



EMPLOYEE SURVEY INPUT

Observations, insights, and action ideas from employees

This document contains a **full compilation of comments** provided by DAS employees when they completed the online employee survey in July 2011.

It's one of two documents from the survey. The other is a **Employee Survey Summary Report**, which is also available online to everyone in the agency.

Of the 500 employees who completed the survey, **344 wrote comments**. **There are 1,126 comments in all**. They range from compliments and critiques to insights and improvement ideas. The input is already being used as a key ingredient in the **agency's strategic planning process**.

The comments are presented here in their **full and original word-for-word form**. Fewer than five of the 1,126 comments have been left out – and this was done because they referred in critical ways to specific individuals by name. Personal feedback is important, but it's better suited for a confidential forum.

The input is **organized in five sections** to match the five sections of the survey:

PAGE 1 Guiding Principle #1: DAS will be the agency of choice for employment.

PAGE 27 Guiding Principle #2: DAS is the service provider of choice for our customers.

PAGE 49 Guiding Principle #3: DAS will operate more efficiently by using a common sense approach to our business practices and processes.

PAGE 69 Guiding Principle #4: DAS will no longer operate in "silos." Instead, all divisions will work together to become one cohesive DAS.

PAGE 85 Question #5: Are there other guiding principles that DAS Senior Management should consider as they develop the strategic plan?

There are many ways you can put this information to work:

- Scan through some of the ideas to **learn what your DAS co-workers are thinking** when it comes to work-related challenges and opportunities. As you read, you'll learn more about the work of other divisions and units throughout our agency.
- **Share this info with others** in your work area, and talk about your reactions as a way of opening a constructive conversation – or fueling a conversation that is already under way.
- As you look through the comments, you might **find an improvement idea** that would strengthen your work area. If so, bring it up the next time you're with your supervisor and others in your team. Get them interested and talking.
- You might come across a suggestion that is **something you can quickly and easily make happen as an individual** – something that would be good for you and for your customers. If so, why not put it to work?

Guiding Principle #1

DAS will be the agency of choice for employment.

The following comments were provided by DAS employees when they completed the online employee survey in July 2011. The comments are shown here in their original form, as submitted and in their entirety.

Create a 360 view performance evaluation where employees are evaluated by customers (as in input) and supervisors are evaluated by employees and where applicable, customers (as an input).

Create a formal suggestion program. 2. More family-friendly flex time policy (e.g., Other state agencies have a general start time of 9am. You can come in anytime on or before 9am and work your 8 hours. Example: Monday I come in at 8:15 and work until 5:15. Tuesday, I come in at 8:45 and work until 5:45, etc.) 3. Specific mandatory Supervisor Training on how to value employees, give positive feedback/motivation, dangers of micro-management, etc. Having support & communication from the Director on the importance of the training will also be key. 4. Create a job share program to allow employees to work part-time (especially new parents). 5. Allow telecommuting - (work from home) 6. Allow employees to evaluate their supervisor. 7. Employee engagement (e.g., allowing employees to give input into metrics, listening to employee's suggestions on process improvements, etc.)

Create career paths cooperatively with employees that build in increased responsibilities and growth. 2. Invite employees' input during evaluations as to how to enrich their job. 3. The current recognition program (besides the tenacity awards at 5 years, 10 years, etc.) is seen by many as buddyism. Is there a better way to find candidates? 4. Encourage managers in the belief that managing people is as important as managing processes and products.

Open advancement opportunities across divisions

Minimum quals are too narrow - be flexible if a candidate has a desire and there is potential

360-degree evaluation of managers and supervisors, tied to any promotions or bonuses said member of management might receive. Especially included should be subordinates, internal and external customers, and peers. Management should always ask the employee most affected by a change for their input in order to see the REAL best way to do a task; rather than sitting behind a desk and dreaming up what they THINK or HOPE will work. You've got a LOT of corporate knowledge around, and it's foolish not to use it.

A more consistent day-to-day type reward program. Maybe just star pins, or something of the like for upper management to give as a show of appreciation for day-to-day activities. Kind of like the 'roses' that Kroger employees collect on their badges. Employees will go above and beyond if they feel they will be recognized in some way for their effort.

A reward program is always nice but if it starts to become redundant then the employees lose interest.

A reward recognition program that recognizes employees who go over and beyond to complete tasks. I would like to have a team environment where the employees do not feel like they are being bullied and made afraid to discuss issues and concerns with their supervisor without fear of being belittled, reprimanded, rejected or retaliated against. To have a team environment that allows the employees to have room for growth within the team. Would like to have a team where the supervisor boosts employee moral with various types of team building gathering and/or exercises.

After many years as a DAS employee, I have often seen the results of the silos and the lack of cooperation and communication between divisions. However, I truly believe before we work on breaking down the silos we need to increase communication and teamwork within our own departments and offices.

Agency policies should be internally consistent, well thought out, well written, and consistent with reality. Some examples: 100-02, section 5.1 says we're prohibited from eating in public areas of the building, but there are cafes and lunch tables in public areas of several of the DAS facilities. 100-06 says we may only telecommute during pandemics ('only certain specific employees under specific situations'). What about other emergencies? A tornado? A flood? What about people whose job requires occasional off hours activities, which can be accomplished remotely (e.g. IT)? Do we pay call-in because we're not willing to allow them to do that work remotely? Other, similar oversights and inconsistencies exist, which leave employees feeling exposed when they do things that seem to make sense but violate policy, or alternatively choose not to do things that make sense in order to comply with policy.

All agencies should be choice for employment as setting the example for employee treatment and respect to lead for the private employers to follow! Allow senior members to mentor younger employees. Recognize one type of reward does not motivate other employees. Put employees in the loop rather than being dictated to. No more 'need-to-know' secrecy. Reestablish partnership with union leadership (it opens many doors for employee cooperation and developing efficiencies. meaningless recognition programs don't motivate.

Allow employees to be creative and take ownership of their jobs. Eliminate unnecessary and process and

Allow new employees (such as myself) to have input in brainstorming sessions within teams to come up with new ideas and implement them, not this is the way we always done things. Compared to other places that I've worked, I've already am seeing a considerably large waste of paper to print documents to sign and store in files ... this should all be done electronically, especially when most of the documents are never looked at again. I am a 4 degreed individual with a diverse 20-year background in union steel industries, union highway construction, union IBEW, within procurement, engineering and design, finance, fleet management, estimating, etc. coupled to extensive knowledge in the State agencies of DAS, the PUCO and ODOT. I would like to get my career back on track and to the salary level that I was previously at AEP prior to coming to DAS, for example being able to apply for other positions for career movement, the ability to apply to the State certified managers program and/or the Certified Fleet Managers program, etc.

Allow opportunities for input from employees and request input from those employees who actually perform the various tasks. Decisions are made that affect those who have to do operations without requesting input or ideas in advance.

Any type of employee reward or recognition program would be good. Also a simple note of appreciation or acknowledgement from the supervisor to the employee who provided the service, idea, etc. Include all employees in certain meetings and communications to ensure that everyone has the same information. Include employees in certain meetings and communications to allow employees to provide input as often time they are directly involved in the process and may be able to point out situations that may not otherwise be considered.

Apply proven project management best practices to everything we do. That will make things go smoother and make our jobs more enjoyable. We should think, plan, document, revise, review, schedule, communicate, etc everything we do in an organized, effective way. This will help take the drudgery, not to mention re-work, out of our way.

Ask for employee opinion when considering changes to the areas that they are experts in. What could make them feel ownership of their job more than that?

Ask input from those ultimately responsible for delivering timely, on-budget solutions prior to making IT related commitments.

At the present time my impression is that little consideration is given to input from employees. There is talk about the importance of such input but behaviors and approaches are not changing. In particular I feel there are many ways in which staff and management fail to include feedback options during the planning stages. It appears that employee input is a to-do list item that is addressed at the end of a project as a check-off item rather than at the end of the project as an input. Neither do I feel that consideration is given to the question of 'What will we do with the data after we get it?' 'How would we implement suggestions?' 'How would we provide feedback in ways that demonstrate that consideration was given to the employee input?' I have been

completing 'anonymous' surveys for years and have yet to recognize a change that came about as a result of survey data. This is not a challenge that is limited to the administrative side of the department. On the technical side over the years input has been requested on technical policies and procedures from time to time. Yet, none of the feedback that has been provided has ever been demonstrably implemented or addressed in some way that would suggest it was even taken into consideration. Before you asked the question what plans were put in place so as to have a means of demonstrating that the answers were tabulated and taken into consideration?

Be a leader in flexible scheduling for employees, including providing opportunities for full-time and part-time employment. Make sure all employees of the agency have the same up-to-date computer and office equipment and software programs so an employee in one division does not feel left out or treated differently because they happen to be in a division that doesn't have the latest stuff.

Before making life changing decisions, all aspects of the change be addressed from the employer and employee view

Better 2-way communication. Communicate information to employees and solicit feedback, rather than emails.

Better reward system that allows high performing employees to be recognized for their work. The recognition should be via compensation and public acknowledgment of their contribution.

Better train management not to give you the third degree when requesting time off. Sometimes it is private and you are made to feel like a child when requesting time off.

Break down the divisional walls with the organization. Hold employees accountable to a standard of communication such as returning all calls within x timeframe, respond to all emails within Y timeframe. Reward employees based on accomplishment and reduction or elimination of bureaucracy to meet customer needs. Instill a culture where customer service is the priority and governance is maintained by providing solutions based support.

Build morale. Erase favoritism. Hire supervisors within the rank and file not outside. Train the rank and file and give opportunities to rank and file to move up the DAS employment ladder. Remove cliques. Better communication between rank & file and management. Train management to communicate in a professional manner to those under them. Management needs to be watchful of employees who do their job but receive no recognition. Management needs to be receptive of rank & file ideas. Management needs to include rank & file in decisions (not just management discussing ideas with other managers). Eliminate the chokehold of rigid, inflexible work rules. Allow the rank and file to create a new set of work rules that are bendable and less hostile. Management needs to find ways to make the workplace a fun and enjoyable place to come to everyday.

Building employee trust in the sincerity of efforts to change organizational culture will require sustained and repeated efforts to communicate with all staff with both words and action. Employee anxieties are particularly high due a combination of factors including the poor economy, recent administrative changes, pending legislation and the negative focus of public opinion that will be the likely outcome of media campaigns connected to the attempt to repeal SB #5. Many employees are afraid of negative consequences - loss of employment, continued stagnated wages, more work and responsibility due to our shrinking workforce - so the goal of being a pro-employee workplace may seem oddly timed and somewhat out of reach. In this context special ways to achieve the guiding principle of making DAS an 'agency of choice' might include: Improved communications between senior management and line staff: multiple strategies - emails, newsletters and announcements; all hands meetings at the agency, division and work group levels; one on one meetings with supervisors to reinforce the message. The creation and publishing of a DAS strategic plan that clearly articulates the organization's commitments and priorities with measurable goals and objectives. Once established and distributed, the ongoing measurements needed to be widely distributed and successes should be publicly celebrated. Accountability for outcomes needs to apply across the organizational hierarchy. Negative rumor mill activity needs to be confronted and exposed. Expectations that all employees will be positively contributing to the group, division and agency's needs to be the norm and early adopters should be rewarded. Managers and supervisors need to take an active interest in learning about their staff and

pinpointing what the positives are for individuals. Managers and supervisors need to encourage their staff to let go of the past.

By creating more of a team environment where everyone's opinion is valued.

Change must come from the grass roots (i.e. staff), not management. However, senior management must support staff and their ideas, even if that means some failures. Staff has watched/witnessed enough failures from senior management, from several different senior management teams, since they change so frequently. Senior management must actually show employees respect with their actions not just words, which hasn't happened in years. A recognition and reward program already exists and is a failure in the employees view, because there is no real validation method in place. Staff/employee morale has been so low for so long that it has become the culture, and will be difficult to change, but actually implementing employee ideas, not just asking for them, and actually showing respect with action would be a good start.

Come to those that use the process and get their input before making policy changes that directly affect the jobs they do. Many times, this is a negative transition because what we are asked to do makes no sense or takes more time in the long run. You'll hear everyone complaining that they should have asked 'us' before they made these changes and we could have told 'them' that this was a bad idea or what would have worked better.

Comment (rather than suggestion): Great concept, but for so long and so many times we hear that the State is one employer and with trying to consolidate services across multiple lines of business between DAS and other state agencies, can this principle be genuinely achieved? Suggestion: Consider policy for work from home. So many employees do this now and receive no credit for the time or diligence to get the job done regardless of being in the office or not.

Communicate more frequently with employees, agency wide. Establish a flexible scheduling program. Research, negotiate, and establish a fair parking subsidy for state employees who work downtown. Re-evaluate the mandatory thirty-minute lunch hour requirement. Establish a regular quarterly or semi-annual meeting schedule with all employees.

Communication is the key to success. DAS lacks communication at so many levels. There are way too many instances where employees learn work-related, decision-based, information through the 'Grapevine.'

Communication to employees. Just letting us know what is going on within DAS. Everything seems to be hush hush and only a few employees are included. Introduce new employees. There are some employees I do not know on the 27th and 28th floor. Explain what each section does and how it impacts other sections.

Conduct regular staff meetings at agency level and division level. During my two plus years at DAS, there have been no all staff meetings and my division has held three division staff meetings. If we did not have a photo of Director Blair on the wall, I would not even know what he looks like.

Consider implementation of telecommuting or teleworking as a powerful recruitment and retention tool. Telecommuting is one of many flexible work arrangements that departments may establish for their staff, to enable them to achieve a more successful balance between work responsibilities and family life (others include flexible schedules, part-time and partial-year appointments, job sharing, alternate work days, and alternate work weeks.)

Consider thoughts, ideas and suggestions for improving the employment environment (making DAS better) from current DAS employees who have years of State experience working at DAS and other agencies before moving to DAS. Initiate those suggested improvements, which make the most sense to implement.

Continue the employee recognition program; enhance the employee discount program; hold all-agency meetings annually; relay to employees that their work is valued by the governor.

Continue to meet service levels, but provide flexible work hours/telecommuting for appropriate positions/situations (telecommute for emergencies, for employees who will work the time anyway, but can't claim it). Provide clear career progression opportunities for new and existing employees. Sometimes it seems that the only open door to receive a promotion is to move from one agency to the next. Internally, it is difficult

for an employee to be viewed in a new light, with increasing abilities. Connect employees with the larger mission. Educate them on what services DAS provides and help them understand that customers only see DAS, not this division or that division.

Create a culture where performance management and employee development is a priority and is enforced from the top down. Improve communication throughout the department at all levels. Create a culture of inclusiveness in which employees are a part of the process, when new systems and/or programs are being considered. Ensure employees have the tools and resources needed to do the work effectively. Ensure all employees have the same opportunity for advancement.

Create a leadership-based organization with clear vision, mission

Create a peer and supervisor-based employee reward program. Dismantle union.

Create a peer-based employee reward and recognition program

Create a peer-based employee reward and recognition program. Enable employees an opportunity to provide anonymous upward feedback of their managers.

Create a performance based pay system that includes loss of pay for non-work. Create a way to share what employees are doing to help state save money. Create a way to reward all employees for their work to encourage everyone to work harder and smarter.

Create a program that allows employees from one division to work on projects that might interest them for another division...it breaks the monotony for the employee, provides assistance on a major project at a time when our resources are diminished, and helps tie into Goal #4 by eliminating silos. As it stands now, you aren't allowed to do anything outside of where the funding for your current position is budgeted.

Create a sense of community within the agency and divisions. Make DAS a 'fun' place to work. Fun becomes associated with the idea that work isn't being accomplished, but that doesn't have to be true. Fun could simply be, feeling free to do one's work, or knowing that if I make a mistake, I won't be ridiculed for it, but that we'll work together to correct it and find a way to ensure that mistakes occur less often in the future.

Create a suggestion box and have a group of diverse people - both management and union - look them over for feasibility. If an idea is used and the innovator is known, then have a recognition / reward.

Create additional opportunities for upward growth that employees can aspire to hold.

Create an open consultative forum of employees and management at the agency level, to meet for a day in quarter, to discuss and recommend matters related to principle#1. This would allow free flow of ideas from the base to the head and vice versa, without filtration and encourages participation. It may need a good catchy name (i.e. 'DAS-Direct' or something. A mechanism may need to be developed ahead to make it easier for all concerned that this is something they should take to heart. With time, popularization of implemented ideas, etc., the forum's popularity will grow.

Create and maintain SOPs (with input and participation of employees). This would create an atmosphere where everyone knows what is expected and required to do the job and the job is consistent across the ranks. Implement ISO standards to ensure the quality of work from our agency. Develop and maintain an ongoing training program for each department so that employees (whether new or seasoned) have the ability to keep current on training (for all aspects of their job).

Create career paths. An example would be: In order to join the career path for Fiscal Management, the State of Ohio recommends the following coursework. List the 'core coursework' for an associate's degree that excludes non-Fiscal related courses. For entry level Fiscal Management, core coursework is a minimum requirement. Also, offer testing that would allow someone to show (instead of saying they have experience) what portions they already know of the field of endeavor. Basically a placement exam. This way we will be guiding people down a path of their choosing. This empowers the employee to choose their area, and provides them with a

guide that will let them know what they need to do to have an opportunity to achieve that goal. If the employee fails to attain the goal, they can only look in the mirror for where the blame should lie.

Create career ladders for employees. Set clear and reachable goals. Providing employees with the tools needed to service our customers. Providing managers with ample staff to service our customers. Treat all employees equally. Offer praise when deserved.

Create inter-departmental forums at non-management levels to foster project support and better interaction between groups. These could be used to constructively air concerns and find common ground for solutions.

Create job opportunities. Get rid of the ROJ (retired on job) people.

Create mentor/mentee relationships with new employees and long tenure employees to ensure wisdom and job experience is transferred instead of retiring employees crippling an agency because of the knowledge taken with them and not passed onto others.

Create more opportunities for upward mobility.

Create position descriptions for active/creative/self-motivated professionals who are then allowed to do the job instead of the micro-management down to the task-level by up to three managers-supervisors.

Create process improvement teams that include those who will be performing the work. Survey employees regarding their role in Agency and State government success. Assess workload and balance as appropriate across critical functions.

Current work rules support a culture of limited ambition, i.e. that a person has to stop work after 40 hours per week, and that to do otherwise is so unacceptable that it warrants punishment. Foster staff initiative by modifying those rules.

Customer Service trainings and division-wide brainstorm sessions

DAS does a good job of being an agency of choice for its employees. I would like to see the senior managers and directors take more time to make quick visits to employees (a simple two or three minute visit, saying 'Hi' and showing a personal interest to that individual's work). This would go a long way in boosting morale.

DAS doesn't truly value the people on the front line dealing with the public. We try to be too nice with other agencies and rarely enforce anything. Our customers are the taxpayers not the other agencies. The taxpayers are getting a raw deal. We have managers, not leaders. They are taught to manage but very few lead. Managers are too busy trying to cover their rear ends. Employees don't trust them fully...looking for the next gotcha. Leaders can take the worse employee and turn them around to a fully productive employee that will do anything for that Leader and team. There are always opportunities to praise and recognize. How many are truly doing that? DAS can lead in recognizing superior effort. We could have done that with the Walking Challenge and the participants just received a certificate on their chair. What a complete wasted effort of management. Perfect example just completely blown. A half hour recognition for all of the participants could have done wonders. People really competed and said...my health is very important. Heck, it's the biggest cost of any business. Recognize people doing something about it. We don't really set trends. We only follow them. Why are we so scared? Why can't we be trendsetters and offer 4 10hour workdays, and half day Fridays, how about trying to lead a charge to have everyone exercise at DAS to help reduce health costs statewide. DAS is a very rigid and sterile environment. There is a lot of work to do to have this become the choice agency to work for.

DAS employees oversee the final processes in areas such as benefits, state services and payroll, yet they are often paid less than those that do the same thing on a smaller level at an agency. Often times valuable DAS employees move out to the agency to do what they did at DAS and are paid at a higher rate of pay.

DAS managers/supervisors need basic management training. In too many places we have managers/supervisors with little to no experience or with too many other operational responsibilities to pay attention to staffing issues, concerns, ideas, etc. This causes employees to feel as if they aren't being heard or

paid attention to. We should allow managers to manage and ensure that divisional program areas are appropriately staffed to ensure operational coverage.

DAS needs a Project Management guidance team. Sees like there are a lot of good projects that would be good across divisions.

