

Highlights 2008

SSD Employee Survey Results

■ Introduction

This document is a high-level overview of the 2008 Employee Survey results.

The SSD Leadership Team takes the Employee Survey results seriously because it is the *“People on the SSD Team sharing their perspective on the strength of the SSD Team.”*

In early 2008, the SSD Leadership Team reviewed the 2007 results of both the Employee Survey and the Customer Survey. Based on results, we identified three areas for us to focus; this is part of the SSD Strategic Plan and the SSD Vision.

SSD Vision 2015

Every Person, Every Action Matters.

1. SSD Culture of Respect, Productivity, Learning
2. Excellence in the results produced by staff, team and programs
3. Partnerships with co-workers, customers and stakeholders.

The survey results tell us where we are strong and where we need to grow. Looking at the results of prior years helps us see progress, where we have taken a step back and helps us know what works to make the team strong.

Every person working at SSD contributes to the strength of the team. It takes the active involvement of everyone at SSD to achieve the *SSD Vision: Every Person, Every Action Matters*, which includes making SSD a great place to work and producing great results for our customers.

In this document

- Introduction
- Highlights - 2008 Survey Results
- Next Steps for SSD
- Approach to evaluate survey results

2008 survey results on the SSD Website.

- DATA – Questions 3-44
- DATA – Questions Text includes summary of Broad Themes.

DAS/SSD Employee Survey

The Employee Survey is conducted annually for all DAS divisions. The data is provided for SSD (not divided into programs).

The DAS/SSD Employee Survey examines aspects of our team and work environment that impact productivity such as:

- SSD’s cooperation, teamwork and partnering with others
- SSD’s engagement of staff ideas and improvement
- How SSD staff views their work
- Relationships within SSD and other DAS divisions

The survey questions both look back to “review” how we are doing, and also look forward by asking for recommendations about how we can continue to improve.

■ HIGHLIGHTS of the 2008 Employee Survey Results

1. Participation in the survey increased.

The 2008 survey had participation of 45% SSD staff. Official survey people would consider this response to be GOOD (2007 survey had 39% participation.)

2. SSD became stronger.

SSD Programs are more connected to each other and to other DAS divisions. People have greater understanding of their role and how their work contributes to DAS and the state agencies we serve. We are better about inviting ideas for improvement and appreciating the contributions of others.

3. SSD had significant improvements.

Looking at the survey results, we improved in 37 of 40 areas. Listed below is a partial list of the 17 areas where we had an improvement of over 10%. Some areas increased by more than 20%!!

- ↑ Understanding of the focus of DAS and SSD (mission, etc)
- ↑ Alignment of “my work” to DAS mission and SSD’s connection in DAS
- ↑ Encouragement and appreciation for staff’s ideas for improvements
- ↑ Administrator’s respect and appreciation of staff and openness of communications
- ↑ Ethical service is role-modeled by managers and is provided to customers
- ↑ Stronger connections and teamwork in SSD and DAS
- ↑ Managers promoting teamwork and cooperation
- ↑ Managers understand more about my work
- ↑ Managers promoting and creating a safe, fair, respectful workplace

4. We made gains because we focused.

Basically, SSD improved in areas where we put in some effort to improve. After we analyzed the results of the 2007 Employee and Customer Satisfaction Surveys, we targeted some specific areas to maintain and improve. In 2008 we developed and launched the SSD Strategic Plan and strategic plans in each program. Teams of staff from all SSD programs started working on SSD Core Values, SSD Customer Pledge, SSD Conversations with Jan, Jeanette and SSD staff. All of SSD was invited to help develop the SSD Core Values. SSD Managers met to identify SSD priorities such as leadership, partnership, and engaging staff.

5. There are areas for SSD to continue to grow and strengthen.

While we made gains in communication, there is a need to expand communication and information flow, so people have the information they need to be effective. Recognition and appreciation for contributions of others – this is especially important in times of challenge and uncertainty.

