completed prior to the recent reorganization of the Financial Services Administration. The activities and staff of Fraud Investigations, Operations Review and Consultation, Forms and Records, and the Sanction Review Panel were recently merged with the Enterprise Risk Management Office. Across all the organizational units, the general patterns emerging from the employee responses revealed:

What we're doing well:

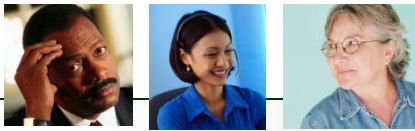
- A1 – I have the opportunity to give input on decisions affecting my work
- A4 – I know what is expected of me at work
- A7 – My supervisor treats me with dignity and respect

Areas of greatest concern:

- A5 – I have opportunities to learn and grow.
- A12 – I know how my agency measures its success.
- B2 – We use customer feedback to improve our work processes.

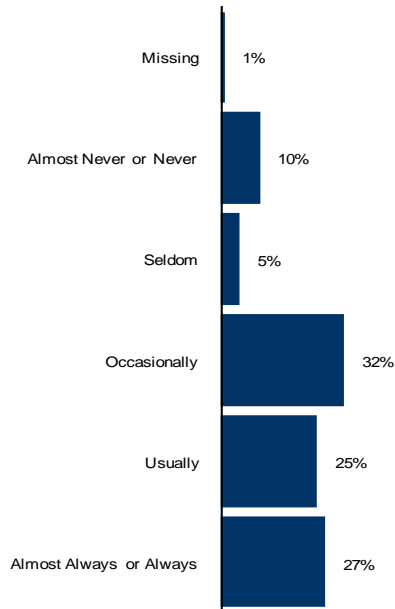
For 2010, we will be focusing our efforts on the latter three areas of concern. Thank you for taking the time to complete the survey.

- **Kevin Krueger**, Chief Risk Officer, Enterprise Risk Management Office



ERMO Focus Issue: Learning and Growing

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



Summary of the Issue

27% percent of Enterprise Risk Management staff reported that they *Almost Always or Always* have opportunities at work to learn and grow.

What we're already doing

- Reviewing employee training

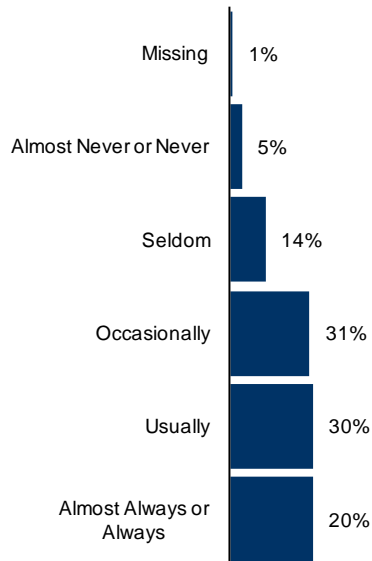
Our plan for the coming year

- Solicit specific feedback from employees on training and developing needs during employee performance reviews
 - Identify training opportunities available within resources
- Identify opportunities for participating in process improvement workgroups



ERMO Focus Issue: Measuring our Success

Question: *I know how my agency measures its success.*



Summary of the Issue

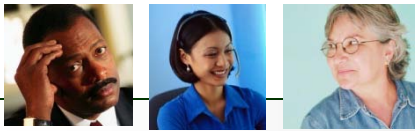
Staff from each of the reporting units reported that they do not know how the Department measures success. Managers from the organizational units have reviewed a draft performance metrics created by Planning, Performance and Accountability, and provided input into the metrics.

What we're already doing

- Performance measure recommendations have been developed
- Identify and measure performance through audits or consultations
 - Share internal and external audit findings

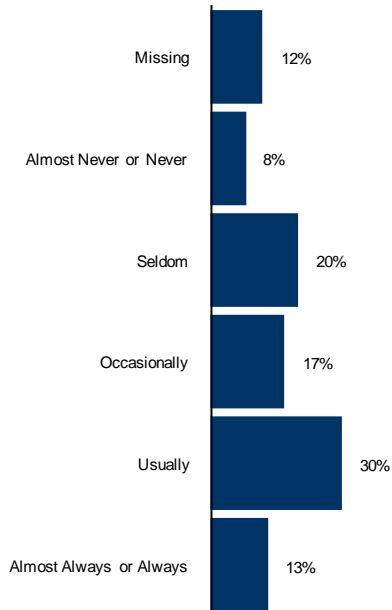
Our plan for the coming year

- Identify the best method(s) to communicate our performance related to our goals (email, Intranet/SharePoint, newsletters).
- Utilize the Monthly Financial Service Review meetings to report on our performance measures.
- Review available audit reports related to performance (JLARC is likely to review agency risk programs in 2010-11)



ERMO Focus Issue: Customer Feedback

Question: We use customer feedback to improve our work processes.