DAS should be the top rung of a career ladder. It should be a place to be promoted from agencies. It should not be a training ground for agencies to choose employees. For examples, the payroll processing staff are oftentimes in lower pay grades than the employees who process payroll in agencies: the configuration teams are not considered to be in an IT class, even though they effect OAKS process and system changes

DAS will maximize employee productivity and morale by making all employees feel that their contributions are valued. One way this can be accomplished is by improving communications from the top down. Employees are very appreciative when they feel that management is keeping them apprised of upcoming actions and changes that impact their work. All Hands meetings are a good vehicle for sharing information from the top. Periodic web meetings in which the Director shares information with staff would be a cost-effective method of sharing information as well. Monthly one-on-one meetings between managers and their direct reports is also an excellent vehicle for two-way communication. Making employees feel that they are in on things before things happen is a great way to improve morale. Management should also seek input from affected employees when developing policies. We should all be humble enough to admit that we don't know everything about what our employees do. Steven Covey's principle, 'Seek first to understand before being understood', has always been a good rule of thumb in the workplace. Since many at the top of our organization are unclassified employees who may be new to DAS, this is especially important. Often we see assumptions about how we do business being made that don't have a strong toehold in reality. Talk to us. Learn from us. Allow us to share what we know.

Decisions should be based on what's more efficient, not on ways that things have always been done.

Delegate responsibility and accountability to empower the workforce. Give employees some decision making authority to allow employees to handle agency concerns quicker, instead of listening to the concern and taking the problem back to the office for the employee's supervisor or administrator to approve or disapprove of the employee's resolution.

Departments need to respect each other's needs and place a priority on providing service as requested. Too often a department requests assistance from another department and the request is never responded to. It causes frustration and the feeling that nothing gets done or things get delayed indefinitely. Many times opportunities for growth are non-existent and there is no incentive for doing a job well. Performance based pay increases are desperately needed. The collective-bargaining perspective has created a workforce that believes their work performance has no relationship to pay increases and that they are entitled to their job without having to meet goals.

Develop clearly defined career paths; mentoring and succession planning Value Diversity and inclusiveness - Little to no diversity among decisions makers and 'insiders' Within one area of HRD - young 'white' females are given more preference and opportunities.

Develop positions that employees can escalate through based on established obtainable achievements. Empower employees to be capable of making decisions without requiring mgt. approval with an understanding I am responsible for my decisions and have to defend them when necessary. Provide up to date tools, I need a laptop due to meetings outside of the office but i see some get them (even if they don't need them) others don't. What is fair about that? Dual monitors would make my job easier and possibly faster.

Developing a way to reward employees who demonstrate their ability to identify and implement cost-savings measures through their work (i.e. identifying a problem and resolving it before it requires more time and employees to resolve. This doesn't necessarily have to be a peer-based program or involve financial compensation for the employee. Encourage adoption and utilization of new technologies among employees if it provides a cost savings and an increase in efficiency. This will probably need to include training on use of existing technology for some employees . . .

Do what ever you can to support and promote collaboration and communication. We have to be the model of everything we promote, technology, programs, policy...it is difficult to promote activities in the field when you know your own agency isn't necessarily following them. We need to develop, embrace and promote teleworking. Much like all Federal agencies are doing. We also need to start having some pride in our building(s) and offices, including furniture and the way we are set up to receive visitors.

Don't ignore suggestions that have already come in, or ask us to work on items that we know will be ignored by upper level management.

Don't think a peer-based employee reward and recognition program is a good way to address the problem.
NOT AT ALL.

Eliminate favoritism. Be selective in hiring/promoting-qualified employees. Create a program to actively recruit from colleges. Allow flextime.

Eliminate the requirement to take a lunch break, which usually results in donating time because lunch breaks are not always taken.

Employees must have buy-in to the guiding principle, one small way to get potential buy in is to have various levels of employees selected to participate in meetings etc. Too many times in my experience both private and public sector when impacting decisions were made all to often those actually performing the work were not included only supervisors and higher were asked for input, which in the end caused some issues which might have been brought to light if varying levels were included at the beginning. Offer mentoring programs so that those employees who may be interested in a new area can be placed into a mentorship program to determine if the area they were considering for future growth is indeed an area that is fitting for themselves prior to investing the time and money in for both the employer and the employee.

Employees should be invited to participate in various teams to streamline activities, write policies and develop new procedures. We do this at DAS but the same employees are invited to attend. Each division should be represented and all employees should have an opportunity to be included.

Employees value open communications concerning agency activities, projects, initiatives, etc. Communication also facilitates in breaking down the silos.

Encourage current employees to educate and prepare themselves for advancement into management positions.

Ensure employees feel valued, respected and appreciated. Build mutual trust and respect. Provide open communication for a positive and productive environment. Involve employees and assist them in achieving their potential and reinforce belief in the Agency - that the Agency is genuinely committed to these principles and do (follow through) what they say they will do.

Ensure that managers have the appropriate skills and information to adequately supervise and provide guidance to their employees. If the concerns of the employees are not addressed then even the highest performer will stop trying. When a manger show favoritism or doesn't see the competencies of their employees this type of 'employee friendly' environment will never be created. The managers in DAS need to look at professional development and stop hiding and not addressing issues that have been raised by multiple people on multiple occasions.

Equal pay for the same work, our area has three members doing the same job, HR sat down and told us there was an 'understanding' between OBM and DAS that we would remain in the same pay class except for one person on each side would be in a higher pay class. This took months of discussion because HR had us do write up after write of the work we perform but DAS HR did not agree with OBM HR Due to the class determined we have been unable to fill positions and continue time after time to contract the positions, spend hundreds of thousands of dollars to teach people our system so they can leave with the knowledge and pay at the end of the contract.

Everyone work under the same work rules. Some people are forced to certain work times while others come in at their will.

Exactly as the examples states, more employee recognition.

Find a better way to get rid of poor performers. Good employees working next to bad employees, getting paid the same = low morale. Eliminate seniority; implement merit pay (hello SB5). Notice the employees that resist this the most, for that is your 'slacker detector.'

Flexibility in both hours and scope of work.

Flexibility in scheduling. Autonomy in work. Broader scopes of work.

Formal employee development programs formal new manager training/periodic manager training career path programs stop reassigning people into promotions; it demoralizes those of us that thought we should have a chance at the position

Fostering more open communication between employees and supervisors. Getting supervisors/mid management 'on board' would be a good place to start. I have seen too many folks at these higher levels who are just here to do their jobs, and am not really interested in creating a positive workplace for their employees.

Fulfill Guiding Principle #4 - remove the silos and create a cohesive, collaborative environment where all areas of the agency (a.k.a. the business) are part of the processes to improve the business. Executive Management should become more engaging with both the internal customers and employees and our external customers and partners, creating a positive view of the agency - staff want to work where they are appreciated and feel that their contributions to the betterment of the organization are an integral part of the success of the organization.

Have each position complete a training manual for their job. As they go through their workday have them document what they do. Once this is done, they can flow-chart their workflow. This is not meant to slow down the work being done, but if people take 30 to 45 minutes per day to document what and how they do their job they will be able to review and ask why. This should lead to better efficiency, happier employees and better overall environment.

Have recognition programs that truly recognize outstanding accomplishments/achievements that go above & beyond the call of duty. I don't appreciate when employees are recognize because the nominator (e.g., supervisor, peer) feels someone has 'put in their time' and deserve recognition simply for doing the job they are supposed to do in the first place.

Have regular occurring staff meetings and employee recognition ceremonies; train and encourage supervisors and managers to have an open door policy and sincerely listen to staff issues, suggestions, etc.; and continue to hire within, if possible.

Have the recognition (or part of the recognition) in the form of a short, agency-wide email. This would be an incentive to be recognized, and increase positive communication throughout the many sections of DAS by highlighting people's achievements. This could also enlighten different offices of DAS to new ideas and innovations to improve business processes.

Having most of my career in the private sector, I find that DAS is comprised of many excellent employees. The culture and environment is far better than many companies in the private sector. I find most people are professionals who take pride in their work and are proud to say they work for DAS and the State of Ohio. This I realize is in contrast to what some from the private sector think of State workers, but it is also not a correct view. Perhaps recognition would improve this impression. And by recognition I mean that the State should do a better job of recognizing employees externally.

Help the organization understand DAS goals and objectives. There seems to be no developed path for the organization, at least at the grass roots level.

Hire and retain managers who respect and value their employees. Replace managers who view their employees as an inconvenience to be dealt with or view their employees as a necessary evil.

Hire for and acknowledge creativity in the workplace by all employees.

Hold a confidence vote regarding to competency of middle and senior managers and then respond in accordance with results. Bring an end to the 'Clique' Environment. If you are part of the 'in crowd, it doesn't matter if you are unproductive. Create more honesty between department managers and workers. Under current process, the only way to get a salary increases beyond the highest step is to obtain a promotion which is difficult due to favoritism.

HOW ABOUT ACTUALLY LIVING THIS PRINCIPLE. WHAT HAPPENS IN REALITY IS TOO MANY OF DAS EXECUTIVES THINK ONLY OF CONSOLIDATING THEIR OWN POWER AND ONLY OF THEMSELVES

How about 'DAS will be the catalyst of employee growth for all state employees.' The statement 'DAS will be the agency of choice for employment' does not reflect the wording of the text. Besides DAS is a support organization dedicated to the growth of Employees and fulfillment of other state agencies missions.

I am a College Intern and I feel that if you treated Interns with more respect and gave us more benefits of full-time employees it would help on the lower end, for example; Interns can not apply for internal postings and that limits us to certain jobs even though we put our blood sweat and tears into our jobs, we have to do all of the same task as someone who is full time so I don't see why we can not apply for internal posting like a full time employee. I think intern should also get paid holiday pay or at least be able to make up for it, I'm pretty sure I am not the only intern with a family and took a pay cut to gain experience in my field of education, but it makes it extremely hard when we barely make enough money to feed our families than when a holiday comes around we lose out on the \$80-100 that is detrimental to our family. Last but not least I think you should try to hire all interns and if not give them a long enough period to know so we can search for employment elsewhere, considering I'm done with school in less than 1 month and still do not know if I have a job, there should be a program of some type to assist interns that are not able to get hired on with their agency, that will assist them with internal contacts to different agency's since we have already proven our dedication to the wonderful state of Ohio. I don't want to be like some interns where their management waits till the last day of their internship to inform them if they have a job till Monday. Thanks for taking the time to read this and thank you for the wonderful experience you have given us interns in our career choices.

I am not sure. I think change has to also happen at the Supervisory and Managerial level. Many times employees are not able to but need additional cooperation and help from Managers, and Not just their own, but also, in other DAS Divisions. That cooperation is not very easy to get, sometimes. I think an attitude of cooperation and of interest isn't just from base line employees, but rather their Managers as well.

I am one of the individuals that was bumped out of my previous position due to the OAKS layoffs. As such this has caused me to take my career in a different direction. I understand that things happen and we have to make adjustments. But what I do not understand is that instead of management determining how best to use my experience and skills, I was given entry-level tasks that nobody in the area wanted to do. This has caused frustration on my part as I have worked hard and have always given over 100% to my employer. I also have two technical degrees and have a lot of experience, yet nobody has ever looked at my resume to determine the best use of my talent. It has only been recently that they are finally seeing my value but it took them over 18 months to get to see the light. I have mentioned on several occasions that my skills are being way under utilizing. Plus it is beyond my imagination that you would use a person in the pay range of 35 to a task that is normally completed by a college intern. If I have to make a suggestion it is that when people are bumped that the individuals are not treated as a lower class employee. We did not ask to be bumped and most of us are not bumped because we were not able to do our previous job. I am not in this alone. It seems like it happens to most of the individuals that get bumped into a different position. They are treated as an unwelcome guest in the beginning and it seems that we have to prove ourselves 3 times more than if we were chosen for the position. It's like we are starting all over at the bottom. It is not a fair process, but management needs to change their mindsets.

I am too afraid to say everything that is going on here for fear of retaliation. I will say, however, that all of the employees in our area get along really well. Thanks for even asking, honestly.

I believe it's an individual preference and it starts with each person. Their state of mind as well as their willingness to be a part of something good, a team player with everyone pulling the same way,

I believe DAS employees are treated well. My point of view is from experience in the private sector. It would be nice to see periodic visits or taped messages from the Director and/or his representatives about any issues that affect us and to let us know how DAS is doing.

I do believe that employees deserve recognition, and want some type of recognition. However, most (not all), employees are too humble or have a fear of being called upon in front of a large group of people, such as an awards ceremony. If there was a way to convey recognition in a less embarrassing way, employees may be more apt to participate in such a program.

I do not believe that a peer based recognition program is a workable; implementing this would promote unfair favoritism.

I don't have a solution but what may be missing is 'strategic' communication. There is much information but what is needed may be better effort to have the correct info to the correct employees at the right time.

I don't think this is a DAS issue but a statewide issue. Once the merit based performance plan is implemented, I think high performing employees will be more motivated since they will be rewarded based results and not by tenure. From my observation, the highest paid employees are usually the ones with the most tenure but are also least productive.

I feel that my contributions are valued and I am given opportunities for professional growth. I have had opportunities to learn new skills and I feel that my compensation and benefits are commensurate with my experience level and are comparable to other organizations. The EPDP program is helpful towards obtaining professional certifications that are directly applicable towards my daily responsibilities. I enjoy my job and am very satisfied with my experiences here. It would be helpful to have more opportunities to be exposed to, or work collaboratively with, other departments and workgroups within DAS. As we are a large organization, at times we can feel very compartmentalized.

I find it ironic that DAS is talking about employee contributions being valued and employees being included in the decision-making; however, only senior team members were included to draft the mission statement, vision and goals. If you're going to preach these virtues then DAS employees should have been included in these meetings. Why would you have a senior team that has virtually no experience in running DAS try and draft these goals? Why doesn't DAS draw from the pool of talent that has been working here for several years or even decades? Also, DAS has a history of hiring consultants to perform work that employees can handle.... Also, there are ITC 3's sitting at OIT with no work; they have actually taken on work that belongs to Acquisition Analysts. Since they are paid (very well), why not hand them some of the work that consultants are performing at DAS? If they cannot handle it, there is really no reason for those positions to exist.

I have never worked in a union environment before I came to the State of Ohio. The step function used to evaluate performance and provide compensation is archaic. I have always worked in a performance based evaluation process and I would never choose the union environment over a performance-based system. I am an older associate so these days I work for my own satisfaction. If I were younger and just starting my career, the non-performance based evaluation system practice at the State of Ohio would be enough to make me look elsewhere. Now I know your concern will be we can only influence the union rules to a certain limit, but these rules are so destructive that creative ways to overcome the union influence is needed in order to create a truly dynamic work force.

I have only been with the state for a short period of time. I have received 2 maybe 3 raises & now since cost of living & longevity I will not be receiving any more raises since I came in at the top of my pay range. I have a family & with things increasing I am not sure how to make it any more. Also, there is no motivation to do a good

job. I do a good job because I take pride in what I do & I love doing it. But some days it really gets to me. Rewards are nice & so is recognition program but they don't pay my bills.

I think continuing to hear others ideas and letting employees be heard and also acknowledge them with their ideas and contributions. So it is known who came up with the idea and credited for it.

I think employees need to understand how critical some of our services are and where they fit in supporting those services.

I think it could be helpful if DAS surveyed other state agencies to see what they are doing to help employees' progress professionally. DAS could possibly adopt some strategies that other agencies are using and what opportunities they make available to employees for potential growth and advancement. Right now there is a general consensus that if an employee wants to use their training, education and experience it is best to seek advancement outside of DAS. DAS should be the agency employees try to get hired with, not get away from. DAS offers training and educational opportunities to employees, which is a great thing. However, the reason some people become discouraged and disgruntled is because the opportunities to use what they've learned is not available. So, they are left with dormant information. The peer-based employee reward and recognition program in the example sounds like a good idea. Also, maybe along with that allow peers to nominate someone for a promotion or advancement opportunity.

I think that there is very little improvement needed for the department to be a success. When we have an issue it is brought to be attention and corrective action is taken. All of the time that I have been employed I think the department has run smoothly.

I think that there needs to be an emphasis on leadership. Not only from the actual leaders of the agency but from all levels. Leadership is so important in any organization and I rarely hear it ever talked about in DAS or in the State period. When there is a strong sense of leadership, it is contagious and work becomes important, the mission becomes important and people start taking pride in their job. A sense of pride needs to be restored within State government. Maybe creating a leadership program and tie it in with a reward/recognition program would be a good idea.

I think the recognition program would do wonders. The reward part may be a little much right now due to the State's situation. The superior accomplishment awards kind of say that: people don't have time to write a long nomination so to acknowledge someone is great!

I would like to motivate the learning new things.

If you hire a person for a position, let the person do the job you hired them for. Too many people in upper management want to run the show as if they are afraid to let the employee do their job, or they are afraid the employee may get noticed. An employee is as good as you trust them. If you have to micromanage, then you do not trust the employee. Just because an employee doesn't have a high level of education, doesn't mean that he or she are not great at the position they were hired for. Education is getting way out of hand. Most of the people I have worked with that have a degree are no help at all. 40 years in the field is better than apiece of paper that took one to four years to get. Experience is the key! Make the employee a part of the team and quit looking down on them. We all have a part in this game.

Improve collaboration between the DAS divisions. The current culture of silos wears makes it almost impossible to affect change across DAS. After continually experiencing the lack of collaboration within DAS, employees become frustrated and dream of greener pastures - whether that is finding a job at another agency or in the private sector.

Improve communication so employees understand why and how decisions are made that affect the tasks they are assigned.

In my 27+ years with the state and in DAS, I haven't seen much change in the way DAS implements and supports new strategies. We are pumped with enthusiasm for new projects or new ways to do business, only to see them fizzle within months. Being in management, I can see 'territorial boundaries' between agencies and 'egos' within our own agency that always hinder moving forward toward a more efficiently run agency and

government. Even if something does happen to break through all these barriers, they ultimately lose ground due to budget concerns or an administration change.

In my opinion this is more specific to a particular manager. In other words it is good in some areas but may not be so good in others.

In my opinion, the problem is not a lack of recognition, but a serious lack of respect and a lack of understanding for each other's jobs. I have heard many times from people that they could do the job of a person in their section who makes more money than they do - when, in fact, they do not have the credentials or experience to do so. I have also heard someone in management belittle their employee's jobs by saying that a person with lesser credentials could do just as good of a job. I think this is occurring because there is a lack of understanding the scope of responsibility of those whom they are criticizing.

In my unit the positions are under classified as the employees we work with from the other state agencies are generally 2 to 4 pay ranges higher so when those positions become vacant we loose our staff. In addition I would like to see the HR training program brought back. I would like to raise the bar in by unit in terms of offering a higher level of professionals in my unit so the training would be extremely beneficial. We may need to revise or add to HR University but either way it would be very beneficial. Maybe some of us managers could be required to teach some of the courses. I understand being required to hire from within only right now but this is putting us in a situation of hiring someone who really is not the best for the unit or not hiring at all and therefore we are hiring or promoting people who are not the best for our unit and we are not able to get the best and most professional people into our unit.

In the past, I felt like suggestions for have been ignored to keep doing process the way they have always been done. I have notices, that for the past 2 years, management has been receptive to improvements in the process, and been willing to provide employees with tools to make these improvements take place.

Include employee ideals when making changes to work practices/processes in place. More often than not, the employee knows how the change will affect the end product (positive or negative). Consider Happy employees = Happy customers

Inclusion and empowerment are two foundational elements to affect real cultural change. All of the other principles-customer service, efficiency and synergy-will result if inclusion and empowerment become well established. To include employees on decision-making, conduct focus groups to discuss upcoming decisions or changes to policies or procedures to get their input first or at least before changes are implemented. The advantage of this approach goes well beyond a feeling of inclusiveness. Focus groups provide an opportunity to gain buy-in among employees and are also an opportunity to gage reaction, which would greatly aid the communication plan for the change. Groups can progress beyond discussion and help with implementation as well. Empowerment is a strategic leadership skill. Leadership development and the tools and resources for application are necessary to move management from a tactical mind-set.

Increase employee empowerment. Streamline internal interaction between work units. More focus on enabling our business versus policing.

Instead of a job fair, why not offer a services fair? Invite all directors and actual service/goods users to attend a DAS information fair of sorts. Ask the departments (DAS service providers) to prepare and staff small booths that provide information and samples of their products/services. At the same time hold 20-30 minute FYI sessions on the products and services in the Willow and Walnut Conference Rooms. Rotate presentations ensuring that presenters have at least two opportunities to market themselves and for the convenience of attendees. By using space on Surface Road, we save the expense of rental space. Where possible use overages from previous jobs to cut down on preparation costs. Take the opportunity to cite specific advantages to using us. For the fair and all future purposes, ask all DAS service providers (departments) to prepare a pamphlet of their offerings along with costs (much like private sector). At present, I think most agencies, including a large number of DAS employees, don't exactly know the differences between some areas (e.g., facilities, real estate, and state architect). If we don't, how can we expect our customers to?