1. Cooperation among DAS divisions and understanding of their responsibilities.
2. Streamline decision-making and efficient problem-solving.
3. Managers and Staff sharing SSD and DAS goals; open interactions, respect, and appreciation.

Some of the results

■ SSD staff feels positive about the SSD work environment & the work we do.

- DAS is a great place to work. 80.7%
- SSD demonstrates ethical behavior. 92.1%
- Co-workers are respectful. 78.9%
- SSD provide timely, responsive service and delivers on commitments to customers. 88.6%
- Encouraged & recognized for making suggestions and improvements. 78.0%

■ Co-workers & managers share my values

- *Comment: “People are diverse, knowledgeable, supportive, team-oriented, committed, hard-working.”*

■ Opportunities for career growth. 74.5%

■ *“Thankful for steady work, good benefits, flexibility in schedules.”*

Numbers are the totals of “Always” and “Usually” response options.

Italics are excerpts from text responses

■ Next Steps for SSD

I Guidance for next steps

The open-ended survey questions invited people to offer their recommendations for the future. The themes from these responses provide us with helpful guidance as we move forward. This guidance, listed below is consistent with the SSD Strategic Plan and the SSD Core Values:

- **Be flexible**
- **Look for opportunities to improve.**
Don't accept "that's always the way we've done it"
- **Continue our commitments**
- **Cultivate connections**
- **Keep work environment positive**
- **Invest in staff**

2 Continue to implement the SSD Strategic Plan.

The 2008 survey results indicate that we are on the right track. It seems that the actions we put in the SSD Strategic Plan and the program strategic plans are achieving the desired results – our team is getting stronger. For the areas where we need to grow, there are actions to come in the SSD Strategic Plan that will help us improve in these areas.

3 Share all survey results with staff.

Staff will have all survey results. Staff and Managers will have conversations about the results. The conversations will focus on "Approach to evaluate Survey Results" and what staff see that we can do to continue to improve.

- Results of the 2008 Employee Survey are on the SSD Website. Please evaluate the survey results and send your thoughts via email to the SSD Administration email address.

4 Evaluate the Customer Satisfaction Survey Results.

In February 2009, DAS deployed its annual survey. SSD results will be available soon. We'll examine these results too, using the approach described below.

The SSD Strategic Plan Core Initiatives:

There are eight (8) Core initiatives that involve all of SSD. Teams of people from each program are working on these. Ultimately, each initiative will be implemented in every SSD program.

- SSD Core Values,
- SSD Customer Pledge,
- Leadership Development,
- Development of Performance Measures for SSD and Programs
- SSD Conversations
- Succession Strategy.

■ Approach to evaluate survey results

The value of conducting a survey is evaluating the data that you get. The data will tell you where you are “on track” or “off track” in achieving your goals.

The SSD Leadership Team analyzed the survey results. Then based on the results identified the next steps. Below is more detail about that process.

STEP 1. Analyze Survey Results

1. What were the survey results?
 - What are the areas that improved, went down, stayed same?
 - Where are we “on track,” or “off track” for reaching our goals?
2. What is contributing to the survey results?
3. What do we need to improve or maintain to achieve the **SSD Vision**?

STEP 2. Identify Options & Next Steps

4. What are actions we could take to improve or maintain so we achieve the SSD Vision?
5. What are the actions we **WILL** take to improve or maintain?

**This is the approach used by the SSD Leadership Team.
Please review the survey results and share your thoughts.**

**Results of the 2008
Employee Survey are on
the SSD Website**

You are invited evaluate the
survey results and
send your thoughts via email to the
SSD Administration email address.

SSD Employee Survey Results - 2008

SSD Vision 2015: Every person, every action matters.