Summary of the Issue

Customer feedback continues to be identified by staff as an area for improvement. Although some managers have formalized means to gather input, we have not consistently solicited feedback from customers to improve our work processes.

What we're already doing

- Meeting with leadership in other organizations to gather input (e.g. the Division of Fraud Investigations management team has scheduled a meeting with Economic Services Administration leadership)

Our plan for the coming year

- Identify key internal and external customers and meet with them to learn of their expectations of performance.
 - Conduct periodic customer satisfaction surveys
 - Consider using customer feedback in employee performance evaluations
- Review and incorporate feedback from Governor's and Secretary's GMAP, Office of Financial Management, Attorney General's Office, State Auditor's Office, and other customers.



Operations Support and Services

Addressing Employee Concerns

Thank you for completing the 2009 Employee Survey. Your feedback will help us take an honest look at our business, which will lend itself to improving the areas where we're falling short while continuing to build on activities in which we excel. The survey results and comments were informative. You shared feedback on the enjoyable aspects of the workplace as well as the changes you would like to see. While it is great to know what you like about coming to work each day, it is also important to know where there is room for improvement.

Because the newly named Operations Support and Services Division (OSSD) is an amalgamation of parts of the former Administrative Services Division, Lands and Buildings Division headquarters, Consolidated Support Services, and the Management Services Fiscal Office, I have elected to use the overall survey results for the Management Services Administration as the baseline for the development of this action plan.

I have reviewed the survey results as well as each individual comment. Listed below are the three areas I have selected to focus improvement efforts:

- Performance Management through Business Planning
- On-going Feedback Resulting in a Meaningful Evaluation
- Communications

On the following pages you will find the OSSD Action Plan for each of these areas.

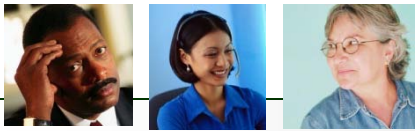
Thank you again for taking the time to complete the survey. Your input is valuable and I look forward to working with you to make OSSD an even better place to work.

Jim

– Jim Carter, Director, Operations Support and Services Division

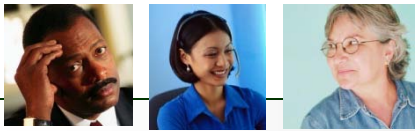
CONTACT INFORMATION

For more information, please contact
Christy Bezanson 360-664-6159



Comparison of average answers (out of 5)

QUESTION	Averages							
	DSHS	MSA	ASD	DFI	LBD	CSS	MSFO	
A. QUESTIONS FOR ALL STATE EMPLOYEES								
A1	I have the opportunity to give input on decisions affecting my work.	3.36	3.75	3.89	3.71	3.54	3.52	3.69
A2	I receive the information I need to do my job effectively.	3.75	3.99	4.21	3.98	3.61	3.70	4.20
A3	I know how my work contributes to the goals of my agency.	4.15	4.24	4.41	4.10	3.96	4.18	4.51
A4	I know what is expected of me at work.	4.30	4.39	4.44	4.45	4.13	4.42	4.66
A5	I have opportunities at work to learn and grow.	3.47	3.51	3.83	3.29	3.10	3.02	3.51
A6	I have the tools and resources I need to do my job effectively.	3.67	3.86	4.00	3.81	3.59	3.64	4.23
A7	My supervisor treats me with dignity and respect.	4.28	4.29	4.42	4.41	3.99	4.14	4.29
A8	My supervisor gives me ongoing feedback that helps me improve my performance.	3.77	3.86	4.10	3.90	3.38	3.55	4.00
A9	I receive recognition for a job well done.	3.36	3.54	3.88	3.62	2.89	3.04	3.71
A10	My performance evaluation provides me with meaningful information about my performance.	3.50	3.58	3.72	3.83	3.00	3.27	4.15
A11	My supervisor holds me and my co-workers accountable for performance.	4.05	4.05	4.27	4.19	3.43	3.48	4.43
A12	I know how my agency measures its success.	3.41	3.38	3.50	3.86	2.67	2.80	3.91
A13	My agency consistently demonstrates support for a diverse workforce.	3.71	3.94	4.09	3.95	3.51	3.38	4.31
A14	Overall, my agency supports me in living a healthier life.	3.19	3.53	3.71	3.62	3.10	3.06	3.84
B. QUESTIONS FOR ALL DSHS EMPLOYEES								
B1	A spirit of cooperation and teamwork exists in my workgroup.	3.74	3.92	4.24	3.95	3.38	3.41	3.94
B2	In my workgroup we use customer feedback to improve our work processes.	3.14	3.58	3.89	3.17	3.18	3.33	3.86
B3	I am encouraged to come up with new and better ways of doing things.	3.35	3.62	4.00	3.30	3.15	3.24	3.66
B4	In general, I'm satisfied with my job.	3.71	3.90	4.02	3.85	3.61	3.86	4.09
B5	My agency uses my time and talents well.	3.42	3.67	3.79	3.71	3.28	3.35	3.91
B6	In my workgroup, people are treated fairly, without discrimination.	3.87	4.08	4.28	4.00	3.65	3.63	4.29
B7	I have received clear information about recent budget reductions and changes being made within the agency.	3.50	3.56	3.87	3.80	3.16	3.22	3.21