Internal Promotions Employee rewards for outstanding work

Invest in program areas where the individuals make a difference, whether that is cost savings or improved customer service. High performing teams can bring significant benefit to the State if resourced appropriately. I think DAS and the State in general will have a difficult time recruiting and retaining staff (especially in areas like information technology) as the economy recovers. The administration needs to treat public servants like the asset that they are. I realize that there are some 'bad apples' in public service but the private sector has their share as well. I personally work with a group of people that are professional and work very hard. We need to recognize that effort and instill pride in being a public servant. I've worked in both the private sector and the public sector, and to be quite honest, I see a greater commitment and work ethic in public servants than their private sector counter-parts.

Invite and welcome ideas to improve working environment and encourage improvement ideas.

IT consolidation statewide is a must and is long overdue. Having been in private industry until a year ago when I joined the state, I am appalled at the lack of cohesive vision, enterprise thinking and waste of money. Stu Davis is the right man, but does not have the tools he truly needs. Please issue an Executive Order consolidating IT as most other states have done so he can succeed. The state could easily save 150m a year by consolidating IT under DAS and getting everyone working towards the common goals and common good. I also believe that contractors should be used less, and a program should be created to get everyone to compete to save money across the state. Shared services should be extended to local and county government to make government cost less for all Ohioans. Customer engagement and a customer facing service organization are what is needed.

It doesn't have to be about recognition with awards. Just keep us in the loop. Everything is so secretive around here. I want to know who you are. The director has never once come to my area to introduce him. Nor has he had a meeting with the entire division that he is responsible for. Emails. That's it. That is not personal. Just treat us like human beings and keep us informed of everything going on in the division, good or bad.

It is important to review all DAS positions regarding areas of responsibility. It is difficult to see how this agency has oversight or compliance responsibilities for all other state agencies, yet one needs to get promoted to a position they have trained someone else for in order to grow financially. It is not logical to think that one can teach all aspects of a job they are unable to or have not performed themselves. They too must be competent in those areas. Pay equity is item #1.

It is not always clear how DAS employee efforts directly contribute to agency goals. This is not because employee efforts are fruitless. I feel it is more an issue of communication about how DAS is successful. Top down and bottom up communication systems within DAS are archaic and dysfunctional. Managers and workers mistrust one another because they lack effective communication tools.

It is the age-old issue of trying to maintain communication between all tiers of employees. If there isn't clear communication as to the strategy and direction and how an employee's job supports that, then it is difficult to have job satisfaction as opposed to just getting a paycheck. Suggestion: establish a means of communicating regularly what the overall strategy and direction is for the agency -- and identify how the different areas of DAS support the strategy and direction.

It might help improve morale and productivity if there were merit-based promotion opportunities but the budgets during the long recession have stifled any promotional opportunities. There is not much flexibility in the work schedule. It would be nice if the state were on a four 10-hour day work schedule. It would probably save money for the state by not having to keep utilities and other operational items running as much. It would at least be a nice benefit if employees had the option of working four 10-hour days. DAS keeps losing people to retirement and other employers yet none of these people seem to be getting replaced. This creates more work and stress for the people that remain, most of whom are already maxed out on workload. It would help employee morale to replace any employees whose absence increases the workload on others. It is helpful to have an employee suggestion program. The ability to telecommute a portion of each week would be a very nice benefit. It would especially be nice to be able to work from home on winter days when there are snowy or icy roads.

It would be beneficial for DAS and all other State Agencies if DAS was able to hire vacant positions. Replacement of workers that have left State service would allow DAS to continue providing quality workmanship in a timely manner.

I've worked where these have been implemented and they have usually failed miserably because they become who is the most popular type of high school thing. Recognition for good performance should flow through logical and standard leadership practice - reviews and when appropriate rewards. This is a management function- give me raises for good performance - not roses that wilt in a day or a week. I've got 25 + years in the state. For 20 of those years, I felt valued; however, over the last year, it seems that the emphasis of the corporations and the state has been to get rid of aging employees, strip them of benefits, negate the wisdom 20 years of experience provides, and clear that bottom line...Unfortunately, this is a government agency...not a corporation. Those 20 years are valuable and I'd like to see respect for my service restored. In the end, the only losers will be the taxpayers. It's going to be uphill for everyone over the next five years, at least, and we better be working together and respecting each other. That will lead to success.

Just like you are sending this survey around to employees, some of the decisions that are being made regarding employees and their jobs; employees should automatically be included in the decision-making. Even if our suggestions or ideas were not put in place at least we would feel like we are also working toward solutions to solve problems.

Keep an open mind on employee's suggestions and recommendations. Just don't ask for suggestions knowing what will already be done. It is a waste of people's time and energy.

Keep employees engaged in policies & procedures that will effect their position and or department. Create incentives based on the customer service aspect of the DAS role.

Keep everyone involved. What I mean by this is that too many times decisions are being made on processes, products, and application development without consulting DAS employees who have been working within their environment for years. You might have 2 or 3 people that know anything and everything about a DAS process but when it comes time for change they are not even included in the planning or analysis. Not sure if people even need their accolades, they just need to know that they are important. And this can be accomplished by making sure they are involved.

Knowledge sharing is critical among sub-divisions and over all DAS. This is a constantly changing paradigm. There is a risk of trying too hard to share knowledge, and the audience becomes numb to new input. Requesting input from employees is key, and acknowledging the input is critical. Implementation of ideas is ultimately what matters. The focus on customer service must remain as the core element.

LEADERSHIP

Leadership is the key to the success of any program. Each supervisor has to understand the overall strategic goal of DAS in order to be effective. Standards have to be clear and concise. The means to achieve the standards can be flexible but the efforts must meet the standards. Everyone must be held to the same standards. If a person adds value to an area by doing two jobs, or creates a means to be more efficient that saves the department time and money the employee should be rewarded accordingly. (Example: added vacation time, comp time etc.) Another reward in the case of doing two jobs on a permanent basis could be a job reclass to a higher pay range. Rewards for other employee contribution may be new furniture for their office, or personalize equipment, computer, etc.

Let employees know what is going on with their customers and allow them to be an integral part of providing the services needed. Provide all the information needed to produce the best outcome for the customer. Allow employees to be creative and offer ideas, and to use their strengths in their positions. Encourage an attitude of cooperation rather than competition. Encourage everyone to work together as a team. Eliminate this pyramid where supervisors and administrators are at the top, and the staff is at the bottom. Allow open communication with all levels of management inside of DAS and with other agencies. Let employees know that their job is equally important in fulfilling the mission of the organization. Eliminate unnecessary and repetitive procedures. Encourage ideas. Encourage growth and career opportunity.

Let employees work straight 8 hours (like other state agencies) Let employees have everyday flex (come in 5 min early then leave 5 min early) (come in 5 minutes late leave 5 min later). Maybe just not let the time go more than a half hour either way to an hour. (like other state agencies). Both of these would build moral.

Listen to the employees. Especially those with over 20 years of service. Have an open forum (forget the political 'town hall' meeting where the name alone makes you feel intimidated) and let both union and exempt talk and share ideas. Get some best practices from those of us who are frowned upon and discouraged from getting involved or giving feedback.

Look at the gifts, talents, knowledge, skills and ability of employees. Just because they are in a certain position doesn't mean that they aren't good at something else. (i.e. someone has talent for writing or creating marketing material, let them do it!) If someone knows how to create a Publisher newsletter, why make someone do it who doesn't even know how to do it? USE PEOPLE'S TALENTS...it will save time, energy and make happier employees.

Make it easier for employees to be promoted. Posting the position, reviewing applications and then interviewing is time consuming when most of the time everyone already knows who will get the position. Promotions should be based on merit.

Make sure there is training, cross-training and career-pathing throughout the agency. Some areas do a good job of these things, but others don't. Too many people feel they are merely running in place and that their future is the same as their past. Lack of growth and fresh challenges equals disgruntled, 'I've got to get out of here' workers. Many consider the current recognition program simply political.

Management to respect the ideas of their employees.

Management to respect their employee's. In my experience while working in DAS, this agency shows a lot of favoritism.

Management is recognition more often for a job well done and especially for those who go above and beyond the call of duty on a daily basis. Too often employees are not recognize for doing a good job and the employee recognition programs currently in place have more to do with a popularity vote than those of us that silently sit back and do an excellent job without any recognition. Just a pat on the back and a complement once in a while from management really would improve morale.

Many managers tend to want to keep the 'status quo' and to not make waves. Innovations especially in cost savings arenas are punished by office/bureaucratic ostracism and deliberate antagonism towards employees.

1. It may be time to re-stack and/or re-shuffle managers at mid to high levels.
2. Create a 360-evaluation review process for all employees (at all levels).

Many people are disgruntled because of the lack of opportunities for growth within the agency. I've seen several times where current workers of DAS are passed over for promotion and a person from the outside is hired for the position. So those people will leave DAS for another opportunity with another agency. So my suggestion would be to make an emphasis on hiring/promoting within more so than it appears. Another suggestion would be to offer a cash award system for employees who show work above and beyond what they are asked or exceed expectations. I know some agencies in the Federal government offer this kind of cash award. I'm not sure what kind of suggestion to give on the comment 'create an environment where employees' contributions are valued and respected' other than to get better managers who listen to others, even though they are not your manager. I've been 'hushed' in meetings by managers that are not my own when trying to express a concern/opinion. That's certainly not being valued or respected. I guess you could include this idea in some manager/employee training on your new principles.

Modification of the current peer-based employee reward and recognition program. The current program limits nominees to those going clearly 'above' what their job duties include. Sometimes people need recognized for doing exceptional work within their assigned role.

More emphasis on teamwork that includes follow up by the supervisors. This survey will help in this regard if the results are shared and implemented to the greatest extent possible.

More inclusiveness in regard to idea-generating (brainstorm) meetings. Many times it seems only a select number of individuals are able to participate in strategic direction type meetings. Often it seems to those not participating as closed-door type meetings.

More input to budget process, rate structures and service management in the hands of the service owners. Ability to define required hardware, FTE and supplies to facilitate serving customer needs. Plan for future customer needs to support agency requirements without compromising security and dictating special configurations that require additional support for non-standard configurations. Executive and middle management support of services for expenditures on maintenance, system upgrades and capacity increases to meet projected needs ahead of agency demands. Layoffs, employee promotions and retirements in the Infrastructure Service Delivery area have stretched staffs to breaking point while delivering more services and volumes to customers. In addition, many of the staff is reaching retirement age with no trainees to fill multiple roles in crucial service areas. Consultants running the same services often cost 2 to 3 times what a properly trained state worker and rarely are required to fill other roles when needed.

More mentoring is needed and DAS needs to take its EEO policy seriously. I see male employees rising through the ranks of the agency and being given the advantage of informal mentoring by more senior male employees but I don't see any path to advancement in this agency for women. I have resigned myself to the fact that the 'good old boys' network is the way it is in this agency and that no amount of effort on my part is going to result in promotion. Age discrimination is also a problem. Older employees are made to feel that their ideas are not important and that the best contribution they can make to the agency's success would be to retire. In the long run, this attitude will hurt the agency as all employees have something of value to contribute in a culture that nurtures diversity.

More tech training for employees Employing younger employees with more ambition/drive/ideas

More training for the employees. Technology changes all the time and employees need to learn these technologies so that we can offer them to our customers.

Most employees want to do an exceptional job, but need guidance and empowerment to 'own' their job. Sometimes it's not about being 'disgruntled,' but feeling under-valued or 'stuck' in their current position and would benefit from having the ability to create a career path. Sometimes it's a matter of not having roles and responsibilities clearly outlined that makes it hard to assume the ownership. 1. Create employee career paths based on current skills and education. 2. Clearly outline employee roles and responsibilities.

My perception thus far is that many people are complacent because they don't think what they do or how they perform makes a difference. In addition, the general consensus seems to be that they have to do more, but they are not recognized grade-wise or monetary-wise for more work and/or increased responsibilities. Basically, morale is low. Personally, I like to feel like I'm making a contribution. Perhaps one way to respond to that desire is to have a suggestion program. Suggestions can be submitted by anyone in DAS and will be evaluated by a committee of employees including non-exempt and exempt/non-management and management. If the evaluation supports cost savings, time savings, stream-lining processes, etc. the suggestion is implemented and the employee who initially made the suggestion is informed, and is further recognized within DAS for the implemented suggestion.

Offer higher education support. Offer excel, access courses, or tuition reimbursement. Management could be more supportive of employees who are pursuing a degree by allowing them to take sick time as study time. Offering employees who are pursuing a degree more responsibility as their knowledge grows helping to steer them into a more suitable (according to their courses completed) position if possible. Overall, more interest from management about the career goals of their employees and how they fit with DAS objectives.

Once upon a time, managers were able to hand out a star to employees as a pat on the back - this was a means for employees to be recognized but not as ceremonial as an employee of the month nomination. Perhaps schedule more town hall / all hands meetings or forums to make all employees aware of what is happening within the department.

One way that DAS can help improve the culture for employees is by re-evaluating the organizational structure in certain areas of the department and considering re-alignment of resources to more efficiently meet the needs of its customers. For example, the IT areas of DAS are currently extremely siloed; this leads to delays in communication between the silos which often results in slow and inefficient resolution of issues for the customer. Not only is this frustrating for the customer, it is also very frustrating and morale-lowering for the employees in these areas as providing consistent, efficient issue resolution for the customer becomes difficult. Also, continued efforts to solicit employee opinions, like this survey, would also help.

Open and honest communication Utilizing information gathered to actually implement change Minimize the 'buddy system' for projects and promotions

Opinions are not appreciated or asked in the HR department from lower rank employees. Managers tell you they have an open door policy but when you try to utilize that option you find out that it isn't as open as the manager wanted you to believe it was. There seems to be a power hunger or struggle with the female managers in DAS as a whole.

'Over time, many employees can become complacent or disgruntled because they believe that they cannot affect change, their opinions are not valued, or there are no longer opportunities for growth.' This is truly an issue for employees and management, when promotions or openings in a department are filled based on seniority, or a lay off list, everyone loses. The department does not get the best possible candidate which causes management issues with lost time and low performance, and the good, hard working employees that are passed over become disgruntled because they see those individuals that just put in their time get promoted. Many other agencies do not follow the rigid guidelines that DAS does.

Over time, state employees become disgruntled because of the political process and change that results from it. Just because the political environment changes, the 'worker bees' must continue to carry out the duties and responsibilities effectively. All of the effort and hard work that an employee has exerted tends to be mute as friendships, not necessarily talent and skill have taken over. This type of thinking and behavior is extremely discouraging. In order to be employer of choice, it is critical that the leadership support the efforts of DAS employees, the services it provides, and create an environment that is not based on friendships, rather on the equality of all to be presented with opportunity and fair treatment without regard to gender, age, or race bias. Recognition programs have been in place under all political party heads and that is a tool but certainly not the solution.

Pay more or at least as much as the other agencies for similar positions offer some real flex timed opportunities (not just limited 7 am to 9 am) or other professional perks for being a part of the lead dog agency

People bring many things to their jobs. These include: intelligence, work skills, vision, communication, ability to get along with others and the desire to do a good job. All of these make up a person's competency to provide a quality outcome for DAS. However, I think personnel decisions are sometimes made without a holistic evaluation resulting in staff movements that are counterproductive and injurious to the overall mission of the agency. While management must make decisions that are not always popular, these should be done in a thoughtful and planful manner with good and timely communication to all staff. The 'example' above suggests an employee reward and recognition program, which I would not dismiss, but good and well-communicated staffing decisions by management will tend to reduce rumors being whispered among peers and enhance the overall morale of staff.

Please, no more recognition programs! They always end up being a joke among the silent majority of DAS employees. It's always the same group of people that nominate each other and receive the rewards. We need to spend time and energy on building a strong team. Cross training would be a great start. It would not only begin to break down silos but would also strengthen the agency. You could also allow technical employees (if not all staff) time for self-guided study; maybe 2 hours a week. This would build skill sets and allow employees a chance to explore areas of interest.

Policies and Procedures are written by people who feel they know what would work best in different positions without the consultation of the people on the front lines whom actually do the job on a day-to-day basis. How can one conclude the best resolution for a position without experiencing what obstacles people navigate daily

while carrying out their job duties. What may be written in the Garrison may not work on the front lines. Then when it is mentioned, we are made to feel like we are incompetent in regards to a job that we do on a daily basis. We are not recognized for our efforts but a piece in a puzzle in which the make our managers shine for our efforts.

Procedures and decisions are based on managers who may oversee a process, but not actually work doing the process. i.e. Payables function transfer to OSS. In theory, OSS is a GREAT idea, in reality, it literally sucks. I was a HUGE encourager to accept and embrace OSS, after finding out that we are literally doing ALL the work, and OSS is simply doing data entry, now I against it. The time it takes for me to prepare an invoice to go to Shared Services, I could voucher it. As for growth, there are plenty of opportunities for growth, however employees are overlooked or unnecessary PSMQs are placed on positions to keep current employees out of the positions.

Promote from within. Create an easier way to submit recognition forms.

Promote more from within.

Promotions. I have been in the same position for 15yrs and have no opportunity for advancement. I have taken many classes but we have downsized to the point that none of us can take time to go to classes because we don't have enough employee's to fill in. I'm doing over 20% of what is in my PD but still have not been promoted. I don't really care for a recognition program. If my boss knows that I do a good job that is all I care about.

Provide a centralized location (or webpage) where employees can make suggestions and make their opinions actually heard. Suggestions could be reviewed and then forwarded on to the appropriate department head for possible implementation. If employee works in the same department as the department head, their identity should be kept anonymous at this point. The best suggestions that help DAS move forward or save the State money and are implemented should be recognized.

Provide assistance in creating a career path. Employees should have more resources and knowledge about opportunities for advancement. The agency should become actively involved in helping employees move to the next level.

Publish maybe on a quarterly basis all the suggestions / constructive criticisms received from employees and publish the reason why or why not the suggestions / constructive criticisms were acted on. This could be presented at our quarterly meetings.

Recognition of employees for their hard work. Provide training to assist employees in being successful in their positions. Be willing to consider and accept new ideas and concepts and increase efforts to solicit participation from employees who are traditionally disenfranchised.

Recognition programs don't work - most become popularity programs and not true recognition of jobs done well or extra effort extended to complete a job. I have heard from many people outside of DAS that DAS is the best place to work so I think that reputation is there but once working within DAS you truly do not feel like anyone in management listens to suggestions - or if they do, they become their own idea.

Recognition should not be given out to people or groups who are just doing their job since that is what they are supposed to do. Should have a specific element of above and beyond otherwise it is frustrating for others who do their jobs well everyday and aren't recognized.

Reduce the labyrinth of HR policies and the culture of 'catching' people for every violation. Make Employee Services more than the enforcement arm of management.

Reduce the use of Temps (temp agencies, interns, etc.). Promote from within; instead it seems everything is done to screen out internal employees from promotional opportunities. (i.e. You are doing a good job doing your current job...we don't want to lose you there. Stop the abuse of using part time positions and working them 39 hours. This is done to prevent a full time from applying because one doesn't want to go to PT.

Training Improve the superior accomplishment program for the agency...Do not have separate program for just one division.

Reengineer the human resources functions at the OES and HRD level. It takes far too long to hire employees. On the other hand, employees see how long it takes to remove poor performing workers. If you haven't noticed, morale is low.

Regardless of the program you put in place, in order to make DAS the agency of choice, employees need a face to know they are valued and have a voice. Bob Blair needs to be that face, needs to meet and greet employees in smaller (not an all hands meeting) group settings to personally convey mission and goals and listen to concerns. Making management appear approachable is nearly as important as being approachable. Same concept for other work areas and their administrators, GSD, OIT, etc.

Regular staff meetings. Employee meetings led by supervisors where they actually distribute information that concerns the direction of the agency. Not a bunch of 'There is anything going on at any higher level which impacts you or your job'.

Reinstate flextime policies such as working 4 10-hour days, 6:30am start 3:30 leave etc. Trust individual managers to set an appropriate schedule for their team including all coverage needs.

Resolve pay grade disparities within team units (e.g., procurement). Create opportunities for growth, as in develop employees for the next step up in the organization. Operate in a proactive rather than a reactive manner. Ensure that project teams consist of a good sampling of the people with the subject matter expertise to conceptualize all aspects of the project being worked on. Get out of the 1970s time warp, and start managing employees with the more effective modern management techniques. Stop rewarding mediocrity. There are a number of negative affects that result from this. This is the only organization I have ever worked in, in which the employees are not perceived as assets to the organization. The employees really are an asset, it's a shame that they don't feel like the powerhouse that runs the organization. We are the business arm of the State. It's frustrating that we don't operate more along the lines of one, within the parameters that enabling legislation allows us. A solution might be to find out who they are and TAP INTO the Business Administration majors of this organization to streamline and bring some modern business operations strategy into the organization. The procurement office in particular could use some updating.