Sorted by order of the survey questions. Questions 1-3, not included here, are demographic questions.

increase
 increased by over 10%
 increased by over 20%
RED Result below 65%

Q#	Question	FOCUS/ Subject	YEAR 2007%	YEAR 2008%	07-08 Change	CODE
4	My work is rewarding and challenging.	Work	70.79	77.2	6.41	↑
5	I understand the DAS mission.	DAS-Alignment	71.91	85.9	13.99	★
6	I understand my role in achieving the DAS mission.	DAS-Alignment	75.38	86	10.62	★
7	I understand how my job affects customers of DAS.	DAS-Alignment	92.13	95.6	3.47	↑
8	I have a clear understanding on my job responsibilities.	Work	89.89	93	3.11	↑
9	I have the tools and resources I need to accomplish my job.	Work	76.4	83.4	7	↑
10	I am comfortable making suggestions in my workplace.	Work	76.41	78.1	1.69	↑
11	Adequate training opportunities are available to me.	Work	67.41	74.5	7.09	↑
12	DAS is a great place to work.	DAS	70.78	80.7	9.92	↑
13	My immediate supervisor sets a positive example for others.	Immediate Supr	70.78	77.2	6.42	↑
14	My immediate supervisor recognizes good performance.	Immediate Supr	65.29	71.1	5.81	↑
15	My immediate supervisor encourages me to offer suggestions.	Immediate Supr	67.42	71	3.58	↑
16	My immediate supervisor deals with problems effectively.	Immediate Supr	55.06	64.9	9.84	↑ Below 65
17	My immediate supervisor knows enough about my work to provide the support I need.	Immediate Supr	64.05	74.5	10.45	★
18	My immediate supervisor fosters teamwork within my work group.	Immediate Supr	62.92	71.9	8.98	↑
19	My immediate supervisor fosters teamwork across work groups.	Immediate Supr	57.3	71	13.7	★
20	My immediate supervisor keeps me informed about issues that affect my job.	Immediate Supr	61.8	69.3	7.5	↑
21	My immediate supervisor effectively promotes the DAS policy of maintaining a respectful and harassment free work place.	Immediate Supr	70.79	85.1	14.31	★
22	My immediate supervisor effectively promotes the DAS policy of diversity and tolerance.	Immediate Supr	71.91	82.5	10.59	★
23	My immediate supervisor effectively promotes the DAS policy of Affirmative Action and Equal Opportunity.	Immediate Supr	61.8	78	16.2	★
24	My immediate supervisor says, "Thank you."	Immediate Supr	73.04	78.1	5.06	↑
25	My supervisor's manager sets the example for good customer service.	Supervisor's Mgr	68.75	74.6	5.85	↑
26	My supervisor's manager interacts openly with employees.	Supervisor's Mgr	60.49	63.2	2.71	↑ Below 65
27	My supervisor's manager communicates the connection between our division's role and the goals of DAS.	Supervisor's Mgr	54.32	53.5	-0.82	Down; Below 65
28	My supervisor's manager treats employees with respect.	Supervisor's Mgr	77.78	70.1	-7.68	Down
29	My supervisor's manager says, "Thank you."	Supervisor's Mgr	71.61	65.8	-5.81	Down
30	My division administrator sets the example for good customer service.	Division Admin.	45.34	83.3	37.96	★★
31	My division administrator interacts openly with employees.	Division Admin.	50	84.3	34.3	★★
32	My division administrator communicates the connection between our division's role and the goals of DAS.	Division Admin.	40	76.3	36.3	★★
33	My division administrator treats employees with respect.	Division Admin.	64	87.7	23.7	★★
34	My division administrator says, "Thank you."	Division Admin.	48.69	85.1	36.41	★★
35	My division provides timely and responsive service to customers.	Division	70.79	88.6	17.81	★
36	My division demonstrates a high standard of ethical business behavior.	Division	78.41	92.1	13.69	★
37	My division delivers on its commitments to customers.	Division	73.03	90.3	17.27	★
38	DAS provides a clear picture of the department's direction and goals.	DAS-Alignment	61.79	77.2	15.41	★
39	DAS employees (co-workers) treat one another with respect.	DAS-relationships	73.03	78.9	5.87	↑
40	Cooperation among groups and divisions is good.	DAS-relationships	58.43	71.1	12.67	★
41	I understand the roles and responsibilities of other DAS divisions.	DAS-relationships	49.44	57.8	8.36	↑ Below 65
42	During the past year has DAS improved dept-wide communications.	DAS	44.94	67.5	22.56	★★
43	During the past year has Division improved dept-wide communications.	Division	38.2	62.3	24.1	★★
44	Overall things are Getting Better.	Division		62.3		