OSSD Strengths

Seventy percent or more of OSSD employees taking the survey responded “always”, “almost always”, or “usually” to these statements:

Survey Questions	2009	2007
I know what is expected of me at work	88%	86%
I know how my work contributes to the goals of my agency	85%	79%
My supervisor treats me with dignity and respect	83%	82%
I receive the information I need to do my job effectively	79%	69%
My supervisor holds me and my co-workers accountable for performance.	78%	79%
In my workgroup, people are treated fairly, without discrimination.	77%	75%
My agency consistently demonstrates support for a diverse workforce.	73%	70%
I have the tools and resources I need to do my job effectively.	72%	68%
A spirit of cooperation and teamwork exists in my workgroup	72%	73%
In general, I'm satisfied with my job.	72%	70%
My supervisor gives me ongoing feedback that helps me improve my performance.	70%	68%

This is an 38% increase in answers over 70% compared to the 2007 survey (11 vs. 8)

OSSD employees like many things about their jobs, including:

- People they work with
- Customers they serve
- Independent and flexible working environment

Employees say:

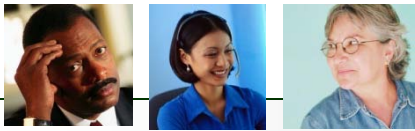
“Everyone is always willing to help others and seem genuine about it.”

“The flexibility of my schedule”

“My job gives me the chance to help people who need my help”

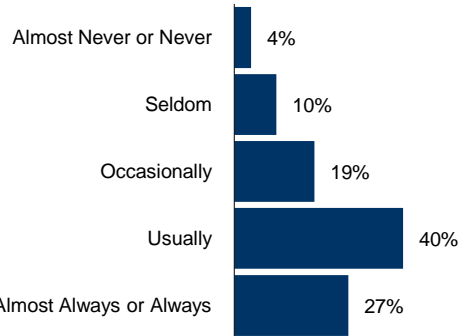
“I like the people I work with very much and all the people I come into contact with almost every day”

“Walking away from the job knowing that the customer's needs were met...”

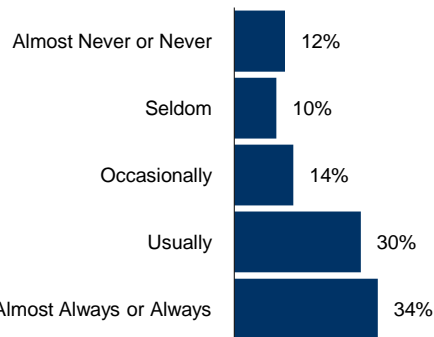


Focus Issue: Performance Management Through Business Planning

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



Question: *I am encouraged to come up with new and better ways of doing things.*



Summary of the Issue

Almost two-thirds of staff (about the same as in 2007) feel they have opportunities to weigh in on decisions affecting their work and are encouraged to be innovative on the job. However, this leaves a large portion of staff who feel they don't have the chance for this type of participation at work.

Because involving staff in such a way is seen as integral to our Division's strength and success, focus will continue to be placed on giving employees these opportunities. This will be done namely through business planning – continuing current and kicking off new efforts across OSSD. The intent is to develop business plans at the office level and to involve all office staff in plan development.

What we're already doing

- Thinking about what is it we do and what it is we should be doing
- Business planning in portions of OSSD at the section level. Plans:
 - Involve all section staff in plan development
 - Include outcome-based and measurable goals
 - Contain specific action steps required to achieve a particular goal
 - Assign deadlines and staff responsibility for an action and/or goal
- Presented business planning slides at MSA Expanded Management Team
- Developed business plan template and distributed across portions of OSSD that had not begun business planning

Our plan for the coming year

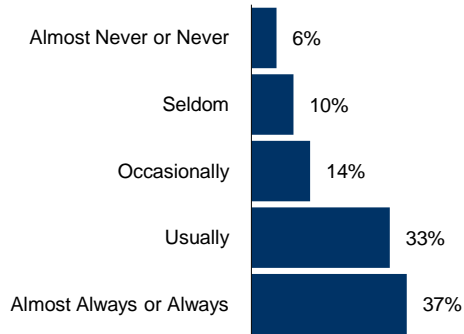
- Think strategically while planning tactically
- Develop and implement office-level business plans across the Division for FY11
- Involve all staff in development of business plans
- Tie performance measures to business plan goals and include specific actions, timelines and responsibility for each goal