Respect the contributions and knowledge base of senior bargaining unit staff. We have good ideas for improvement, however, the following discourages our efforts: 1.) Many managers make the assumption that because they are exempt employees they are entitled to respect, but not their staff. Changes are made in the workplace without sharing with the staff-at-large. Actually, most of the day-to-day decisions made by management should not be secreted from the staff. Open communication in which staff is made a part of and informed of changes can make for happier staff! 2.) To be a college-educated woman in a technical position which requires flexibility and constant movement to meet customer demand, and be told to punch a time clock is demeaning. My managers do not punch time clocks -- are they more trust-worthy than a twenty-five year employee of DAS who has won many awards for her work performance? 3.) Merit pay has been on record for many years at DAS. As my manager told me, I was 'put in' for it many times without response. The tricky issue with merit pay is using it correctly so that it is given to worthy individuals and not friends.

Reward employees for utilizing and bringing talents to the work place that may not be part of their position description. Employee of the month incentives. INSTEAD OF SAYING 'OTHER DUTIES!!' That's insulting! If you are doing something that was not part of why you were hired and you are excelling for the Department you should be recognized for it.

Reward employees with recognition for service under 5 years. I know there are service rewards once you reach 5 years and beyond, but for employees under the 5 years there are a lot of 'great' ideas and hard work being done that goes unrecognized. Maybe there could be certificates for 1-4 years of service or something small.

Reward programs do not work because most people don't acknowledge that their peers are doing a good job. They don't want to admit that someone else is doing better than they are - or so it is perceived. Those doing a

really good job and going beyond are seldom recognized and then become frustrated or complacent because of that. Or people who do a great job don't want to be in the limelight anyway - they do a good job out of personal pride. I think a better way to promote an agency of choice is to have less micro-managing. We all know how to do our jobs and what needs to be accomplished so there needn't be so many supervisors/managers/ administrators/assist administrators, etc for each department. Some departments have a ratio of maybe 3 workers for each supervisory position. That, I believe is just too many. It would also be a big cost savings to 'cut the fat'. One example of heavy administration is State Printing, I think. We are all adults so lets start holding workers accountable for doing their jobs and stop standing over them telling them how to do it and making sure it is done. And if we need the number of supervisory positions, then shouldn't there be enough work for them to do that they don't have time to micro manage?

Reward system would be effective for a temporary period, due to favoritism and low participation. Keep employees involved in decision-making and have them own projects. Treat them as project managers and they will have pride in all tasks assigned. I feel more passionate about what I'm doing when I have 'Real' input and have a sense of ownership of what I'm doing.

Reward the people who actually do the job based on verifiable facts such as fees they generate.

Right now there is a peer-based employee reward and recognitions program - Quality Service/Superior Accomplishment. At present, there are not enough committee members representing Bargaining Unit and Exempt for each division of DAS. In fact, some committee members have been on the committee for a number of years when it should be only for a year. And one division has its own employee award program and for some reason it automatically qualifies them for DAS' award. There should only be one award program and there should be better guidelines as to how someone qualifies for Quality Service or Superior Accomplishment. What you describe in the narrative for the Guiding Principle #1 is how I felt when I began working for the State. I was excited about the work and the prospects of opportunities for growth. However, after you have been here for a few years it is obvious that your opinions are not valued, there are no opportunities for growth, your contributions are not valued or respected and if you are included in the decision-making process it is just to say you were physically present (usually decisions have already been made at that point). The solution is not an easy one. Right now, DAS has six (6) divisions and in the past their business offices have been separate, then merged into one, then separated again and now semi-merged. Each of these divisions has their own set of priorities and agendas and could care less about each other. In fact, looking from the outside in, you might observe that each division looks at itself more as a separate department than part of one department. To be quite honest, I would suggest many solutions but I don't have the time to go into detail ñ I have work to do. However, let me offer some key words that may help. Trust, Openness, Teamwork, Structure, Equality.

Right now there is a peer-based employee reward and recognitions program - Quality Service/Superior Accomplishment. Right now there are not enough committee members representing Bargaining Unit and Exempt for each division of DAS. In fact, some committee members have been on the committee for a number of years when it should be only for a year. And one division has its own employee award program and for some reason it automatically qualifies them for DAS' award. There should only be one award program and there should be better guidelines as to how someone qualifies for Quality Service or Superior Accomplishment. There are a lot of State employees that take pride in their work but there are a few that tend to 'spoil the barrel'. Then when something bad or embarrassing happens, we all look bad. Many of this bad

Some unclassified managers (one in particular) think they know everything and bully their employees as well as high-ranking managers and employees of other sections, constantly criticizing the OAKS system, policies, procedures, and how jobs are done. There is no expectation of rewards, recognition, merit increases or even a 'thank you' because no one can meet expectations.

Sometimes in state government I think it'd difficult to give employees recognition and sponsor employee rewards or fun activities, but I find that when we do get a chance to do those types of things that it makes everyone appreciate each other and the work we're doing. I think employee recognitions are great but also just simple praise from managers when they see someone doing a good job. We're all so busy that we forget to appreciate one another and sometimes getting that extra praise might make someone work a little harder that week - give them the push they need.

Stop putting up roadblocks for every process so that we can do our jobs, do them well and use our knowledge. It is highly frustrating to see how many levels of resistance you have in front of you at every turn. Make it more about smart business and common sense and less about politics, posturing and bowing to the union.

Supervisors should be educated and encouraged in creating such an environment

Supplying new equipment like computers, phones and desks to do our job better. The ones we have now are not ergonomically to us at all. We will be getting a new 'MyOhio' sign in page soon and that means we'll be getting a lot of calls from customers to get a new password reset, and other service calls, and we will have to look up information and talk at the same time, so having equipment set up correctly and being able to see a full screen would be good for us and better service to the customer. Who wants carpal tunnel..LOL

The biggest roadblock to DAS completely supporting this principle is the collective bargaining agreement. I have never worked for a union and I have never worked with any type of system other than performance based. I am a Type A personality so I cannot help but provide the highest level of service I know, but I completely understand how motivation is diminished when the best performer and the worst performer will be compensated equally.

The Director should get out and visit every DAS office and learn from the staff what they do. Senior staff seem separated off from staff. The Director seems like a nice guy and I think he might be popular if he were more visible and interactive (and not just once). Make DAS a less bureaucratic place to work. For example, eliminate redundant paperwork such as OAKS time entry and the spreadsheet timesheet. Just use OAKS. Allow regular flex schedules. Hold managers accountable for office service coverage. Discipline consistent poor performers with a goal of letting them go. The amount of workers who don't contribute much makes it difficult on the ones who do. Don't continue superior accomplishment awards and the like.. They are often viewed as giving people days off for doing their job and sometimes it appears as if groups of employees are just nominating each other. Don't hold a DAS All Hands meeting. There is usually not enough substance in these meetings and sometimes the speakers demonstrate don't know what DAS does.

The example above is one. Also, have more opportunities for us to be the place employees want to be and promote to, not other way around as it is now. Right now we have staff leave to go to agencies and the agencies recruit from us. It should be the place that agency personnel strive to work for. We need to become more centralized in processes and we should be the leaders in processes. We are the centralized area and agencies should look to us and have the confidence. We need to streamline and build more processes to initiate that way of thinking.

The example provided (peer-based employee reward and recognition program) is a good example but I think that this already exists in some areas of DAS, as I know DAS has a quarterly employee of the quarter ceremony and I believe that employees can be nominated by their peers at this time. Honestly, I think that as a whole DAS does as good of a job of fostering a positive workplace for its employees, and I can certainly appreciate the challenges associated with employing a large number of people and trying to provide this diverse group of individuals a 'positive' place to work. It is my opinion that the conditions (as a whole) are presently good, and being that the responsibility for a positive workplace is shared between employer/employee as long as both parties work and continue to grow with this in mind then that's really all you can ask for in a workplace environment. Lastly, if there was ever a forum/opportunity for non-management/supervisor DAS employees to have a recurring (maybe 1x/2x per year) opportunity for a meeting/discussion with the appropriate party to discuss their specific workplace environment I think that would be very much welcomed. This relates to an employee, or group of employees within the same work area possibly feeling as if they have no voice, etc., with regards to their specific manager(s) if they are experiencing a negative work environment, want to voice concerns, etc. An alternative way to possibly do this would be to have some sort of regular/recurring assessment of the DAS Supervisors/Administrators, by using input from the DAS employees that report to the particular Supervisor/Administrator as a component or basis of the review. I love what I do here at DAS, I believe in the mission of DAS and overall I love my job, but with this being said I know that others here in my area including myself have learned to adapt to direct management's often difficult/negative/deceptive leadership due to fear of recourse and/or loss of job.

The fact is that it is really hard to create change in this environment. Every time a person wants to make change it is the equivalent of running up hill with cement boots on. People aren't accountable for their actions here so there is no real motivation for improving on what they do. One of the biggest issues I see here is that no real clear direction has ever been provided from above or communicated down. Even if the message does get down people know that all of the upper management will be gone in 3 year so they wait them out.

The historical knowledge of those employees with many years of service seems to be of no value. Employees do not feel that their comments, concerns, issues, suggestions or frustrations are of any importance and that the administration already knows what they want to do. To make it appear that they got employee input they have 'group' to discuss and then take nothing discussed into account. Newer administrator come in without having complete knowledge of existing programs and want to change to world or find fault with everything that has been working for a long time. Not to say this may need some upgrading or cleaning up but high level folks need to know why we do what we do before just making changes.

The Newsletter, though short-lived was good.

The reward and recognition are nice and needed! However, DAS is slow to promote from within. There are side effects from doing this but those are cheaper than training someone from the outside and getting them up to speed in an efficient manner.

The statement above that DAS can create a culture is true. As worded, it sounds like a political promise; to make it real, it will require a commitment of resources, both to manage a 'culture improvement program' and to ensure that those who are contributing are able to contribute. The real danger is in implementation. If resources are constrained that they are buried just doing their job, do not expect them to be available for another executive led initiative that dumps more work on the already over committed resources.

The supervisor should not be allowed to take their employees work for granted. There is no need for tangible rewards such as a certificate but verbal recognition specific to the employee and the employee task goes a long ways. Also, the self-esteem of state employees is at an all time low. Not only does the public not think highly of them, every time they look at the papers or the local news, the legislature is trying to take benefits and pay away from them, by saying that they are already over paid. Managers, supervisors and directors all want productivity but create a negative atmosphere in which to work. So you need to quit bad-mouthing the state workers and give them credit in the public's eye.

There absolutely should be an employee reward and recognition program not only at the DAS level, but at the division level as well.

There are vastly different rules in each division of DAS. Don't be led to believe we are all treated equal. Our input to working more efficient has been thrown aside EVERY TIME!

There could be a recognition program by selecting an employee of the month from each state agency in Ohio, submitted by a recognition committee of 10 within each state department. Gift Certificates (gasoline card for a month) Parking spot with employee name on it. Each supervisor should select from their employees (one employee of the month) by congratulating them with a certificate.

There is a lot of complexity around being DAS, agency opinions and positions. Far too often I believe DAS gets focus on doing the process and not understand the ramifications and/or value add opportunities. Improve communication on what DAS is trying to accomplish, tied to each person job and it's contribution towards the objective, would help. I believe getting employees to also be aware of the consequences / influences their job has on our customers, will help create a better sense of importance and sensitivity.

There needs to be ways to motivate the employees to want to come to work and do the best they can every day. Ways of showing appreciation and rewarding them for the things that are done well. The happier the employees are, the happier that they make the customers in every aspect of every position. A peer-based employee reward and recognition program would be a good idea, but I also think that the manager's recognitions need to be larger too. Some managers have never nominated anyone. Somehow hold some type

of employee appreciation day. Although I think that this is a great place to work already - there is always room for improvement.

They need to quit looking down on the older/experienced employees. These employees have a lot of ideas and experience as to what has worked and what has not. Listen and don't disregard what they contribute. DAS needs to get away from the Us (management) & them (others) environment. They are not working as a team. They have meetings about problems, change, etc, however, they don't ask those that are actually doing the work their thoughts and ideas. The more teamwork you have the better the environment internally & externally. DAS needs to quit acting like they rule everything. The outside agencies constantly look at us like the enemy. There are times you do not want to let them know that you work for DAS. Again working as a team even with the other agencies is crucial. There needs to be more outside meetings and asking their input so we can work together. Sometimes those looking from the outside in see things that we don't.

This agency is too siloed and seems to not reward innovative ideas. Promotions are seemingly based on 'who's turn it is' versus actual merit.

This goal is virtually impossible to achieve. The state cannot properly reward excellent performance. Top achievers are not going to want to work in an environment where policy rules and compensation is seen as a crime by the public. Public employees are held in utter disregard and are ridiculed by those in power. The state office tower is a depressing and lifeless place to work. The lobby is dark and dreary and state employees often look like the walking dead as they come to work. To make matters worse, every 4 or 8 years, a new administration comes along and wants to re-make the environment and poses the same questions. The futility just wears down employees even more.

This guiding principle seems to position DAS against the other agencies in terms of superiority, which seems counter to other stated goals of having Ohio agencies and staff think and act as an enterprise and not as individual silos.

This guiding principle should be: 'DAS will be a great place to work.' A subtle difference, but calling DAS the 'agency of choice' sounds very self-important and conveys that we are better than other state agencies. We should want to be the best, but the way we communicate it comes across as arrogant to our agency customers and is the root of many of DAS problems. A specific way to make things a little better for employees is to discontinue the use of the 'DAS work hour record' forms, which add a layer of non-value work to our lives. We already attest to the truthfulness of our time reports in OAKS, so I am not sure what the forms are supposed to accomplish aside from communicating that we are not trustworthy.

This is a good guiding principle. We should consider how other state agencies will feel when they read this. In an effort to make DAS great we should not make other agencies feel less valued. We can be the agency of choice with better supervisory training. The manager/supervisor sets the tone for a productive department/employees. The need to be well rounded in the skill set for supervision should be a requirement. A review of non-monetary compensation would be good for downtown employees. A consideration should be given to the cost of downtown parking.

Train DAS administrators, managers, and supervisors in the fundamentals of public personnel administration. There are good professors in Ohio's colleges and universities as DAS resources.

Treat all employees equal.

Treat employees with respect; don't treat as a piece of equipment. Use employees' strength and help the build their weakness.

Treat employees with respect. Reward the good employees and make the bad employees responsible for their actions instead of turning their heads and ignore the problem. Better communications within the agency.

Trust the employees more; the individuals I work with have good ideas, good judgment, much experience and should be trusted rather than questioned.

Update-to-date organizational charts which will allow everyone to know their peers and their leaders. We need a 'common source' that will tell us the 'chain of command' (Director, Manager, Supervisor, etc.). Create a culture of 'we're one team' and emphasize need for detailed communications for the 'Team' to win. Step up when you can and make room for others to do the same. The focus should be 'DAS' and not HRD, OIT, OAKS, etc. Business cards without the division name might help... Complacent and disgruntled employees (regardless of how many years they've worked for the state) need to be thanked for their years of service and encouraged to find a job somewhere else.

Use 'appreciative inquiry' summit. More information can be found at the corporation for positive change

Use team principle, cross train, empower employee, reward good work.

Use the certification programs for procurement (CPPB and CPPO) as bonus programs, not a mandatory requirement of the position. A certification does not necessarily mean an employee does not know how to perform.

We need open lines of communication with all levels of management. We should empower people to make decisions and excel in their position. Adopt and promote a teleworking policy where it makes sense. Many functions of the agency do not need to be performed in the office during 9-5 hours. The technology exists to allow employees to work flexible schedules from remote locations but we have to move toward management by results instead of acting like we are still in the industrial age where we have to see a butt in the chair. Promote open technology through virtualization technologies. This would allow the employees to work with technology they are familiar with and potentially save money if we can get to a bring your own technology approach.

We need to add an orientation element that explains to employees that many of the things we do and how we do them are dictated by statutes that come from the general assembly. The hope being that this will help them understand that we do not always control our destiny, but still have to follow the rules.

We should set up a website page where any and all ideas (not criticism) could be collected and reviewed by a process improvement team. I think many employees have offered ideas but on some occasions the manager for one reason or another doesn't agree and the employee decides to stop trying. The reason for the manager not respecting the idea may be due politics or not wanting the employee to 'show them up'. This way, the idea will get straight through to the 'team' that considers and they can report back responses to management. This method was utilized by a previous employer of mine and it was not seen as going around the manager. It was promoted as 'send us you ideas to save money, save time or save lives (safety related) and they considered and even compensated (minimally) for the ideas that were implemented with measurable results.

Well, first, I think the State/DAS does a lot already, such as the Kaizen participation, providing SkillPort education, it may be that these are not appreciated enough, taken for granted, people are apathetic. etc. My score for the ranking is not for DAS efforts, but ranking of employee participation. Also, I see a lot of process re-engineering efforts in my area, but most of what I have seen is a lot of process of re-engineering, and less in putting new process in place (i.e., shelfware). But I admire the intent. I do like the idea given in the example, of a peer-based employee reward and recognition program. I cannot think of another better idea at the moment.

When bad news is to be delivered, don't just send it in a letter with no human name or point of contact (i.e., like the cost savings days problem).

When making decisions resulting in work flow changes the employees have a better understanding of processes and a lot of experience just to be ignored and decisions made that could/should have been discussed with those the changes affects due to the fact that certain facts may be omitted and forgotten.

When senior management is making decisions about how the organization (divisions, sections, units) should be structured get ideas from the staff who work in these areas. Too often plans and changes are made without any input from the employees who would be more than happy to discuss how to make positive changes. It appears that senior managers assume that employees do not want to change and therefore would not give positive or constructive input on changes.

When we tell you that our office is 60F in the winter, make it warmer. Employees should not have to wear coats at their computers. When we tell you that the current process is broken, fix it. When we inform you of fraud in our office, investigate it and make changes. Don't make statements like, 'You should be thankful you have your job because there are unemployed people in Dayton who would love to have your job.' Get the birds out of 4200 Surface Rd.

Without your descriptive paragraph under the principle the intent of your principle is not clear. Do you want to be the agency of choice as a provider of employment services? Do you want to be the agency of choice for people wanting to work for your agency? There are LOTS of 'no cost' ways to reward, recognize and value employees. Communication of important things that affect people's morale, job security, feelings about their importance. Holding people accountable for action or non-action. Solving systems issues so that folks are not frustrated and give up.

Work herder to reduce the red tape and paperwork to get anything accomplished. The energy it takes to succeed is sometimes hard to reach when you are busy just trying to stay afloat.

Yes, I like the idea of creating a peer-based employee reward & recognition program Also, regular communication from Senior Managers highlighting what's going on in their departments. I receive the DAS 'News You Can Use' emails, however as a new employee of the State I would like more info so I can better understand all that DAS does.

Guiding Principle #2

DAS is the service provider of choice for our customers.

The following comments were provided by DAS employees when they completed the online employee survey in July 2011. The comments are shown here in their original form, as submitted and in their entirety.

A critical question to answer regarding DAS's strategic role in providing effective service provisioning in an efficient and 'successful' manner (which should positively influence being the provider of choice) is whether DAS management prefers to take a secondary tactical role where it is treated by its' customers as merely an arms length vendor trying to align with their customer's ever shifting needs including political and funding landscape, or whether DAS will aspire to strategic as well as tactical 'partnerships' (i.e. defined shared interests/objectives/risks) participating with DAS customer agencies in successfully executing the customer specific mission/outcomes in a win/win framework. Several current DAS funding mechanisms encourage arms length relationships at the expense of potentially more productive and sustainable partnerships.

A decision needs to be made as to whether or not agencies have a 'choice' in using DAS Services. As long as agencies can continue to buy from vendors they will do that regardless of how good DAS services are. That doesn't mean that DAS should be given all the agencies' business but rather figure out if and how DAS can be competitively priced for services that vendors sell and then have the agencies prove why DAS is not the top choice. In some cases DAS can't be because DAS can't be all things to all agencies --- unless there is standardization in the architecture to provide a means of supporting core technologies/services.

A lot of agencies do not want to give up the control of any aspects of their daily business needs. They feel that even though they might not do as good a job as DAS, they want to be able to request their needs and get them addressed right away without any red tape or lead time. I think that DAS does an excellent job of meeting customer needs and the response time is outstanding, especially when you look at how understaffed we are in some areas. I do not think that the price or process is as much an issue with the agencies as it is that they do not want to lose the control.