% is the total of the "Always" and "Usually" responses to Employee Survey Questions 3 - 40. **RED indicates** areas where the total of "Always" and "Usually" is less than 65% and areas where the 2008 result is less than 2007. Question 3-40. Response options: Always, Usually, Sometimes, Rarely or Never, Don't know, No Response. FOCUS / SUBJECT is a short tag to indicate the focus or subject of the question.

SSD Employee Survey 2008

Summary & Data for Text Questions

■ Summary: Broad Themes

What's the best thing about working at DAS?

1. We work with diverse, knowledgeable, supportive, team-oriented, committed, and hard-working people.
2. We bring great customer service to a diverse group of customers.
3. We have statewide involvement and leadership among the other agencies.
4. We have fair, trusting, understanding, communicative, approachable, and engaged management and leadership.
5. We have a friendly, nurturing atmosphere and a quality-focused environment.
6. We have steady work with benefits.
7. Our work offers opportunities for learning, problem-solving, and exploration.

What one recommendation would you give to DAS administrators?

General Principles

1. Keep doing what you are doing.
2. Actions speak louder than words; live by example.
3. Don't accept "*this is the way it's always been done*"
4. Be flexible, make changes; fix real issues not the symptoms.

Continuity of commitments

5. **Maintain stability in leadership**; keep DAS Director around long enough to see through their vision and priorities;
6. maintain support structure for the other agencies even during fiscal problems.

Connection with Staff

7. **Connect with all staff more**; be aware of what's going on, be visible, listen and respect.
8. **Be more aware, responsive, and consistent** in personnel and performance management matters; encourage excellence, accountability, integrity, trust, honesty, and humor in managers and supervisors; deal with those who are not part of the effort.
9. **Recognize the good work that is done**; give credit where due and make everyone feel they are an important piece of the community.

Work Environment

10. **Keep the work environment positive** and treat all employees with respect and value.
11. **Embrace flexibility in work schedules**- alternative schedule, telework, flex time, etc.

Cultivate connections – in and among teams

12. **Continue furthering communication between programs** and between leadership and employees.
13. **Encourage deeper connections between teams** and with agency customers; get to know each others' needs.

Invest in Staff

14. **Offer more training & follow-up**; allow rotations, consider where training resources are spent.
15. **Invest in staff**; promote from within; recognize talent and allow employees to use it.

Other

16. **Make meetings more efficient and timely**; cut back on non-essential meetings.
17. **Reevaluate compensation and be sure employees** are being paid for what they actually do.
18. **Install time clocks to bring accountability** to those who are always late.

SSD Employee Survey 2008

Summary & Data for Text Questions

■ ALL RESPONSES

The text of each response is exactly as the individual respondent entered; there were corrections for spelling. The responses have been grouped.

What's the best thing about working at DAS?

The people: diverse, knowledgeable, supportive, team-oriented, committed, hard-working

