



Financial Services Administration

Addressing Employee Concerns

Thank you for taking the time to share your thoughts about your job, work environment and our organization by responding to the 2011 Employee Survey. Over 250 of you responded. This high response rate helps me recognize our strengths and focus in on key areas for improvement. I am committed to following up on your concerns.

I am proud of the strengths identified by this survey. Over 80 percent of you responded “always or usually” to the following statements:

- I receive the information I need to do my job effectively.
- I know how my work contributes to the goals of my agency.
- I know what is expected of me at work.
- My supervisor treats me with dignity and respect.
- My supervisor holds me and my co-workers accountable for performance.

At the same time, concerns were identified in the Employee Survey. I will ask my management team to focus on the following opportunities for improvement in the upcoming year:

- Recognition for a job well done
- Using customer feedback to improve our work processes
- Providing clear information about changes being made within the agency

I am choosing a few of the most important issues for initial focus but I find all of the results and comments valuable. Please actively participate in the process of identifying solutions. Your feedback is critical. Thank you again for responding to the survey and for all of your hard work . I look forward to working with you to make FSA an even better place to work.

Kathy Marshall, Chief Financial Officer

CONTACT INFORMATION

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Focus Issue: I receive recognition for a job well done

Question: I receive recognition for a job well done

Summary of the Issue

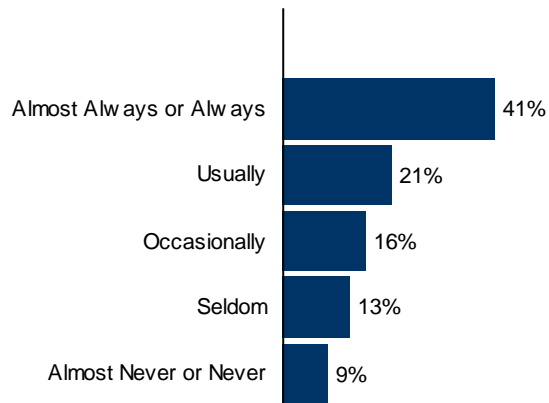
When asked about whether they receive recognition for a job well done, 62 percent of employees answered Always, Almost Always, or Usually. This score was 14 percent higher than the DSHS average, but there are still 55 staff who felt they seldom or were never provided with this recognition. This means there is room for improvement in this area.

What we're already doing

- Staff recognition at monthly meetings
- Supervisors providing verbal recognition
- Nominating employees for recognition at all-staff events

Our plan for the coming year

- Convene focus groups to help develop the plan for improvement, consisting of volunteers from all work units
- Recognize staff accomplishment/successes in e-mails, with a cc to management
- Publish FSA Good News newsletter, to be shared with all FSA staff as well as the DSHS expanded management team





Focus Issue: In my workgroup we use customer feedback to improve our work processes.

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

Summary of the Issue

Over one-third of employees say that customer feedback is only occasionally (or worse) being used to improve processes. Since employees are the prime users of work processes it is concerning that so many think the customer is being left out of the equation. Customer involvement is the driving force for helping organizations determine what is working and what needs improvement.

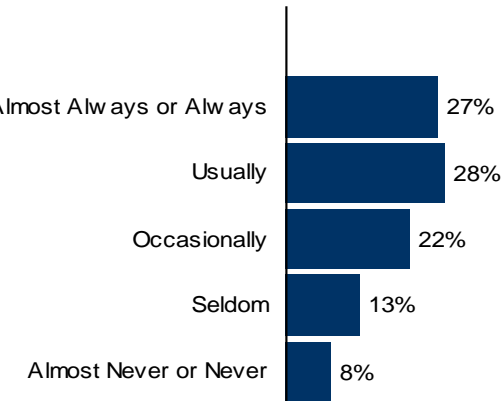
Customer participation is essential for proper business planning and Lean process improvement. The Administration is focusing on both of these efforts and customer surveys, focus groups, and communication with customers will be used.

What we're already doing

- Working on Lean process improvement projects that incorporate the voice of the customer.
- Meeting regularly with our customers and stakeholders to discuss service delivery and opportunities for improvement
- Managers share unsolicited messages, both positive and critical, received from customers and stakeholders with appropriate staff.

Our plan for the coming year

- Convene focus groups to help develop the plan for improvement, consisting of volunteers from all work units
- Talk to customers prior to taking action to find opportunities for improving the customer experience
- Conduct Value Stream Mapping workshops to identify customer concerns and develop plan to change processes that will resolve issues.





Focus Issue: I receive clear information about changes being made in the agency.

Question: I receive clear information about changes being made in the agency.

Summary of the Issue

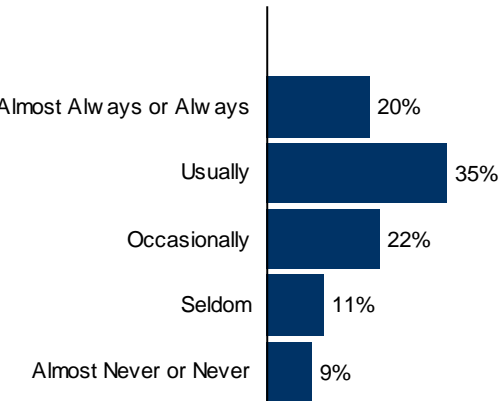
Over forty percent of employees expressed concern about receiving clear information about changes. In tight budget times, where consolidations, new ways of doing business, and “doing more with less” is the mantra, it is extremely important to accurately and quickly share information with employees. There is significant work to be done here to ensure employees feel informed.

What we’re already doing

- Send out emails to all staff often, providing updates to happenings and changes within FSA.
- Convene staff meetings and supervisor meetings to communicate on issues and promote sharing of information
- Involve Public Affairs staff in our projects so that information gets disseminated agency wide.

Our plan for the coming year

- Convene focus groups to help develop the plan for improvement, consisting of volunteers from all work units
- SharePoint site for Lean updates
- Brown Bag lunches with management





Other important issues

Other concerns we acknowledge and recognize

Following are additional opportunities for improvement identified in the survey as important to you:

- More opportunities at work to learn and grow
- Meaningful performance evaluations
- Knowing how our agency measures its success

Our informal plan to address these concerns

- Look for opportunities for cross-training, mentoring, and job shadowing
- Encourage staff to research learning opportunities and attend free conferences/seminars.
- Remind managers and staff why these are important
- Ensure that supervisors have the tools and training needed to complete performance evaluations
- Encourage informal and formal mentoring
- Encourage staff and management to work on and discuss these concerns at the unit/team level

We are unable to separately address every individual situation brought forward on the survey. But we are glad to hear what issues concern our employees, and will do our best to respond to them. Each office has also developed action plans to address concerns which may be unique to them.

Thank you again for all the thoughtful input.