A lot of us older employees have taken Customer Service Training and I continue to utilize what I learned way back then.

A statewide survey should be done to see if a service can be performed at the DAS, statewide level more efficiently and cheaply than the agency level (e.g., IT services, procurement etc). If so then the agencies should be forced to use DAS and DAS should work with them to overcome their objections. Too often agencies maintain their own, duplicate, staff to perform a function that DAS can also do simply because they want to do so 'in house'.

Service with a SMILE at every interaction. Managers must set the example; Not just talk it. Communicate with customers in a fashion that will be openly received; not newsletters. Employee ambassadors visiting with customers one on one.

Again I believe it starts with each individual, we have employees who have been here a long time with a wealth of knowledge but they may be burned out. This has to be a self-evaluation on each one of us.

Again listen to ideas without already knowing what is going to be done. It is a waste of people's time and money.

Again, by eliminating much of the paperwork and streamlining processes electronically DAS employees' time on paperwork can be streamlined and customer service can be focused upon more effectively.

Again, project management best practices and evolving a service-oriented mindset. This will be hard, since DAS is, in some ways, a monopoly. Thus, people are not incentivized towards service excellence.

Again, the example given is a great one. Just as important, we need to be needed (by the agencies), and trusted, and be seen as cost-effective to their own resources. If we reward (thru recognition, bonus, etc) employee initiative, the people who have good ideas will offer them. We need to encourage people not to just do the minimum necessary to do their job, but to think of new ideas and ways of doing things. All too often I think there are many people who do not want to create new work for themselves.

Again, this is very difficult to achieve. What is needed is commitment from the Governor to require his cabinet officers and their management staff to work with instead of at odds with DAS. One of the most remarkable achievements of state government over the past 4 years has been the successful implementation of OAKS. Yet this achieve is virtually ignored by agency management and if fact has taken place despite agency obstruction in some cases. Until state agencies are made to accept the fact that they are not independent entities but are in fact part of an enterprise, DAS will continue to be ineffective in providing structure and cohesiveness to state government. At the operational level, agency employees and DAS employees work pretty well together. Agency management needs to get on board and quit trying to be independent entities.

Again, we need to be the model but often we are telling everyone else what they should be doing and not doing it ourselves. We need to work on funding structures so we can be competitive with our offerings. We can't just rely on 'we've been doing this for several years' as a benchmark of maturity. If the customer does not like something about our services or provides us with feedback, it must be considered and we need to think about how we can do it better. We need to develop a method of capturing feedback from our customers and mandating that senior leaders respond to it. We do not have to say yes all of the time but we need to make sure the customers know we have heard them and when it makes sense, we make a change.

Allow more input from agencies on how the service is to be done. Provide Customer Service training at all work levels.

Although I still see inefficiencies within our own sections of DAS where over-staffing is present in some sections and under-staffing in others, we do have a great team of experts that work together and work toward the goal of satisfying the customer.

An online interactive service catalog for Agencies to define/report/remove services and automatic generation of infrastructure requests to deliver service most common services. An online ticket system for incidents and service requests that provides agencies the ability to track problems and changes without constant follow-up with service owners, CSC or management. Agency IT Plans need to 'filter' down to service managers that are affected so that DAS can assist/provide services that meet Agency needs. Reading all the Agencies IT Plans should be the service managers responsibilities nor requesting information of Agencies that has already been provided to DAS as part of their IT Plan. I thought this to be the responsibility of IGD whose overhead comes from our rate pool, but have yet to see Agencies IT Plans through this channel in my 10-years at DAS.

As a customer service provider (to the agency) we need to know the customer needs and be able to meet their needs. To visit other agencies to see us as they see us would be beneficial. Even if by Webinars Have DAS (the agency) be more on the same page as DAS (the provider), we should shine, in knowledge as well as technology.

As someone who came from an agency I always hated to deal with DAS for the following reasons: 1. Employees that I dealt with were transactional and did not understand what it is like to work in an agency 2. I was routinely hung up on if I called back and had another question or needed clarification of a policy

As time goes on and resources are stretched thinner, more training is needed to keep employee skill sets up to date. The money just isn't there to accomplish this.

Assigned work has been changed several times over the past 12 months leaving customer agencies to wonder about the direction of DAS. Work should be assigned by Agency rather than commodity.

Better communication between agencies and DAS. Clear policies with consistent enforcement. Agency feedback on policies and procedures prior to implementation

Better Customer Service -- Listen to agencies balance centralization with agency needs. Centralization should not look like a power grab but it should be rationally connected to efficiencies and cost effective service. Do not get in group-think -- look at both the pros and the cons.

Better understanding of procurement strengths/limitations would improve ability to serve customers

Business office needs to be more timely in providing rates to the business areas and its customer base.

By having a staff that cross trained in different areas of the agency and by knowing who handles what across the agency.

By making sure our services are not priced above the market for those services or priced above what it would cost agencies to do on their own. By assuring that DAS has enough staff to provide the services expected.

Change the perception of DAS that other agencies have. Also, sometimes the use of DAS services should be mandated by the governor or legislature. Additionally, find ways to improve our billing model. For example, we continually get hammered by SWICAP.

Communication - In order for the staff and other sections to be experts they need to be informed on changes and new developments. Sometimes the employees know before the staff knows.

Communication, tools and equipment and staffing levels are key. How can i provide great customer service if my pc software is 10 years old and not updated like other agency's system are. Our equipment and systems (not oaks) is so old and inefficient. Our printers and copiers breakdown every week. We find out what's going on with our budget and staffing levels and things that affect us from other agencies before we do from our own agency. We do not have enough staff in some units to get the work done in an efficient manner to satisfy our customers, and it doesn't seem to matter to upper management as they keep hiring and upgrading people that they want to see have positions in this administration. Take the politics out of it and put the people back into it.

Companies that promote customer service instill this in employees' thought processes from day 1...StarBucks, Trader Joe's, Nordstrom's, Disney. There is no such thing as 'that isn't in my job description', and it is unacceptable to give substandard customer service. We have no orientation, we have no culture of service. Some people give excellent customer service because it is in their nature or their work ethics. We have a lot here who don't, but they're not called on it or corrected.

Complete more Kaizen events and publish them to all agencies for them to determine if they can use the information to help their processes.

Conduct focus groups to see what needs are being met, which can be improved and what DAS can do to better assist our customers.

Conduct regular customer meetings and ask for their expectations. Every employee answers customer question or relays to appropriate person until answered.

Consistency. Training is sporadic.

Continue great customer service.

Continue to encourage honest feedback from the customers, and openly identify that the feedback was reviewed and acted on.

Continued communication and sincere interaction with all agencies. We need to understand where we've failed in the past, acknowledge those failures, where we've succeeded in the past and build on those successes. But we have to be honest with agencies and offer our sincere intentions to leverage state tax dollars and provide the best possible service. That's our job and why we are here.

Continuing to work with customers providing them with the best customer service, so they can pass along to others what great service we provide by working together and getting the jobs done in a timely manner.

Create a customer-relations program Communicate our work and why it is important--to staff and customers Merge IT within the Executive Branch Merge Networks within the Executive Branch Have the appropriate number of resources (especially human) with the right training devoted to accomplishing a service (establish and maintain)

Create high delivery standards about speed and quality that must be met or exceeded by DAS or the agency can go elsewhere for services. It would pressure us but that's the only way agencies won't want to go elsewhere. Ask to attend agency meetings on fairly regular basis to make it seem like we are part of their team

Creating shared services is a good strategy but it has created a knowledge and priority gap. Customers may look to a department, IT for example, in an effort to improve their work processes and technologies but do not get a timely response to implement things necessary to improve the activities of their department. Priority needs to be placed on providing service on a timely basis and to understand the needs of their customer agencies.

Currently DAS has culture service by authority. In many areas the only reasons agencies use our services is the fact that they know they cannot serve their agencies needs unless they come through us. We rely on our contract authority to mandate that agencies use our antiquated services and purchasing vehicles. We present an image of incompetence by not following through with potential customers and customers that forced to use our services. We rarely look at things from a solution viewpoint and require agencies to give us explicit requirements even if they do not possess the expertise to provide us with the information. Once we bring a customer on board we continue to demonstrate our incompetence by not properly managing the implementation and still not following up with the customer or treating them like a customer at all. With these factors it is hard to represent an air of confidence in dealing with agencies. These same people who do not communicate with potential customer do not communicate with staff. DAS services cost are out of line with private sector offerings which translates into tax payers paying more to utilize services internally than external private sector companies.

Customer service is always important, whether it be for our internal (within our division or within DAS) or external (agencies) customers. However, just as you cannot give a child everything they ask for even though it will make them happy at the time, we cannot always do everything that an agency asks for when it is not appropriate for the enterprise. So I believe we need to better share the enterprise vision with the agencies, so that when we cannot do exactly what they ask, they understand that it not that we don't want to be customer service oriented, but that many times we need to keep the bigger picture in perspective. In addition, we need to be realistic when we meet with agencies and ask them what we can do for them. They may have valid issues and great ideas, but we have limited resources.

CUSTOMER SERVICE! Some staff are very good at customer service and others are not good at all. Need to have mandatory classes - you have them for ethics, have them for customer service.

Customers should want to use DAS because DAS provides customers with value - products, services, and customer service that customers want and need. There are a lot of good experts out there - the way this is explained plays to agencies' perceptions that DAS is arrogant. DAS needs customer account teams and/or service delivery managers who are empowered to work across silos on behalf of customers to insure customers stay with DAS. DAS staff need to understand the 'service' concept and not rely on DAS's governance powers to keep customers from leaving.

Customers want to use our services because they view DAS staff as the experts in our fields, not because the customers are mandated to use DAS services through state laws and regulations. DAS staff embody a 'culture of service' whereby serving our customers is our number one priority. This statement can be interpreted in different ways.

DAS can help improve the customer's perception of and desire for its services by continuing to evaluate the efficiency and cost of these services and making every effort to improve the quality of service and lower the cost. Organizational re-alignment of certain areas of the department could help to accomplish this goal.

DAS could create a 'customer service hotline' for the agencies to call when they are not sure who they need to call; Try to develop the 'one-stop shopping' mentality, rather than constantly referring them to 'another department' (this is more inline with the recent 'one cohesive agency' direction we are taking). Also, build centralized services wherever possible, saving the State money by convincing the agencies to 'outsource' their service work to us (a win-win situation; they are freed from maintaining a support staff for something that is not their specialty, and we still keep the work in the State). For example, numerous agencies currently run small graphic design operations in their communications sections, paying extensive costs to upkeep equipment and personnel that are only partially utilized. If we established a centralized graphic design center, we could save substantially if the agencies then would simply send all their design projects in to be completed at that one design center; DAS would become the service of choice by being setup to handle any and all projects. TO be most efficient, such a centralized operation should probably be attached to a related section, such as State Printing or IT.

DAS could have monthly meetings to discuss ways to better serve their customers, by having a conference call with their department and another agency. This would be a good idea for better performance within the state agency and good communications along lines within another agency.

DAS could provide Agency Highlights on a monthly or quarterly basis that explores the achievements of state agencies. By providing this information via email/newsletter/short program, other agencies will be able to see the benefits of working with DAS and feel appreciated by DAS for their achievements.

DAS Director should have a focus group session with state entity leadership to market and inform of the DAS services. At the office level...each leader should incorporate a mechanism to have periodic customer relation discussions, informal to better understand the needs of the customer and an opportunity to develop and improve relationships. The manner in which discussions take place should not be dictated by leadership and allow for flexibility based on the service being delivered. Understanding the customer is very important; however, it is critical that the customer learn to understand why DAS operates as it does and the importance of our involvement. This can be accomplished through customer relation discussions. FYI...the ranking is difficult as DAS provides such a variety of services. There are areas with DAS in which the customers are very satisfied and others that barely rant at a 1 making it difficult to evaluate effectively.

DAS employees should be compensated higher than their counterparts at the agencies. Several DAS staff members have gone to other agencies because they are able to make more money and if we are considered to be experts than the pay should be reflective of that.

DAS exists to serve other agencies. What could be more important to us than excellence in customer service? Employee recognition should definitely focus on providing excellent customer service. Employees who go out of their way consistently to provide good customer service should be recognized. Consideration should be given to providing top-notch training in customer service. Employees should be taught to double-check their work when providing services to our customers. Customers do not appreciate getting billed incorrectly for our services. Correcting billing errors is a very costly, time-consuming process. Getting things right the first time makes everyone happy.

DAS is certainly a service organization, providing services is often measured by the rule of no NOISE means that things are going well. I do not believe our services are marketed as well as they could be. Many agencies find DAS as a threat. However once they have a pleasant experience they tend to appreciate what we can do for them. Resistance in doing business with DAS is often the fear of others losing their job as a result of consolidating functions into one group.

DAS is not currently structured as an external service provider. We want to be, and a lot of resources are working hard to provide the best service whenever asked. But we need to take a page from the private sector. We need to market DAS services to external customers and we need to support external customers. Right now, the same (over committed) people who are providing internal services are tasked with a secondary role for externally faced customers. Marketing and support for external customers will take a commitment of new resources, specifically trained to be external customer facing.

DAS is often our own worst enemy. We do not understand DAS as a whole and get caught up in our own silo (protecting our own turf). Overall, it would be great if there was better understanding for all employees of what each area does (even within Divisions). In the IT space, our structure is based on old technology and is not agile enough to quickly adjust to change. A service delivery model, like ITIL, should be adopted. There should be service owners, with a focus on customers.

DAS is very top heavy with management / support staff that are not directly related to our customer missions. This results in our rates for services that are high and non competitive.

DAS loses many valuable employees to agencies, who recruit our experienced employees into higher paying jobs. We are the training ground for agencies instead of the other way around, agency employees should view us as the experts.

DAS middle management should study successful examples in the private sector looking for approach and methodologies that might be adopted.

DAS must be provided the appropriate resources to meet agency's needs. When DAS fails to solve problems in a timely manner agencies become frustrated, disenchanted with DAS and it confirms their opinion of DAS. Most areas of DAS are understaffed which puts a huge amount of pressure on staff to fulfill agency needs. DAS should also meet with their customer agencies at least quarterly to better understand the agency needs and to develop a plan to meet their needs. This must be done in a timeframe to allow DAS time to react. Too many times an agency comes to DAS with a need or a problem with little or no time to resolve. This allows the agency to pursue other options, besides DAS, to fulfill their business need.

DAS must first decide how to carry out it's mission, as prescribed by the Ohio Code, so that it can (1) educate itself/management/staff about what we should or should not be doing; (2) decide on strategies to implement the mission; (3) educate its customers about the mission and strategies; (4) work on service delivery expectations with customers on the programs/services that meet the mission and implementation strategies. For example, can the State afford to have 23 IT organizations in 2012?

DAS needs to be 'allowed' to make our customers' needs our number one priority. There are times when internal pressures are put on us to not necessarily act in the customer's best interests, but rather take an 'easy' approach, or make a decision based on the wishes of a higher authority internally. On another note, the customers also would need to accept DAS efforts to meet their needs in timely, cost-effective ways; often customers have 'preferred' vendors or products and do not want to use the vendors/products that DAS finds to be the best. An efficient, cost-effective model of doing business will only be successful if both DAS and the end customers can work together toward this goal without pre-conceived ideas or preferences based on habit.

DAS needs to be more customer-centered and less DAS-centered. DAS seems to be so intent on proving its own worth that it forgets the customer. Here are two examples from the division in which I work: 1. The services catalog focuses on OIT/IDS and what it can do. Instead, it should focus on customers' needs, along with how IDS can meet those needs and at what price. In other words, the catalog should sell. 2. Information technology is so hidden within the DAS Web site that job candidates have told me it took them a very long time to find us. The pages need to be ordered by function, not by organizational structure. Customers don't care that MARCS or Digital Government or IGD is part of DAS, they just want to find the lousy Web page!

DAS needs to change from a culture of finger pointing and blaming other areas within the agency. DAS is one agency that has many departments. Each one operates independently but yet they are co-dependent on the other for services. The agency as a whole needs to become one cohesive unit and that will produce better service interdepartmental and outward facing.

DAS needs to do a better job of relaying the customer complaints and issues to the correct sections of DAS. We often just hear about issues from months or years ago that are still occurring. If we had heard sooner, we could have implemented corrective actions so the issue did not occur again.

DAS needs to establish a customer service/agency relations area. Thinking specifically of OIT, agencies need an 'OIT Account Executive (or Team)' that can guide them through OIT's service offerings AND OIT's

governance and procurement morass. Agencies will benefit by having a knowledgeable shepherd and DAS will benefit by having a better understanding of an agency needs.

DAS needs to recognize what good customer service is and that a policy of appeasing customers is not necessarily good customer service. Thoughtful advice and guidance that may be contrary to an agency's wishes can be good customer service. DAS needs to acknowledge that one size fits all solutions are not always appropriate, but may be appropriate regardless of agency preference.

DAS service providers are very isolated from their users.

DAS should address agency user complaints instead of ignoring them. After multiple complaints on a given problem without a response, users tend to give up on a resolution. Of course, that alone is a resolution. However, it does not guarantee user satisfaction. DAS employees should answer their phones when user calls in instead of having users leave voicemails that tend to be ignored.

DAS should at least respond to inquiries within 24 hours, even if an answer has yet to be determined.

DAS should be making agency visits to each agency that we specifically service and it should always include an lower level person, as this is the name and voice that most frequently contacts the agency. I think it truly makes a difference when a face and be put with the name and the voice. We as an agency also need to stop looking at ourselves as this unit or that unit but rather as a functioning team. Yes we each have our area of expertise and still need to maintain that for the quality assurance component, but we have to have more of an understanding of what one unit impacts another area does and so on. I think if we can present a more unified approach our customers would be grateful, because from an agency perspective the last thing they want to hear from us (even if its not our area of expertise) is that is handled by this unit and they will have to explain it. When we should be able to say, Although this is not my area of expertise I know that when this is done it does indeed impact this area. If you need more detailed information I can connect you with ... and they will be able to give you all the specifics. It seems most of the time if we can verbalize why and how something happened with an agency that tends to be sufficient even without getting into extreme details. I would like to see Combined Team Meetings for example, payroll, benefits and state services at least on a quarterly basis. Just to ensure that if anything new happens or something has changed that the information is shared with everyone and we can pick up on what other areas/units are currently working on etc.

DAS should charge for some of the free services that they offer. When times change DAS needs to change too. We have a lot of great services but I think we should charge for some of the services so that money can be used for other things in DAS.

DAS should develop systems and processes that support the needs of the agencies we serve. Oftentimes, agencies have systems that are superior to those of DAS (e.g., integrated Personnel Action systems, automated performance management systems, assessment systems), which suggests that they have already identified solutions to address some of the cumbersome HR processes. In order to be viewed as the experts in our fields, we need systems in place that are at least comparable to those of the agencies we advise.

DAS should do a better job of advertising what services we offer along with the rate for the services. Many customers are scared away of using DAS because 'they can't afford our services'. We have many services that are free of charge. We need to do a better job of advertising what we can do.

DAS should get input from all agencies to facilitate the consolidation of services.

DAS should hire employees who are customer service oriented and reward employees for exceptional service. Agencies can be engaged in completing surveys regarding any DAS service they have received.

DAS should hold more knowledge exchanges with the agencies it serves. Surveys (like this one) should be used to develop agendas for these knowledge exchanges. Also, if multiple agencies are involved in these exchanges convenient locations should be top priority.

DAS should invest in staff to stay on leading edge in their respective fields. DAS cannot be experts without ongoing education and training.

DAS should provide clear processes, set customer expectations, and an escalation path so agencies know how the various processes work.

DAS should take information from our customer agencies on a regular schedule of services they need and how we are doing with the services we provide to them. We should ask them about specific individuals. If the individuals are falling short they should be required to attend customer service training.

DAS should understand the purchasing process, as well as internal dynamics, such as chain of command in other agencies to learn who are the decision makers. Employees, depending upon position should have a list of 'decision makers' for certain areas, such as purchasing and contracting.

DAS should utilize the talents of its staff to meet the needs of other agencies. Not just what we are hired to do but other talents that help represent the State of Ohio too. IT is utilized by other agencies why not charge other agencies for graphic design, event management, etc...

DAs should 'walk a mile in my shoes' instead of occasionally attending a meeting to get a true picture of the operations and mission of DAS divisions.

DAS staff has some employees that only think about themselves, not the customer or other employees. This needs to change and give everyone the proper respect everyone needs! Out side customers deserves the same respect, time and courtesy as your best friend.

DAS staff should attend other agencies' staff meetings periodically to better understand their needs

DAS staff should be encouraged to attend training sessions or module overviews of other FIN modules to find out how the work they do impacts the other users in the workflow. For example, all FIN users should cross-train in the different modules to see how a transaction can successfully process from contract, to requisition, to PO, to receipt, to capturing assets, to voucher and payment.