- The people
- The people
- the people
- The people
- The People!
- The people.
- The people.
- The people.
- The people.
- The people
- The people I work with and the friends I've made.
- The people I work for and with helps make my job enjoyable and rewarding.
- The Employees
- The people I work with
- The people are kind and hardworking. We all have the same goals and are on the same page when it comes to our customer service.
- The people are supportive and fair.
- The people I work with. I work with a diverse group of individuals, but look forward most days to seeing them.
- The people who work for this agency generally have a deep commitment to getting the job done and take pride in what they do.
- I like some of the people that I work with and for. (I work at Publishing and Distribution on Airport road. I'm not sure what division that is under.)
- Co-workers are great; purpose of my job is clear; success is possible and happens frequently.
- I love working where I am!!! Great team, better yet a great Manager & Administrator
- Knowledgeable, helpful co-workers.
- My peers and immediate supervisor. I feel that I have an opportunity to challenge myself without negative repercussions, that my peers are there to assist me, and my manager is there to support me in my decisions while providing me alternatives.
- Team spirit.
- With the mix of incoming staff from agencies and the private sector with veteran staff, the innovations and energy to "pursue excellence' in government has never been higher. I am exited to be a part of the great accomplishments we have made.
- The employees are so well communicated and I have great respect for them. Very helpful and willing to step in anytime. The manager's help out as well.
- Working together as a team and building relationships. Being a leader
- Co workers are wonderful When you enjoy your co-workers and the actual work you are providing, it makes the days go fast and you enjoy coming to work.
- it is a diverse work place-- the employees are usually positive thinkers.
- I'm proud to be a part of this team. We have a knowledge base that spans all aspects of Risk Management and we are blessed with talent.
- That HAS to be the people. I work with the most remarkable people who are always willing to help out whenever asked.

SSD Employee Survey 2008

Summary & Data for Text Questions

What's the best thing about working at DAS? ... continued.

Customer service, diverse customer base

- My interactions with customers.
- our friendly customers
- Getting to work with a diverse group of customers and being able to give the best customer service that is humanly possible. Being comfortable + confident in ourselves to give our best every day.

Statewide involvement, leadership among agencies

- Opportunity to interact with many different state agencies and learn about their projects.
- I like the variety of different programs within DAS. I also like the idea of DAS being the leader when it comes to state agencies.
- The wide variety of services we provide to agencies and the people who deliver those services
- The ability to assist the Agencies with creative solutions to meet their business needs.
- A great place to learn about what's going on statewide.
- Getting to interact with so many agencies. There are always new challenges to tackle. It keeps you in a state of learning, which makes work more exciting.
- statewide delivery of services versus agency wide
- Being able to make a difference to all of state government
- providing services for other agencies
- it serves the State of Oregon and helps other agencies.
- Being able to work with several agencies not just one.

Management and leadership – fair, trusting, understanding, communicative, approachable, and engaged

- management is fair.
- Having a manager that trusts me to take care of my department's business in an effective manner and use my experience in customer service to make the best possible relationship between our department and all those we serve.
- The worker bees and some management are really what keep DAS going and what I like about it.
- Good upper management with an understanding of the need for communication.
- The best thing about working at DAS is that higher level managers (Administrators and above) are very approachable, and encourage and facilitate an open-door policy.
- Having Jan Dean as our Administrator. She has worked hard (by example) to show SPO managers the optimum way to deal with staff. She is always friendly and encourages employees to come and talk to her. This has not been the case in the past.
- The new leadership provided by Jan, Janette and Debbie F. Their direct involvement in making some much needed changes. Being close enough to hear Jan laugh on a regular basis.
- The new improved leadership in SSD.
- All of the great feedback and leadership qualities of the new administrators and director.

SSD Employee Survey 2008

Summary & Data for Text Questions

What's the best thing about working at DAS? ... continued.

Atmosphere – friendly and nurturing / Environment – quality-focused

- The nurturing atmosphere in my division.
- Family oriented
- Welcoming friendly atmosphere.
- comfortable work environment
- Provides a well organized understanding of what is expected at work, offers training and opportunities.
- The department i work in is great and so is my immediate supervisor. I appreciate the courtesy, respect, honor, and support provided by all. even in time of frustration.
- In my position, the freedom of not being constantly under supervision.
- I have worked at DAS, and in this program, for my entire career in state government. I enjoy being in a production environment, where process and quality can be measured and affected.
- The general work environment is clean and safe.

Steady work, benefits

- Steady job
- Steady employment
- Steady job
- Benefits and paycheck
- Stability.
- having a job
- I have a job.

Opportunities – learning, problem-solving, exploration

- The opportunity to learn new things.
- Teamwork, opportunities for creative problem solving, challenges.
- The freedom and flexibility to explore strange new worlds without "mother may I's".