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

Summary of the Issue

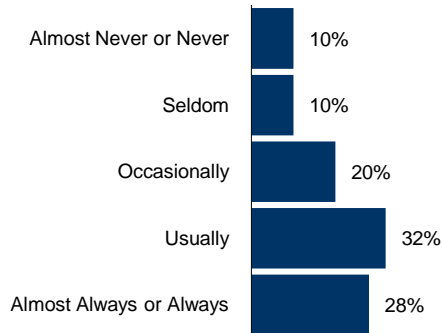
Question: *My supervisor gives me ongoing feedback that helps me improve my performance.*



Based on the 2009 survey results, 70 percent of staff (compared to 68 percent in 2007) indicated they received ongoing feedback from their supervisor that helped improve performance. While an increase has occurred since the last survey, 2009 results indicate that a little less than a third of staff still aren't receiving what they consider to be helpful feedback. Additionally, only 60 percent of staff (compared to 61 percent in 2007) feel their performance evaluation provides meaningful information.

Both of these issues are extremely important to developing excellent staff and maintaining a strong Division yet clearly there is still room for improvement. Annual evaluations play an integral role in the Division's success, so it is imperative to establish a strong connection between regular feedback and performance improvement. Management wants to ensure that, through regular communication between supervisors and staff, feedback received throughout the year matches information included an employee's evaluation.

Question: *My performance evaluation provides me with meaningful information about my performance.*

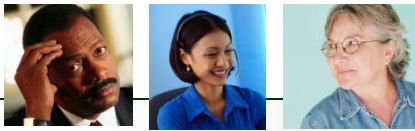


What we're already doing

- Encouraging managers to hold regularly-scheduled meetings with their staff to discuss performance
- Setting clear expectations for supervisors to complete performance evaluations in a timely manner
- Setting an expectation for supervisors to initiate the Performance Development Plan Phase 1 document within 30 days of hire for new employees
- Encouraging managers to hold regular unit and one-on-one meetings with staff to facilitate ongoing communication and feedback

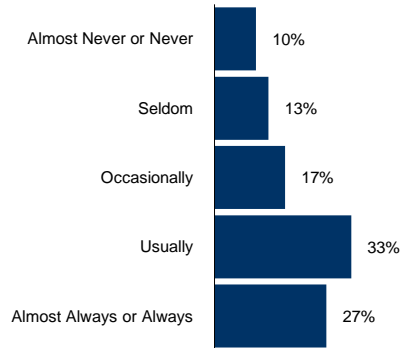
Our plan

- Continue regular meetings with staff
- Conduct an online post-evaluation survey
- Tie business plans to performance evaluations
- Develop clear performance goals for managers and supervisors with a tie to the One Department framework
- Achieve 100% of performance evaluations completed on time



Focus Issue: Communications

Question: *I have received clear information about recent budget reductions and changes being made within the agency.*



Employees say they would like to see:

"...healthier communication..."

"Better communication within this organization..."

"More up-to-date communication..."

Summary of the Issue

Only 60 percent of staff feel they received clear information about budget reductions and other changes being made within DSHS. While this particular survey question dealt with a specific communication issue, it is clear that communications as a whole can be improved within OSSD both by highlighting successes and maintaining open channels on tougher issues. It is a time of great change both within our agency and Division. Open and consistent communications must go hand in hand within this dynamic environment.

What we're already doing

- 'Talk to the OSSD Director' email
- Regular website updates

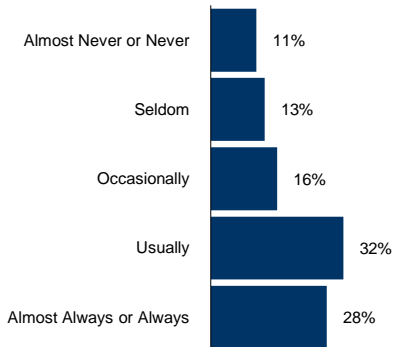
Our plan for the coming year

- Regular Director attendance at office/section management team meetings
- Require 'state of the business' as an agenda item at all staff meetings
- Quarterly all staff emails from the Director



Other important issues

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



These are also important issues that we need to be aware of:

Much value is placed by OSSD leadership on employee recognition. Since the 2007 employee survey, emphasis has been placed on recognizing employees for a job well done. This has occurred both on a larger scale through section-level recognition events and a smaller scale through implementing day-to-day methods for recognition. The 2009 survey reflects a four percent increase in the number of employees responding that they almost always or usually receive recognition for a job well done. We're moving in the right direction, but employee recognition will continue to be emphasized across OSSD.

Our plan

- Formal employee recognition events at the section level
- Continuation of less formal, day-to-day recognition efforts