DAS staff should be invited to more meetings within their agency especially when on a project. Even if the associate is not involved directly with the main purpose of the meeting, I feel it is a learning experience for all to be invited, when possible. Meeting others who are involved with the project from other agencies, hearing concerns, and observing business etiquette is very important for employees.

DAS Staff should be trained that the agencies are our customers and treat them accordingly.

DAS staff should collect the agency suggestion regularly.

DAS staff should find out what the agencies needs are and make them feel that we provide a good service and they are using our services because they want to, not because they have to.

DAS staff should work together to ensure that the customer is receiving the correct answer. Too often, an employee feels compelled to just give an answer and hope it is right. I think we should rely on our areas of expertise and not be afraid to refer our customers to the most qualified person in order to ensure accurate and consistent answers.

DAS still has a bit of a negative reputation out there with many of the enterprise customers. This reputation is due to continued high costs in many areas. Additionally, many of our customers feel that they are forced to pay for services and have no other options. We need to provide the agencies with customer engagement staff who will work with them to assess their needs. I find that customers come to their 'friends' in DAS to ask about all DAS services as we don't have a lot of true customer engagement staff or single-entry points for the customers needs. In OIT, we are working very hard to fix this image and have created service sheet offerings and are working to make our rate structure more realistic. The current State CIO has amazing vision in these areas and is pushing for very positive change. Part of the difficulty in the past is due to changes in agency leadership as administration changes occur. The inconsistency in leadership does not allow for long-term change to always be ultimately realized.

Define great or stellar service. Communicate that to employees. Empower the employee - give training, coaching, support. Establish team effort to make service seamless. This spreads the responsibility and gets

everyone involved. Develop champions for areas of responsibility that require specialist knowledge or particular attention. Listen to the customer, ask questions and concentrate on what the customer is really saying. Understand the customer and identify and anticipate customer needs. Make the customer feel important and appreciated. Be sincere. Always look for ways to help the customer and give more than expected. Know how to apologize when something goes wrong.

Despite the fact that DAS is both a regulatory and a service agency we have no staffing roles that focus on interactions with the agency customers. We have no roles with responsibility for knowing what services are consumed by what agencies for what purposes. We have no one in roles to act as an advocate for the customer. We have no ability to talk with agency staff to identify what specific goals they want to accomplish and then help them navigate the DAS/OIT structure to find a combination of services that will enable them to achieve their goals. When line staff or managers attempt to assist with such efforts they tend to work in isolation under best effort conditions without knowledge of what other areas of the same agency are doing. In short, we appear to have no organized consistent approach to assist our target customers in understanding the process and benefits of becoming customers. Yes, technical staff need to embrace the 'culture of service' but that is a bit of a challenge when management doesn't staff customer service roles.

Develop cross-agency, cross-functional teams so that our customers have a sense of who to contact and vice-versa. Share the goals and expectations of each agency amongst the ranks so that even though the state of Ohio is large with many agencies ~ we bridge the gap ensuring that we all have a sense of being connected and a part of the same team throughout. Hold Customer Service and Sales Training throughout the division.

Do periodic cost benefit analysis of services provided by DAS and provide results to agencies.

Do we really concentrate on customer satisfaction or politically correct?

Eliminate the bureaucracy. I tell friends the dirtiest word I know is 'bureaucrat'. (AND I try to never be one) DAS needs to eliminate the mentality of having someone looking over everyone else's shoulder and allow the dedicated employees to do their jobs.

Employees need to know who their customers are. Our customers need to know who is providing the services they want. DAS should conduct a self-assessment on a regular bases to determine if DAS resources are being fully utilized. If not then to determine why. Change is always difficult for everyone. DAS needs to lead change by anticipating the needs of our customers. DAS does not want to have the reputation of OPI. In our self-assessment, timeliness and quality are the number one standard.

Employees should be responsible for their job duties - be very knowledge. Do not give bad answers to get them off of the phone or e-mailing with incorrect answers or do not answer e-mails at all.

Empower employees to feel confident in making decisions in the service provided to our customers.

Enforcing consistency and ensuring knowledge base is shared across DAS departments is key to providing good service.

Engaging our clients is a task people need to be trained to perform. Selling the services of the agency and following through with good customer service is more than a guiding principle though up at a management meeting. It needs to be followed up with clear, defined, SMART action items.

Ensure that agencies evaluate DAS service catalog before initiating RFPs for services that DAS currently provides.

Establish an agency liaison for each agency. Meet with the agency quarterly to get an understanding of their upcoming needs. Be proactive, too often we only have time to be reactive.

Establish better communication with customers and fewer mandates for what must be used. Improve the quality of deliverables. View competition like the private sector would.

Evaluate services provided against industry best practices. Set performance measures to baseline data and set expectations for improvement. Conduct customer satisfaction survey. Reduce costs or raise quality - no one wants to pay more for less.

Example is perfect. We need to get our faces out there, become involved, provide opportunities for improvement and help agencies get where they need to be. I hear too much complaining about the agencies not knowing what to do or understanding processes, however, what are we doing so they can. We need the staff to proceed with this. We need a change manager to lead this along with training. It is very important to be a big part of training, thought processes, etc...

Find ways to publish or provide information on DAS Guiding Principles. They have to become part of our daily work life. Ensure all employees are familiar with the varying products and services. Try to instill in the department's reasons that make their products / services superior. Instill reasons for the employees to be proud of what they do.

First, DAS needs to market itself a lot better. Web pages and service catalogs often tell 'all about us,' but fail to connect the dots to the needs of the user/prospective user. Second, DAS needs to take a few pages from the professional salesperson's book. Even though DAS is often the required service provider, we need to be far more customer-centered by discovering needs, flexing service levels to meet those needs, and then following up regularly. In other words, DAS point people need to develop one-on-one relationships with individuals in customer agencies. A follow-up conversation might go something like this, 'your agency signed on for ABC service six months ago. How is that working out for you?' Has anything emerged that I might be able to help you with?'

Following up on requests and inquiries from our customers promptly, and understanding the importance of their requests.

Form my personal experience I believe that DAS has an overall impression of providing good to excellent customer service.

Get rid of the ROJ (retired on job) people. Some of the old timers just don't care. Nothing is done about it. Management just lets them sit and do nothing. This includes both union and exempts. When an employee has 30 years of service they should go into an unclassified position. If they don't continue to be productive then they can be let go. As a service provider some of our customer make really poor buying decisions. They buy product that do the same thing as other products we already own. There should be some sort of oversight to prevent this from happening. It could be as the example above states. Attend meeting from the other agencies.

Given my experience with agencies, it appears that DAS services may be overpriced. Regularly comparing pricing models and benchmarks from outside providers and other states would help better align costs. 2. Cost recovery (and SWCAP) seems to be a mantra that impedes improved customer service and building better customer relationships. Some things like 'email' should be considered a provided 'utility' and simply offered without added cost to agencies. Costs for providing the services should be directly requested in the budget of DAS and not be built on a recovery model. This removes barriers to adoption by agencies and adds value by allowing agencies to focus on resources dedicated to mission delivery. 3. DAS needs an investment development fund to bolster capabilities to build services (as pilots) before subscribers are charged. Early adopters end up footing development costs and until the service scales, pay a larger proportion of cost recovery. Also see #2 above for established (core) services.

Guiding principle #1 will push this principle as well.

Have an annual knowledge exchange with all agencies that DAS service. Have periodic surveys go out to the DAS agencies to keep on top of the needs of our clients.

Have some type of quantitative customer service metric as part of performance evaluations.

Having worked for other state agencies before coming to DAS, the view of DAS is that the agencies utilize our services because they have to. Since coming to work for DAS I believe that we can better serve our customers by adopting the 'culture of service' described above and also giving more thought to what we charge agencies

for our services. I have seen reorganization changes made the caused DAS to begin double charging agencies a 'customer service fee.' In the future DAS should consider how the service fees to agencies would be affected in determining whether or not a particular organizational change should be done. Also, get input from staff on their ideas on how to better serve our customers.

Hire more people! Decide if you want quality or quantity. You want to keep adding more and more to the scaled down staff and you can't keep asking people to do more and more; they will get burned out, sick or go somewhere else. Either cut back on services, or hire the people to complete the service.

I am not sure how you change the culture but somehow we have to become the agency that people want to come to rather than avoid or try to get around. Making other agency's lives easier is the answer and if we can live up to our 'solutions' slogan, we will become the 'go-to' agency for state government.

I am not sure if there is a specific idea of how this is accomplished. The best way for DAS to achieve this principle is to understand the agencies' missions. If that means attending their staff meetings or spending more time in the field with them, then we should do our best to facilitate this. At a minimum even if we do not understand their mission, we should always keep in mind that we are here to serve the agencies and we should do whatever we can to assist them in their endeavors. The culture of DAS must change from a 'we are in charge' attitude to a 'how can I help' position.

I believe that all DAS employees should attend customer service training and refresher classes. When customer service is effective then I believe other agencies will be less apt to look upon DAS as the evil empire. DAS needs to see that the services offered are not always cost effective and what is needed thus services need to be reevaluated for the times and needs of the agencies. We also need to put forth a concise and easily understood plan showing how we are cost effective and a good deal for agencies as sometimes that may be misunderstood or not communicated. If our cost is a bit more than what an agency thinks they can do the job for, maybe it is because they haven't thought about all the small things they won't need to do thus saving them money or reducing their work load in one area so they can focus on other duties which may have been neglected. DAS cannot understand the needs of other agencies without 'walking in their shoes' for at least a day to see how they function and their needs. I also believe that other agencies should be given the opportunity to shadow DAS employees for a time to see how DAS can possibly help. We are not an island by ourselves and we all do ultimately work for the same employer so why not pool our resources.

I believe that the majority of employees will think this is very important. For those who do not provide quality customer service, or are just 'filling a seat' they should be placed on a progressive discipline track until they get with the program or go out the door. In my opinion, there is no excuse for poor customer service.

I believe we have embarked on this mission, and although we have a ways to go, we at least have the right destination in mind. We need to trust employees enough to hear their creative ideas for innovation.

I came from a smaller commission and they viewed DAS as a bother and in no way were we experts. Customer service is very important and I am not sure that importance is currently shared by every DAS employee. Customer service can make or break any organization, public or private. I think being an expert is important as well, but if agencies are getting great customer service and DAS is committed to working with the agency to solve the issue at hand, being an expert comes second. I think that creating relationships and having agencies be assigned someone to work with them might be helpful. DAS is viewed as a black hole and when an agency has one contact to rely on they might not be as intimidated.

I came from the private sector in HR, Sales and Management. I believe that customers appreciate face-to-face time with their 'experts' in the field to learn and grow. I think that having quarterly agency/DAS contact visits could be beneficial at the Agency. Example: DAS staff meet with Agency Contact Quarterly to become more of a business contact and build rapport. DAS Benefits analyst meet with their agency contacts on the same level or above. DAS HR Analyst meet with their agency contacts on the same level or above.

I don't have a comment here.

I don't see how going to meetings will help. It would be more effective to take the employees to other workplaces, so they can SEE what the other agency does. This is a form of motivation used in private industry, and would help foster support.

I don't think a mandate is a bad thing...sometimes its the only way to get the economies of scale that will benefit everyone. Look at OBM Shared Services.

I don't think being a provider of 'choice' is as important as providing quality service. I don't believe agencies would mind being required to use DAS services, as long as we provide good customer service and a quality product.

I feel that it would be extremely important to meet with other state departments on a continual basis building a rapport and better understand their environment, their needs, and services they provide and why. DAS has long had the mentality of 'Our Way or the Highway'. A lot of times it is a situation where 'one size does not fit all' and DAS needs to be more flexible and customer friendly in trying to find solutions for the customers.

I feel that most DAS employees want to provide good services. However with the lack of resources, and the constant system issues, it is hard just to keep our heads above water. I think if we can improve OAKS and reduce manual work around, we will have more time to provide proactive, rather than reactive, services.

I feel that we are responsive to the agency contacts and state employees we serve, and that issues referred to us are resolved quickly and effectively in most cases. The move towards centralization of HR services will also help improve reliability and efficiency. The main causes of negative feedback I've received are related to the system limitations of OAKS. Most of our clients understand that these issues are being reviewed and addressed as our resources allow, but it remains a point of frustration at times.

I know the DAS takes pride in providing the best services to their customers. It is very important in order to maintain the as current and future customers. Trouble shooting of new system up grades before they are put into use could use some improvement. This is another area where employee involvement would help. Employees whom use the system should identify in a trial setting in actual use mode to make sure it is more efficient in the procedural value.

I think all staff need training in customer service.

I think DAS already does a great job in this area but I think attitude is what most other agency customers take away from any experience working with DAS. If they are treated with respect and feel that someone is as helpful as they can possibly be, they walk away with a positive outlook on the services DAS provides. When DAS employees don't put forth their best effort, that greatly affects other's opinions of our service.

I think DAS currently does a good job in this area but increasing the amount and quality of communications would help even more. Keeping agencies continually informed of the progress of activities that are affecting their ability to achieve their missions. Being proactive; contacting agencies with updates before they have to contact us, letting them know our thoughts on various issues and asking for their reaction to those thoughts, etc. The 'example' above suggests attending the staff meetings of others but I wouldn't do it as an uninvited attendee. Maintaining good communications will result in invitations where and when appropriate.

I think DAS is still viewed as the role model, the originator of policy, the governing body. DAS is also not consistently informed of things happening at an agency that may affect workload or our ability to prepare process notes to help that agency during events (i.e. mass layoffs, benefit enrollments, changes, hiring procedures, OAKS training)

I think in some regards this doesn't benefit the agencies, as there is often too much handholding of the agencies and not enough accountability on their end. When things go wrong, 'DAS can fix it' but the agencies continue with the same issues, errors, etc. and never are held accountable for doing their job and doing it correctly. Maybe to better service or agency customers we should teach and/or guide them and be there as a resource for them but not be a fixer of all things broken.

I think it comes down to dollars, time and service provided. Some groups are forced to work with us - which sets a tone on both ends of that circumstance. I think that other groups resent working with us and I think some of us do not provide the best service to these groups because of it. I think you need outreach programs to those who work with us that emphasizes the value, service and savings to them that we provide and to give them an opportunity to meet - face to face - with those here at DAS who are working with them.

I think it would be great if there was better organization within each department as far as agency assignments. As it is now the DAS HCM Benefits, Payroll and State Services analysts have assigned agencies and frequently change every few months. This creates a hassle for direct agency contacts. They get used to a DAS representative build a rapport with them and then have to start over again with someone new. This is not efficient because the agencies have to start over and repeat things they've already said and resubmit information to a new person. It would be great if the DAS representative had the same assigned agencies all the time. That way the agencies don't get frustrated because they have to get to know someone new every few months and start over every time. Also, I think it would help if within HCM Benefits, Payroll and State Services each person had defined assigned roles. For example, a person responsible for reprocessing out of sequence events and student verification for benefits another person responsible for answering agency e-mail requests and questions, or a person responsible for manual checks, just to name a few. Since everyone is busy having more defined roles is more organized and people don't feel so overwhelmed with everything at once.

I think one benchmark could be how well services are provided from Division to Division internally before expecting high marks or return/repeat customers from the agencies. If we cannot rank ourselves well within and across those lines, how can there be an expectation for outsiders to want to use our staff. We all need to be able to 'sell' each other and create internal cohesion. I don't sense that exists today. IT would be great to have a mini-orientation session for not just what I am hired to do, but what all DAS does so I can be sure to get customers the right service for their needs. I might be able to suggest additional ideas outside my unit or Division for a holistic project approach as opposed to a line of service approach. The 'orientation' could be annual after business planning is complete.

I think this would be a good ideal. Would help in a lot of ways.

I think training sessions between the departments might help to understand the other departments and we can understand, more of what they need from customer.

I think we are doing a good job at this, as I feel many DAS employees do provide great customer service to their vendors. At least at my level and with my coworkers.

I think we need to 'Advertise' ourselves to other state/local agencies. Let the customer know what we do, and why we are a better choice for them.

I think we provide good service in our area. We get questions and requests from other agencies all the time. What slows us down is our ability to enhance our services by streamlining processes or implementing new customer friendly interfaces. For instance, we have been trying to get a web form for 5 years. We also suggested being allowed to have a Facebook page to get dialogue going between us and our agency customers. Requests that involve change are stalled and avoided, while other agencies seem to have no issue moving forward and embracing change.

I think your example is a good start. I don't know how you change the culture of 'It's not my job to look for work, it's managements job to give me work.'

IF DAS DIDN'T HAVE A MANDATE TO BE THE SUPPLIER OF CHOICE, DAS WOULD BE OUT OF BUSINESS. THIS GROUP OF AGENCIES IS WAY OVER THE TOP BUREAUCRATIC AND WAY TOO DIFFICULT TO DEAL WITH. WE OUGHT TO BE VIEWING OUR WORK AND PROCESSES THROUGH THE LENS OF OUR CUSTOMERS, NOT JUST BEING SELF-SERVING TO OUR OWN PRESERVATION OF POWER

If each individual who interacts with other agencies would take the time to really listen to what they are wanting and needing that would go a long way. Also if there were more follow-ups after contract award with the

agencies to make sure everything is running smoothly I think that would help. Too often we don't hear about issues until it's time to renew a contract or bid it out and then hear complaints that if we as the contract managers were in closer contact with our customers - the agencies - we would have known sooner and could have helped resolve the issues instead of letting the contract go on and on with issues that go unresolved and make the agencies think less of DAS. I agree that we, DAS staff, should have more face to face and phone contact with our customers. This would improve our relationships and open the communication lines. I don't know how many times I have been thanked by agencies just for the simple task of following up and checking in to see how things are running and for taking the time to really listen to our customers. Customers tell me all the time that I am one of the few that do this.

In addition to attending the staff meetings of other agencies, we could offer tours of our departments (e.g. while planning a print job, tour the Print department to see their services in action & possibly identify new ways to produce a sleek document). Also, we could be proactive & market specific services to other Agencies in a strategic manner and build positive relations & word of mouth.

In addition to understanding how other agencies work and what their needs are, perhaps there should also be an emphasis on each employee within DAS thoroughly understanding the workings of the divisions and groups within our own agency so that we can best assist customers. For example, understanding how each division works and what exactly they are responsible for we can better direct customers to the right person and better answer questions and concerns.

In my department we have a good relationship with all the other agencies that we work with.

Include the bargaining unit's ideas when making choices to take on more agencies workloads, such as mail operations.

Increase communication with each agency. Maybe conduct periodic retreats or knowledge exchange sessions to understand what is going on within their agency and how it affects the agency's interaction (positively or negatively) with DAS.

Increase in staffing.

Inter department cross training. Too many employees only have one area of skill. More transparency

Internally we have some issues, especially with cost. One item that comes to mind is a program that we have been trying for years to get OIT to complete. We were told it would cost \$25,000 and take six months. It has been several years and has cost us well over \$100,000 and the program is still not working to my knowledge. An outside vendor would have completed it for \$10,000 so even at the \$25,000 we were over-paying.

It is akin to raising children: 'do as I say, not as I do.' It is difficult to see how we can ask that other agencies do their best work and be compliant when we don't set that example of that high standard. We have the people and the talent. The execution must be improved.

It may be unclear to other agencies what services DAS can offer.

It's unfortunate, but everyone recognizes a job well done (although it may not be communicated). But when a job is not well done, that is communicated to everyone. There are some units/areas that provide better service than others. Other times it's not a unit/area but one or two individuals. DAS could better achieve this guiding principle by addressing those employees who are not providing timely and accurate service. The example provided indicated DAS staff attending other agencies' staff meetings' periodically, this could also apply to DAS' internal customers. DAS staff should attend other DAS divisions or unit staff meetings to better understand their needs.

Just stating that the customer is your number one concern is not enough. There are methods defined for documenting the Voice of the Customer that are proven to create an environment of first-rate customer service. The amount of time spent with the customer and the amount of information to be learned from customers requires dedicated time and effort to gather. It is a continually improving process.

Keep up with the most current information to pass on to our employees

LEADERSHIP, COURAGE

Let agencies that don't want to use DAS have the choice to not do so occasionally, and see the consequences.

Let the other agencies view what we do and take suggestion from those agencies to help us do it better. Have discussion with employees to train if needed or provide train to better serve our customers.

Leverage feedback opportunities to ensure that we are meeting agency expectations. Sometimes our (DAS) expectations of 'good' service are different from agency perspective. Also, we need to answer the question 'what do agencies expect from DAS?'

Listen to what is needed by other agencies and plan from that. Exchange information -- open-door policies.