SSD Employee Survey 2008

Summary & Data for Text Questions

What one recommendation would you give to DAS administrators?

- Keep up the good work.
- Keep doing what you're doing....It works very well!
- Keep up the good work. It's very nice that the bosses are visible!

- Live by example and value others
- Actions speak louder than words.

Connection with staff – awareness, visibility, listening

- Know all employees, even the ones who don't seem all that important
- Walk a few hours in my shoes, job shadow me for a day. I've heard that this happens, but in the 5 years I have been here, I don't know of anyone that this has actually happened to.
- Listen to staff and respect their skills and abilities in accomplishing the job.
- Email is nice but it would be better if we could meet some of the people we work for in person.
- Keep in touch with the people in each program area. Maybe do a regular walkthrough. We love seeing your smiling face(s) and enjoy the laughter and brief one-on-ones.
- stay interested
- Come down to Earth. You are not as great or powerful as you think you are.
- Be more visible

Work schedule flexibility – alternative schedules, telework

- Be more flexible - embrace alternative work schedules and telework opportunities - walk the talk - support the Governor's initiatives. Assess if we really need so much coverage at the work site.
- Consider the desires of the staff and allow alternative schedules such as working 4 ten hour days per week.
- to consider the alternative work schedule for the employees
- Be more flexible, times are changing, people want to work around their schedule. It's not the 1950's! 4-10's, 7-4, 9-6, etc. does it really matter as long as the customer gets what the customer needs. FLEXIBLE is not a word SSD Management understands 8-5 w...
- Consider more widespread use of alternative work schedules (i.e. 4 - 10s). I also believe that it is important for DAS to start thinking about and planning for the upcoming retirement of a large majority of the state workforce.
- Allow for more flex time and alternative schedules

Personnel / performance management – awareness, responsiveness, consistency

- To be more aware and responsive to the incompetence of managers.
- Strive for consistency as it relates to personnel... at least within each division.
- Our area (P & D, distribution) could use a more involved supervisor.
- Encourage those who are not part of the effort to move on to another job.
- Weed out the ones that do not want to move forward with excellence, accountability, integrity, trust, honesty and most of all, with a sense of humor. Get rid of any old baggage.
- Just one comment: I am in a new position and the reason I have this new position is because my previous manager (a first time manager) was micro managing me to the point of exasperation. In fact, I went to the doctor for stress related problems due to her...
- Hire more retired military E-9 or above for management

SSD Employee Survey 2008

Summary & Data for Text Questions

What one recommendation would you give to DAS administrators? Continued

Internal communication

- It is not just the sheer volume of communications filling the airwaves that matters to employees; the content is king. I think the emphasis on improving communications is bearing fruit, however, and with the exception of occasional repetitive messages, an...
- Communication between departments could be better. It is difficult due to workload, but maybe a quarterly meeting with a mingling of depts and information on what each dept does and the challenges they face would be great. It's always easier to work across divisions if there's communication.
- make time for reflection on where the dept / division is going. less reactive, more responsive.
- Continue open communications across Division lines and encourage cooperative efforts.
- better communication and treated equal, this goes to supervisor & manager's and administrators, and coordinator's
- We need communication (which our division administrator has just started a weekly e-mail - thank you). We need to be able to provide input without retaliation. We need to be provided the tools and resources so that we can perform our jobs effectively.
- The All Staff meeting should be at least once a year and more informative. The guest speaker was wonderful but it didn't feel like an All Staff meeting. Need more information about "what's going on" in DAS.