Looking at this from a DAS employee and customer, I can say that DAS is more about its needs rather than that of the customer. Our revenue comes from a few very large agencies and therefore smaller agencies and boards/commissions are left behind. While it is correct that no State agency is mandated to use DAS' services, large agencies find the services DAS provides cost effective and cooperative while smaller agencies and boards/commissions find DAS' services unacceptable for the cost but do not have the resources to go outside the State for the services they require. I would suggest, after Guiding Principle #1 is achieved, that all billed services be reviewed and a set of guidelines/policies be established to clearly indicate our service levels to our customers. These services levels should be created so as to cover both large and small agency needs: economically and technologically.

Make OAKSCI user-friendlier.

Make sure we provide the service the Agencies need and make sure the Agencies follow the established rules they are to follow.

Many of the services we provide are expensive because there is too much overhead rolled into the rates. Agencies have told me that they are too expensive and they would rather use outside services. Did you know that DOT wants to build their own datacenter and sell it as a service to agencies?

Many of the statutes need to be rewritten to allow for the type of flexibility that is needed to achieve this principle. Until that is done, this principle can only be achieved in a limited manner.

Many personnel in program units have little interaction with our customers. As a result they are more internally focused in their efforts and are not thinking like customers when it comes to delivering services. Employees in units that interface with the customers hear the frustrations first hand from the customers but have no authority to make changes in the program units to improve customer service. The fact that most program units do not have employees with formal training in customer service or fiscal matters perpetuates this situation. The attitudes of many bargaining unit employees are very poor when it comes to providing good service to our customers. Many are committed to doing as little as possible on the job as opposed to going the extra mile to satisfy our customers. If you want to improve the perception of DAS as a service provider, you have to start with the basics. Create a workforce that is willing to support excellence in customer service.

Many times agencies do not understand all that goes into what we do. Additional communication with our customers to explain the value that our services 'bring to the table' is necessary. Last year our office started agency knowledge exchanges to try to bridge the gap that exists between us and our customers.

Marketing ourselves as the provider of choice is self-defeating when agencies have no choice. Instead of being experts, we should focus on being 'professional and capable service providers' 'problem solvers' 'trusted partners'. Our customers have needs, and their biggest reservations toward doing business with DAS are: 1) they are afraid that we will restrict them, limit their freedom/flexibility 2) they are afraid that we won't deliver. All too often, DAS meets this with a 'we're the best, and you'll do things our way' approach which poisons the relationship. And all of our divisions are in the relationship business.

More face-to-face interaction with agency customers would be a positive. Consistency in applying regulatory mandates builds trust in the competency of DAS staff. Due to large numbers of transitioning employees over the past 2-3 years there are many relatively new leaders in key positions, these folks need to be supported and given permission to own mistakes and reach out for support and information to build their own expertise when necessary.

More frequent communication with each agency.

More interaction with agencies' APOs to better understand how we can be a better service agency for their needs.

More training opportunities for DAS employees in their respective fields and areas. Improve software abilities. Provide to outside agencies what DAS does its success and how it can help agencies. Possibly a newsletter to outside agencies.

Need the leadership of OIT, HRD, OAKS, GSD, etc. to agree on unique services that should be offered (or already offered) by their division within DAS and to fully support it. Need to forsake any idea that will infringe on that agreement and promote the services offered by DAS and not by a division.

No suggestions

Not at liberty.

Not only do we need to understand other agencies better, they need to understand what we do, understand the 'make up' of all of DAS. There are even people within DAS that don't understand other parts of DAS. To further define, there are people in GSD that don't know what other groups in GSD are doing.

Nothing specific, but we need to find a way to change our customers' perception of us. Excellent, responsive communication is always key.

Offer cutting edge technology/services. Hire qualified employees to implement and manage hi-tech systems.

OIT services have a poor reputation in the agencies, both for pricing and quality. Some of this is based on legitimate concerns from agencies in those areas. OIT must become more efficient so that it can offer competitive services. Unfortunately, today large agencies with political clout tend to pull out of services that they wish to manage themselves. This removes the economy of scale and leaves agencies without the political clout to withdraw paying more for services than it would cost them to implement those services themselves. This leads to a major image problem. Once the efficiency issues are addressed, a concentrated marketing effort may be needed to correct the image issues. All of this said, some OIT services have a better reputation than others. Mail, for example, seems to be well perceived from a quality standpoint; most agencies holding back there are doing so on cost grounds or due to historic ties (integrations, end-user training) to other e-mail systems. Many other DAS services have similar issues, unfortunately, but generally to a lesser degree than OIT.

One of the things I have as a plan is to begin sending my staff and myself to quarterly meeting at the agency worksite to meet with the staff we work with to get their input and to find out what there needs are in terms of training. I would like to do more of this. Upgrade the system to be electronic and bring the entry of information into OAKS in so as to reduce the amount of mistakes. Cross training between all the units in my division so we understand what the impact of what we do on the other units. This is why the change in the classification and how we fill our positions is vital.

Other agencies do not know all the services available through DAS. 2.Reduce red tape. Make it easier to do business with DAS. 3.Improve accountability among project managers and allow flexibility. 4.Develop team approach with customers to find solutions.

Our area in DAS State Printing (no, I am not being very anonymous am I?) has tripled in volume within the last 2 years and the beginning of my dedicated involvement to centralization of printing. We need to be providing 21st century technology to meet our customer needs. We are not there. Sometimes you have to spend money

to make money. We need new print equipment and new approaches to getting our work done for our customers. Also, we need to work in close partnership with the agencies we serve, so that they will be flexible to help us help them!

Our users are very nice and look forward to speaking with our team to jointly resolve a problem or issue, mostly.

Personal service is much better than going through an endless chain of voice mails.

Please refer to my first set of comments. The only additional comments I would make is that of course DAS should want to embody a 'culture of service' but that is a hollow statement if we are not laying out clear guidelines for what we will or will not provide, and even hollower when our own management avoids following those same guidelines. I would argue that most staff throughout DAS embodies this culture of service to the best of their ability, unfortunately, often times staff is stymied because management is loath to actually put any set standards in place, meaning that staff will head down a path with an agency, working happily together, following the same set of standards they followed on the last project, when all of the sudden a member of management tells them they can't do it that way now. When the agency asks why and for documentation of the reason it can rarely be provided. DAS management often treats its staff and customers much more arbitrarily, following the parental 'because I said so' line of reasoning - if you dare call it that.

Possibly having more project start off meetings, either face to face or by video (Skype?), to make clear goals, deadlines, etc.

Provide customer service training to areas lacking in customer service.

Provide more training opportunities for employees

Publish an internal set of customer service expectations. For example, all customer phone calls and email will be returned within in one business day. Hold employees to it. Train all employees regularly on customer service. Deliver on promises.

Question 2 is hard to answer- there are so many service provider units in DAS and there is not a generic rank that covers each of them. A DAS average does not work well, as some could be failing and some exceptional. There was not an option for 'no response' so I selected 5. It would be good if customer service survey data could be shared.

Real cultural change is only accomplished with a top down approach. A customer service mind-set must be modeled by all (underscore) leaders. To accomplish this, leadership must recognize their direct reports as their number one customer. Ensuring resources to do their job, managing performance (do this well) and attending to their needs first will create the ripple effect that will eventually reach the ultimate customer (in the State's case, the taxpayer). DAS currently rates well below the importance factor, mostly due to lack of resources. Since resources cannot magically appear, this is an excellent opportunity to involve employees (inclusion and empowerment) and encourage innovation (efficiency and synergy). How well you accomplish this principle will have a profound effect on #3 & #4.

Require staff to make regular contact with their agency peers. Face-to-face visits should occur whenever there is a specific need to be addressed.

Respond to all customer concerns or complaints quickly and efficiently. (We make it a point in our centers to provide quality, on-time service and savings.)

Reward outstanding service. Re-train/remove employees that are not performing well or feel entitled because they are protected by the union.

Reward employees who bring jobs to DAS. Give more power to the people who actually do the work. Keep politics out. Let the driving force be the productivity, fee generation, customer satisfaction. People who do the work need to see a clear and direct relationship between the amount of work they do and the rewards they

receive. The rewards cannot be a star or a pad on the back. Real fee generation requires real monetary compensation.

A changing of the guard has occurred (in the procurement office). Maybe now is a good time to instill some sense of hope in that office's staff that 1. The customers are not all idiots. 2. Remind them that we are all really on the same team. 3. Remind them that they are AMBASSADORS for the office. 4. Instill a sense of pride in their work. 5. Help give them the confidence to explain to the 'customer' that they are the 'client' to avoid potentially problematic situations. 6. Inspire employees through great leadership.

Service is a relative concept; one man's service is another man's shaft. Service and Customer must be clearly defined in order to convey an objective understanding of we mean and how we convey that understanding to the customer base. A Customer Service Board or workgroup made up of lower management and line staff that is tasked with defining and conveying these concepts internally might be useful.

Should rumors pan out on any sort of agency / IT consolidation, other agencies will be more willing to use DAS if some of their own staff is now working with / for DAS. DAS has made progress in customer service arena, it may be slow but more agencies will see this change and be more willing to work with DAS.

Simply be more friendly and helpful when an agency calls and go above and beyond what is asked.

Some areas do a great job in meeting customer needs and providing quality service. However - there are many areas that don't. As a result, all of DAS is lumped together when an agency has a bad experience. Suggestion - create a comprehensive, standard directory of services that lists the products and services, etc. provided by each division, section, and unit within the section. Distribute to agencies and encourage them to be specific when expressing dissatisfaction with DAS. This will help us pinpoint and correct the problem areas.

Some services can't be provided by an external provider. For those services, what can we do to improve existing processes and customer service? Focus on only those services that are key to the mission of the state, and work to remove requirements to provide low-value services. For services where there are numerous competitors and options (IT, for example) focus on providing a comprehensive service package that will show the value added over individually buying services from this provider and that provider. Some services may need to be added (document management) others improved... and some dropped or outsourced.

Something needs to be done to address the price structure of our services in order to make them an affordable choice in comparison to services outside of our enterprise they may be considering.

Sometimes DAS staff are not allowed to do all they can because of where their salary comes from. I also believe that sometimes they are not given the freedom and trust to do what they are trained to do.

Staff should be evaluated by their customers quarterly to have up to date data on performance.

Streamline forms. Allow flexible or alternative approaches to document requirements in order to process services

Streamline processes to reduce the complexity in obtaining services.

Stress the benefits of sharing services across state agencies (e.g., volume discounts). DAS could reach out more to customers to understand how their services could be shared and how economies of scale can come into play.

Support is needed to deny agencies from spending more money to duplicate services offered by DAS.

That really sounds great.

The agencies will push back regardless of what we do just through self-preservation. We need to proceed with the goals and do what's best for the state. In time they will come to see the enterprise benefits.

The example above is critical, but it has to be the correct staff that attends meetings. If you go too far up the management ladder it becomes disassociative and more likely to be misunderstood or misrepresented back to

the Processing Teams of DAS. In addition, I believe that agencies should be invited to our meetings as well, so they can have a better understanding of what barriers we also have to cross to provide the services to them

The idea that DAS can be a service provider of choice for other state agencies is not practical or realistic. State agencies, in reality/comparison to private sector service providers, are divisions/subsidiaries of Ohio. DAS cannot compete fairly for several reasons but the three most important reasons are because 1) DAS cannot make a profit, consequently, cannot subsidize to start up new/needed service areas within DAS from monies earned by different service areas; 2) DAS' method of recovering costs is cost competitive prohibitive; 3) Most agencies, specifically the large ones, do not want to use DAS services because they want their own staff and be able to control their own direction.

The internal focus of treating state agencies as customers is old news. This bold idea comes right of the 1990's. Some divisions have worked hard to overcome old stigmas. The real question is what does DAS do for the taxpayers? The fact is agencies will always want to bypass DAS. Yet, centralized services are a proven method of leverage buying power. Therefore, it isn't as important to 'be liked' as it is to do the right thing. In his book on leadership, George Barna suggests that if you want to be popular, become an entertainer. Leadership isn't about being popular. State agencies are all stakeholders; our customers are the citizens of the state.

They might attend some meetings, but they need to really talk to the people who are working for them and see if they have any suggestions to make the work more efficient and get their input on things. It's the little people who make the big people look good, so ask the little what they need, 'in reason'.

Think attending other department meetings would be an excellent idea to understand how they best interface with our DAS.

This is very important and the prime example is OAKS BI initiative. Adopting agency requirements and converting them to a standard DAS solution should be the goal. There are plenty of opportunities for DAS adoption.

This will always be a challenge do to the dual governance/service provider aspect of DAS.

Too often agencies know more than or know before the operational staff within HRD staff should not be allowed to NOT take calls, but rather filter them through the helpdesk

Too often some of our employees are the slackers and do not pull their fair share of work. Unfortunately the managers often overlook this conduct and pass off the work to others that are capable. When people are overloaded the quality of work is shabby. There also need to be additional training in the customer service areas of DAS.

Too often, even phone calls are impersonal and fraught with defensiveness. Managers should not only organize customer service trainings, but employees should anonymously award analysts who speak to all customers with respect. Procurement Services has many smart analysts, but it's apparent that many lack interpersonal skills and the ability to troubleshoot.

Top down customer service, hire customer service mind set, train for customer service, reward good customer service.

Train staff so they are really 'experts' in their field and conduct regular customer surveys.

Training DAS staff to listen to their customer's needs. I find so many people in general do not patiently wait for someone to complete their verbal remarks before they speak. People seem to jump in or interrupt the other person so they can get in their opinions without really listening and keeping their mouth shut. Do not answer the question before it has been asked. Wait for the whole explanation has been said then think and then speak with a courteous, helpful voice.

Training for Managers on how to deal with employees Training for staff on how to be professional when dealing with customers and one another

Understand the Voice of the Customer. Until we receive feedback from all our customers on their needs we are only guessing at what our performance level should be.

Understanding current and existing customer needs as well as our capabilities is pertinent to our success. 1. Create an outreach team to fulfill a public relations/marketing aspect for our agency and services. 2. Have monthly or by-monthly customer meetings to provide a platform for our customers to discuss their current business needs. (The meetings should be attended by the Outreach team, service managers, and upper level management to extend a 'welcome' and to offer solutions to customer problems.)

Visit customers to establish direct relationships. There is more give and take with someone you know than with someone you don't. Avoid using e-mail as the sole communication tool with a customer. E-mails can be misinterpreted for tone, etc. Talking to someone, either by phone or in person, can help minimize misunderstandings. If you have to tell a customer 'no,' be tactful and diplomatic. Explain why. Don't use a generic answer like 'it's the rules.' Understand the customer's urgency. We routinely underestimate the customer's need for speed. Find out when something is needed, commit to doing it on time, and follow through. Give status of work in progress.

We can better achieve this principle by hiring more employees to lessen the workload - thus, providing more time to the analyst to 'be all we can be'!

We can't please everyone and some agencies will never 'want' to leverage DAS for services. We need to focus on our core services and perform them well. We can't be everything to everyone and if we stretch our staff too thin with extra projects we will fail.

We don't always know what other areas of doing until one of our customers/agencies tell us so we are unable to provide a united front as DAS, the agency.

We have a bad reputation out there. Our rates are too high and we do not think like a business. We have to have customer engagement, and a focus towards customer service excellence. Instead of trying to find ways to say no, we need to find more ways to say yes and serve the agencies better.

We have to require program leaders to poll their customers and be responsive to feedback...both good and bad. All too often negative feedback is viewed as 'sour grapes' when it should be viewed as an opportunity to open a dialog with the customer about potential changes we could make. We need to listen to them!!! We should require regular polling and require the results to be shared with upper levels of management. We need to be the model of what we are promoting. All too often we are viewed as the governing authority instead of the model. DAS needs to do exactly what we are telling other agencies to do.

We need to be fully staffed to carry out our tasks completely and timely. I believe the designed staff levels are already lean, so vacancies will directly affect the service level.

We need to be less bureaucratic so that work can flow back out of DAS more quickly. I believe for the amount of work DAS does, we do not have enough people, which slows our response time. Unfortunately, I am not sure how to fix the above. Many of the issues we deal with are complicated and require upper management involvement to ensure we follow the direction of the director and governor. Of course funding restricts the number of employees DAS can have.

We need to be reminded that we are serving customers. We have so much work to do these days that it is easy to forget that our purpose is customer service. Often we don't want to help the customer because we know we have a pile of work that needs to be completed. Cross-train so that if someone is out of the office, the customer can still be assisted.

We need to evaluate the rates that we charge and make sure they accurately reflect the cost of providing the service. Overhead needs to be spread fairly so that services can be competitive with the private sector. We need to develop a Customer Relationship team staffed with the right people to engage with our customers.

We need to promote better customer service.

We need to reinforce our value to agencies and customers at every possible chance. We can do that through a number of channels. The first and foremost is providing quick, efficient service to everyone we come in contact with. A second way is to keep our rates for everything we do competitive. Our cost must meet or beat what is available on the open market. I don't think these ideas are anything beyond what we are already trying to do, but those are the types of value we need to provide.

We need to sell ourselves. A lot of times we deal with customers that have know Idea on all of the services that we can provide. I think if you had some one who sold our services by showing what we can provide, we can get our customers to want to use us and build a better relationship.

We need to share our goals and plans with the agencies before we mandate their use. Get buy in up front. We don't need to get their approval but we need to get their buy in. More updates/status meetings and as the example above suggests, across the board attendance at staff meetings.

We need to work more on prioritizing projects and removing both conflicts / competing priorities and be more intelligent about correctly aligning priorities with staffing resources. Essentially, there are too many high priority projects, and staff/management are not capable of juggling them sufficiently -- we drop too many balls that would be caught in a better-orchestrated, well-managed business. We have the right ideas, we simply don't have enough resources, primarily due to the many priorities of the organization, to bring the ideas to fruit.

We provide training classes regarding Benefits and I feel agencies take advantage of us without using any of the tools we have provided them during training.

We should need to have the meeting if their needs update.

While I am a strong believer in providing quality customer service, however I also don't always believe that means that the customer is always right. DAS employees have been mandated to provide excellent customer service at all cost, many times while not be respected, or treated professionally by the agencies. Many agencies know that if they do not like the answer that they are given, even though it might be correct, that if they go over the employees head they can usually get what they want...this just encourages a lack of respect from the agencies to the employee that is trying to provide quality service ...this happens in all areas over and over again. I think that management needs to not always side with the customer and support their employee if they are in fact correct, in order for the agencies to start to build a relations of mutual trust and respect, then providing exceptional customer service will follow.

Work with agency staff in the areas that we are providing a service. Ask them how they do their job and how what they are or aren't getting from us (DAS) is impacting what they do. Ask the agencies what do you need from us to assist you in completing your day-to-day job. In many cases DAS just tells agencies how to do something, but many don't understand the agency process or why the agency is doing it a certain way. In order to provide the service to the agencies, DAS needs to ask the agencies about their needs and address those appropriately. Additionally, DAS will need to be ready to support those requests and not ask for suggestions and then tell staff (DAS) that we can't do that even though we asked the agency what they needed.

Work with the customer in a timely manner. We are so short staffed we have trouble keeping up with the every day requests. Take a day off and your job helping the customer in a timely manner falls way behind and so on...

Guiding Principle #3

DAS will operate more efficiently by using a common sense approach to our business practices and processes.

The following comments were provided by DAS employees when they completed the online employee survey in July 2011. The comments are shown here in their original form, as submitted and in their entirety.

1) Promote from within rather letting new managers bringing in their own friends. Loosing trust in management has an adverse effect on the productivity. 2) Listen to people who are doing the work for many years rather than bringing new people who only want the change for stating they are doing something. 3) Stay away from busywork such as changing words in the front end or some documents and then after a few years go back to what was used in the past. Need to be practical and think about people who use these documents the most. 4) Miss application of the resources. Managers selected in areas in which they have no experience despite the written job description. This can only happen when productivity is not the goal and politics is the driving force.

1. Definitely eliminate the reports that nobody reads! 2. Making a decision around here is something no one wants to do. We need training on how to conduct a meeting that when everyone walks out of it there is somewhat of a decision made. Meeting are way too long and non productive. 3. Teams that work closely together should work in the same area and have a collaborative space to discuss issues quickly and face to face. Sometimes it takes a week to discuss simple issues, losing valuable time.

1. Too much focus is given to cost recovery and SWCAP. 2. Pricing needs to include evaluation of the provision of the same service from outside entities. 3. Some services should be provided for 'free' to agencies. 4. Business Process Improvement should be an ongoing activity organized and staffed by strategic elements of the agency along with input of customers. 5. Customers should be asked on regular basis what is and what is not working. 6. All too often, we have noted changes in the environment, changes that have direct impact on the provision of services that we are responsible for. After communicating changes in the environment to the chain of command, the changes are often times dismissed or ignored until someone else (normally higher command) asks about status. Early indicators are there, but we don't take advantage of them. We don't move with the changing environment. Our reaction is cautiously slow, conservative and meticulous. Sometimes for good reason, for others, they simply are ignoring the obvious shift. I think that in the latter cases, Status Quo is much more important to mid level or upper mid level managers than it is to be innovative, responsive and effective for our customers.