Development / investment in staff – promoting from within, meeting changing employee needs

- New DAS managers seem to promote into the agency from outside the agency. Develop a strategy to exercise and improve DAS employees' leadership qualities. It is a Win/Win investment for DAS.
- Be sure that lead workers and lower level managers are able to use their past and present business experience to fine tune their departments. You have a lot of talent out here and Administration should have an open policy of listening to and acting on su...
- PROMOTE FROM WITHIN! At least have a more reasonable ratio than the current one. Give those who would like to move up first crack at a job - that is what trial service is for. Otherwise the best employees will take their knowledge and skills elsewhere.
- Allow staff within the division to move into vacant positions (even working out of class if necessary) as long as they show they are capable of doing the job. At least give them a CHANCE before looking outside the division for recruitments.
- Let us do our work. Quit micro-managing and telling us how to do jobs we are well educated and trained for. Also, when selecting lead workers do not pick people just because you like them, select people with leadership skills, people skills, and a good...
- Update "old" management styles. It's important to look at the present and future needs of employees. Retain and recruit employees by providing "desired" benefits. Some examples: 1) Allow more autonomy / self-management for staff as "professionals."

SSD Employee Survey 2008

Summary & Data for Text Questions

What one recommendation would you give to DAS administrators? Continued

Recognition – give credit where due, make everyone feel important

- Frequently recognize/acknowledge the excellent job we all do every day.
- Help make EVERYONE feel that they are important in their position.
- Empower and reward your workforce; don't pay only attention to responding to and reaching the top. Spread the wealth.
- More staff recognition -- not just DAS West employees.
- get more in touch with who is actually doing the work and who deserves the credit. appears that there is a shroud around some that hides the effectiveness and does not provide credit to those who save others fannies on a regular basis.

Work environment – positive, respectful

- work is important but so are people issues that promote a respectful and enjoyable workplace.
- not allowing negative employees harass hard-working employees.
- less politics in the workplace and stop treating people in a lower pay grade like their miniscule and unimportant.
- The worker bees and some of the management really are what makes SSD special and important part of DAS. Many of them are customer service oriented and genuinely want to take care of their customers. Unfortunately the focus continues to get pulled away fro...

Training / education

- I would like to see more training and follow up. There seems to be a breakdown in trying to find proper training class for certain departments.
- To continue to promote education for employees. Also need to look at spending resources on employees that are getting close to retirement. I think the money could be used on employees that are going to be here with the agency for a while.
- Conduct a pilot in which small teams with special skills, e.g., negotiation of contracts, rotate to where they are most needed. This would foster needed consulting and strengthen overall performance across agencies.
- If possible offer an etiquette training for office help. I took a telephone etiquette class many years ago and really got a lot out of it and I am able to apply it in everything I do on + off the job.

Meetings – efficiency and timeliness

- Cut back on non essential meetings. Make the meetings that are essential run on a schedule, on subject and with expected and defined results.

Flexibility / effective problem-solving

- Take the time to fix the issue not the symptom. Crisis management is counter productive. Managing crisis is sometimes necessary but should not be how we do business.
- Don't accept "this is the way it's always been done"--always strive to be better than before

Partnerships

- Focus on enhancing relationships between teams to increase cooperation and trust.
- Better communicate DAS services to the rest of state government.
- encourage partnerships to be deepened, more connection with agency customers to really learn their business & needs.

SSD Employee Survey 2008

Summary & Data for Text Questions

What one recommendation would you give to DAS administrators? Continued

Stability / leadership

- Keep the DAS Director long enough to see through their vision and priorities (5 plus years). When the DAS Director gets changed so often it's hard to know what direction the division is heading.
- I like what I heard Scott and Kris say about café fully examining the impact of DAS cuts in the looming fiscal problems. From my time at an agency during the last downturn, I saw first hand how agency cuts hurt and then cuts to DAS add to the problem because the support to the agencies goes down as well. It compounds the problem when we scale back agency services and then also scale back the support structure behind the agency. Just keep on pushing for informed and logical decisions so we can climb out of the hole that much faster!

Compensation

- equal pay for equal work. re-evaluate ALL the jobs grades comparing their current grade, to what the employee is actually doing and the responsibility that comes with their job. Some of DAS positions are unique and do not fall into the general "job grade"
- Ensure compensation tracks with changes in the work environment and the market overall.

Accountability / time

- put in a time clock so those that are always late can be accountable
- Install time clocks. It seems some employees are always late for work.