Again, have an open forum for sharing ideas. It's not actually the fiscal office or personnel who knows how to consolidate and save money. I see a lot of wasteful spending in positions that are not needed, but they have to exist in order for upper management to meet the minimum quals for their position status (i.e. a administrator must have at least 2 pay range 12 employees under their direct supervision - or even better - an AA3 - gets reclassified to a mgt any supv AND THEY DON'T SUPERVISE ANYONE) I know job classification is a huge thing, and no one wants to revisit it, but that is a whole lot of wasteful spending.

Again ~ create and maintain SOPs' (Standard Operating Procedures). 'Dummy Down' every process.

Again your Example is a good start. Often times management really does not know what their employees do. I'm sure if a work study was able to be completed you would find a tremendous amount of 'free time'

Again, centralize and consolidate, internally and for our customers; In general, we all know where the red tape is, and not all of it is mandated by law. If we are serious about streamlining, we can often trim most processes down at least a little. For example, how many of our forms are really needed? Can some be combined? We should lead the way for the other agencies in removing less necessary forms and combining wherever possible. Even online, where can we have one fore work as two?

Again, I think the 'packaged service' approach is an excellent cost-savings and red-tape avoiding solution. In OIT, we need to provide for better customer engagement and to sit down with agencies to assist them in identifying their IT needs and to then provide packaged cost estimates along with providing clear Service Level Agreements (SLAs). We do this well in some operating areas but not all.

Again, trusting employees and their ideas would help this area as well. If an individual knows his ideas will be shot down EVEN when encouraged to come up with them, he is hesitant to provide solutions, and thus, will attempt to provide solutions that his supervisor prefers only. He is paranoid about 'thinking outside the box.'

Again, we have the people and talent to do what is needed, but it feels like our hands are tied because of the divisions, budget and how an employees salary is paid.

All organizations can continually improve. Generally, staff are not the problem, processes are. Several years ago I worked for an organization that had an established CQI (Continuous Quality Improvement) Team chaired by the person within the organization charged with overall quality for the organization's services. It was an extremely productive group which met once a month for 1.5 hours and was made up of management and front-line staff. The group continually reviewed processes and reduced many inefficiencies resulting in a continuously improving output for the organization.

Allow for more flexibility in schedules. For example, many people would welcome the opportunity to work 4 ten-hour days. With proper planning this could increase the numbers of hours our 'business arm' of the state operates without increasing costs. Ask employees to identify their frustrations, and identify what they see as being inefficient, and ask THEM to provide a solution for the issue they identify. Create a Project Management position that is responsible for working with each of the cabinet level agencies to draft an SOP. From working with so many agencies, over the course of multiple administrations, what I see is many of us within this big team all working towards the same end, can not identify WHAT/HOW we do to figure out what we CAN improve, let alone figure out what will have the biggest impact and be the easiest to achieve.

Allow more competitive and flexible bidding, do not insist and MBE and EDGE vendors be given contracts if they are not the lowest bid. Allow multi-year pre-paid contracts and warranties. The State can get better pricing and discounts from vendors with multi year and prepaid contracts

Although this is very general, I think each and every area has room for improvement. There has been so much change in technology over the past 5-10 years and I feel there are many things we do 'just because we've always done them.' As the workforce changes (retirements, etc.) this is our opportunity to ask in EVERY area - why do we do each thing we do? Why do we complete that form? Is it important? Is there a better way? Who is it useful to?

Any work requested by other is a long drawn out affair. For example- three bids for a project that is less than fifty thousand dollars is a waste of time and state money. EDGE, MINORITY, MASTER MAINTENANCE AGREEMENTS are a total waste of time and money. On the projects we have done in the past years these companies have driven the cost up just because we had to have them to meet our quota percentage. Getting bids is a good way to keep people honest but a real slowdown on progress. When seeking bids we should use our better judgment. We are smart enough to know when we are being taken or not. If you have worked with a company and like their work you should be able to use them again without all the hassle. I understand why we have to do all of this price searching but we need to modify the system.

As noted previously, eliminating the 'siloes' within the department's IT organizations could greatly improve the efficiency of our business operations. Also, making every effort to continually re-evaluate the effectiveness and efficiency of our processes by soliciting and considering customer feedback would likely help.

Basically streamlining processes, which is a vague comment, but maybe providing Information Technology people to intern in each area to help departments establish databases or develop useful reports for management instead of the only person who knows Excel or Access in the department trying to be the in-house IT person. The more we can automate the better!

Because of OAKS, I have seen an improvement in the 'red tape' and speed through which things are processed. The one thing we are still struggling with is communication for system changes, outages, policy changes, etc.

Begin to utilize scanning and electronic means of sending and receiving information.

Being able to purchase software - hardware that streamlines or assist us in giving better customer service at a reasonable cost.

Being more helpful to all of our customers. I believe all customers should be helped and in a timely manner. I help all customers or try to find out who they should talk to or who can help with the problem. I am here late every day and when people are trying to find something I stop what I am doing and assist when or where every possible.

Bring OAKS entry in and reduce the number of errors we have to correct. Go paperless in terms of PA's, etc., Electronic all the way to the records room. Get consistency among the contracts. Get consistency between contracts and Exempt.

Business Office functions need to be reduced by the number of signatures needed and go PAPERLESS. This would be passed down to other departments and make it more efficient for purchasing and processing. Vendor names in OAKS should be uniform. At this time they are listed by many different ways

By involving everyone within decision-making. DAS has some intelligent people who are being under utilized. These people would probably know the common sense approach within their environment.

By pushing back on our peers if/when they start talking about adding complications to a process. Giving reminders in planning sessions. Revising rules and code where necessary.

Centralize process Have one process instead of 5 different ones that result in the same outcome.

Change any law that does not benefit the public and would save money. One might to have one pay cycle for all state employees.

Change processes to skip steps that are not needed or of use. If a given office rubber stamps paperwork without ensuring that it is correct, the step should be skipped to speed up the process or the office should be re-trained in the process.

Change revised codes requiring duplicate work.

Common sense business approaches would apply in the method of providing services. Changes to our methods of contracting have resulted in inefficiencies and uncertain outcomes as the result of combining one time bids, State Term Schedules and Request for Proposals with each analyst. We are specialists not generalists and thus, those trained and experienced in certain methods of procurement should be directed to use those methods to provide the outstanding service we are capable of.

Common sense is not a clear statement for a guiding principle. A lot of the foolish items I do at work are required by Ohio Revised Code. For example the 'DMA Form' asking people to state whether or not they've given to a terrorist organization. No one giving money to a terrorist organization would say they were supporting one. I spend an incredible amount of time emailing and calling vendors to make sure they send in the form so our area has them on file.

Common Sense requires a reexamination of the whole concept of Cost Recovery as a billing model. If IT as a service is important enough to do, then it is important enough to fund. Layering on levels for administrative overhead and burying staff time within services, charging back to internal workgroups inflate the cost of services to users and costs taxpayer dollars. How many times do we need to pay for a SAN? Are monthly fees for desktop services that are rarely if ever used the way to go? Does a \$5M contract really cost 100 times as much to administer as a \$50K contract?

Common sense versus 'how things have always been done'

Consider eliminating/improving processes that currently have a low return on investment. 2. Procurement having more control over our vendors' and their performance. This may need policy revisions to be more aligned with the private sector. 3. Develop the state's in-house human capital. State employees should be empowered more and trusted to make efficient changes (and be recognized for results). State employees are the experts on state processes and issues and are truly looking out for the taxpayer's best interest, without profit. Outside consultants do not have any advantage on state employees to build a better mousetrap. They have profit motivation, are experts in selling themselves, but show no real/new/sustainable results. They are not looking after the taxpayers' best interest, or return on investment.

Consider not billing for minimal amounts. It ends up costing more to bill, receive, and deposit a \$4 check than DAS gets in revenue.

Consolidate the h/w and s/w product licenses. There are redundant volume licenses of the same products scattered within DAS and other agencies. Standardizing the solutions and tools/techniques to implement them would be a common sense approach.

Consolidate the space used in the office and rent our vacant space to other agencies. 4200 Surface Rd has free parking, close to two highways, and under the same roof as DAS (in which all agencies work with). This is a very attractive location.

Constantly compare our services to the private sector. Whether it is printing or the Architects or building trades, we need to provide the service at a better cost. The private sector constantly changes with the economics and we need to stay aware of these changes.

Continue to be focused on the goal and be open to suggestions to make current processes and practices work more efficient.

Continue to stress customer service and encourage employees to take care of customers and not to pass the buck.

Current, dual timekeeping systems are unnecessary

Cut out repetitive steps of doing things. Often times paperwork goes through numerous supervisors, managers, administrators, etc. There is also a lot of paperwork that is completed when the process has already been done electronically via computer.

DAS can achieve this with leadership.

DAS has a lot of silos and people who are resistant to change and you have to address the fear that the risk of flagging things as wasteful or unnecessary will reduce people's importance or, worse (in their eyes), result in staff reductions. At the same time, management needs to be frank about evaluating their resources and honestly resizing/retooling to keep up with customers' demands or else DAS will just be filling seats without necessarily insuring experts are in the needed roles.

DAS HRD and the OAKS team have and continue to make significant progress in this area. Keep continuing in the same direction and provide resources to what's important.

DAS is producing a number of COGNOS reports every day that no one uses. We need to evaluate the need for all of those COGNOS reports and eliminate the ones that no one is using. Our work processes should be evaluated to see whether more of them can be automated. But we don't have a dedicated staff available to work on automating tasks. The DAS programming staff seems to be spread too thin and does not support many of our current applications. DAS needs to evaluate current IT staff and determine whether they are really meeting the agency's IT needs. Now that we have been using OAKS for four years, I often hear employees say, 'I wish they had designed OAKS to do this better'. If there is ever an opportunity for employees to offer suggestions on how to improve processing in OAKS, I know a lot of employees would jump at the chance to

have input. The annual SWCAP reporting used to be automated before we started using OAKS. It took very little time to complete the reporting. Once in OAKS, we went back to reporting on massive spreadsheets, which is very time-consuming and error prone. Finding a more automated solution to the SWCAP reporting would be highly beneficial.

DAS is the poster child for hypocrisy. Our internal processes are poorly defined, and often redundant. For example, the state spent over \$200 million on OAKS, yet we use a duplicate spreadsheet for timekeeping. We need to stop passing paper and start using scanner to distribute and process invoices. We need to automate as many forms as possible, and eliminate manual documents. Create one approval process and end internal requests among the different divisions for the same information or documentation.

DAS must attempt to train new employees who have not been properly trained by the previous employee. Their needs to be more employee transition planning. DAS is aware of all retirements and some resignations well in advance, but seemingly does not plan for transition accordingly. It seems that DAS does not take the importance of DAS positions seriously and does not consider the fall-out of what may happen when a new employee comes into an environment (especially from the private sector) without a clue of DAS or State procedures or processes. New employees are making mistakes that are costly to some DAS offices in need of cash flow. But procedures and processes are not clear to the new employees, therefore, the DAS office suffers financially.

DAS needs to gain the respect of other agencies so that they are willing to make needed changes to their document composition, working in partnership with us. We centralized printing, whereas we should have first come up with common storage of data and a common document composition tool and a standardized print stream and insertion methods. If we could standardize the documents we print, we could save Ohioans monies by the purchase of fewer envelope types, mail sorting etc.

DAS needs to stop and think about what is really important to it and focus on those areas (e.g. disability processes and procedures would be a good place to look) and focus on making these areas run more efficiently.

DAS often gets negatively impacted by items beyond our control (i.e. SWICAP).

DAS should look at a combination of providing services and using outside contractors. DAS needs to be skilled in managing all available resources to accomplish our mission. Time is our greatest enemy. Our customers deserve the quickest response and highest quality service money can buy. Improvement is a never-ending process. Change for the sake of change creates confusion so DAS has to know if the change is worth the turmoil that change always creates.

DAS support staff (i.e. business office, personnel, etc) should actually support the staff providing services to the customer.

Develop a better way to fund divisions - or as some say, validate their existence. DAS claims that it is one big happy family, but the divisions charge each other for every nook and cranny. There is no collaborative spirit. During the planning of a new DAS-wide service, one leader mentioned that the service is going to be of great value, but his department needed to find a way to charge for it. There seems to be more worrying about funding than doing the right thing for the agency.

Do cost analysis on frequently used processes to determine if the end result is worth the price. Determine where it is better to spend money to ultimately save money. Some processes are screaming for IT solutions however those are not implemented- not sure why. It costs money to not implement the IT solution and continue the current path.

Do not force a department to conform to a procedure if they have just cause and prove it to be less costly to continue doing the 'old' way. Example: shared services paying every invoice we receive. Not practical, efficient of cost saving for our area, yet we are forced to comply. This creates more time-wasting red tape and we have to pay a fee to them.

Do we have to enter our time twice - in OAKS and on timesheet?

Each department needs to know the process even if another department is handling it, etc., new hire or exit interview.

Eliminate the multiple layers of review and approval.

Eliminate reports that no one or few people use. Create the needed reports.

Eliminate duplication of efforts. Too many people have to sign off on small purchases. There is no logical reason for employees entering time on a spreadsheet and then entering the same information into OAKS. The out of state travel rules completely eliminate the ability for tech staff with very specific training needs that require out of state training. We were prepared to send 2 programmers to training when the vendor said they would pay for the travel....DAS would not approve this.

Eliminate duplication of processes. Make sure all sections have a clear understanding of what each section does. This analysis may lead to the elimination of duplication between work sections. If there is a large labor force in DAS, offer buyouts over layoffs in reducing the labor needed to make the processes efficient and cost effective.

Eliminate duplication of tasks and responsibilities that is currently in other state entities. DAS is to be the central service provider so having any duplication within state agencies is an expense to the taxpayer. Each office should review its processes, procedures, and practices, and look for ways to streamline, reduce, or eliminate.

Eliminate excessive report generation

Eliminate layers of approvals. Eliminate request for purchase forms for amounts over \$1000 unless new equipment or new services are being procured. Request for purchase should not be required for routine materials and supplies.

Eliminate managers that do not manage people. The managers that manage people can manage programs as well. If lower level employees have to multitask because of staffing shortages, so should managers. We have too many managers. Too many supervisors. Not enough line workers. If you want to balance the budget, get rid of all of the high paying positions that are not needed. We are too top heavy.

Eliminate obstacles that provide no business value at all. Remove red tape from our contract and procurement processes that provide nothing more than job security for certain individuals. Make solutions oriented thinking, process time reduction, and cost reduction critical success factors. Certain areas within DAS are more focused on following steps in a process than the cost impact of that process.

Eliminate redundancies in processes - Initiate, review, approve and store supporting documents in OAKS. - Stop requiring paper copies of the same documents that are submitted electronically (pcard!) - Stop requiring the same reports in various formats - Stop trying to make OAKS match the old systems - we should be changing workflow to match OAKS.

Eliminate redundant policies and procedures. Decentralize where possible and increase audit functions.

Eliminate redundant work. Stop the micromanaging and just let people 'do their job'. Use more 'common sense'.

Eliminate reports that are difficult to maintain and that no one uses. Develop process improvement committees for program area functions.

Eliminate services that have declining or low usage. Get out of the business of offering services commonly available on the open market unless it can be shown there is substantial benefit to delivering the service in-house.

Eliminate some of the barriers in the already cumbersome processes. For example, HR is tasked with managing the selection process up to the point of the actual PA entry. This task is left to HR Support which is already burdened with various other tasks and competing priorities. (This will require input from OBM.) I'm sure decentralized agencies would find it more efficient to be able to enter PAs at the agency level. Enhance the department's ability to utilize IT resources to streamline processes. For example, other agencies' IT divisions partner with other areas in order to improve various processes. Within DAS, some divisions are often left to their own internal resources and knowledge to create systems to address the needs. These systems sometimes prove to be inadequate.

Eliminate steps or combine steps, so that it takes less time to process certain request.

Eliminate supervisors - too many of them. Too much red tape for approvals or corrections to OAKS.

Eliminate the Employee Work Hours Records forms. They take time to fill out and no one ever looks at them. If there are managers who do not know when their employees are coming/going discipline them. Otherwise employee already record time (and can be punished for false statements) using OAKS. Streamline the Business Office for OIT. It takes weeks to get procurement through, 5-6 different people have to approve it only to send the duplicate paperwork through OAKS for reapproval. At least allow electronic signatures and emailing of documents.

Eliminate the levels of management that exist to ensure their existence.

Eliminate the processing time for purchases and all associated processes.

Eliminate the reports that no one reads Implement a records retention policy that can significantly reduce the amount of storage needed for our production applications.

Eliminate the use of a complex phone system that only a few team members use; decrease in phone call volume does not justify need for this extra expense.

Eliminate useless meetings and shorten others by sticking to the agenda.

Eliminating reports no one reads is a good suggestion but accountability needs to remain. Eliminate duplicate services and 'experts', even cross agency Consolidate information for services/supplies cross agencies

Embrace electronic modernization i.e. use of electronic signatures, paperwork in the cloud etc. Have IT services to support paperless approval processes for various documents

Employees get caught up in doing things on a day-to-day business without thinking about why are we doing this. We need to take the time to document our process and procedures and understand why we are doing our daily tasks. In doing so, a lot of waste may be eliminated from our processes and therefore would reduce our costs that are passed on to our customers.

Employees have many suggestions to eliminate red tape/time/cost, but often managers one or two levels above these employees do not consider these suggestions. There is no way for the employees to elevate these suggestions further 'up the ladder' if managers arbitrarily and immediately decide against these suggestions. There is often a culture of keeping processes the same and avoiding change. Until management either entertains more suggestions with an open mind, or someone above the management level becomes involved in order to ensure suggestions are seriously considered, there will not be enough streamlining.

Empower individual employees to make decisions and eliminate up the tree routing for everything. Along with this is personal responsibility on employee's part. One person's common sense may not be the same as another's. Understand the role of public scrutiny in everything we do.

Encourage management to adopt and implement the common sense approach philosophy in policy and work processes.

Encourage people to do with what they have first. For example: We had computer paper of all sizes and there was a big stack of one size that didn't get used a lot (11 x 14). So, we took it and cut it down to the needed size (11 x 8.5) and the rest we used for note pads.

Encourage the General Assembly to update laws more frequently, or include sunset provisions.

Establish teams to evaluate how we perform our work. Meaning Kaizen sessions with the staff involved to determine how to do our jobs better. Also, empower the teams to implement their Kaizen outcomes.

Evaluate old or outdated process and streamline or eliminate the process. Eliminate manual and duplicative and excessive processes or manual steps through technology. Find the most cost-effective solution to achieve the best possible outcome. Foster more sensible thinking whether common or otherwise. A code of Business conduct and principles booklet should be published.

Executive Management needs to get control of purchasing of Storage, Networks, Directories and Security Infrastructures being purchased for individual services and combine infrastructures to support multiple services without each setting its own requirements and support costs without regards to enterprise effective use of its assets for the long term. End of year spending and FTE assigned based on previous allocation must end. Storage Area Network and storage subsystems need to be consolidated; however, internal Service Level Agreements need to be defined, managed and resources allocated to ensure service delivery to managed services. Purchases should be planned based on service need and future IT plans, and not rammed through at the end of the fiscal year. Long term support of such purchases cost the State of Ohio taxpayers more in the long run.

Frequently the red tape tangles the relationship with the agencies for whom the service is to be provided. Whenever possible, provide training to the agencies involved, and simplify any forms or information needed.

Get out of business lines that are provided by private sector vendors since DAS cannot offer at lower costs and shifts services guarantees away from DAS. Regardless of laws or regulations, other agencies do not use DAS for many services due to uncompetitive cost models, i.e. internet services, e-mail, etc. Focus on achieving economies of scale through consolidation.

Get rid of double payroll reporting. Use OAKS.

Get ride of the silos within DAS. DAS will never be able to provide services to others when they cant even provide the services internally. (Thank you! Just read the next question) :)

Given that 'common sense approach' is politically charged and a campaign slogan why would this principle be important at all? I mean, except as a way to make Kasich warm and fuzzy - something I assume he rarely is. Frankly, common sense is more often than not the biggest problem, because it keeps us all locked into doing things the same way over and over. At one point it was 'common sense' that it was ok to own slaves, because people of a different color weren't people - in common sense terms, at that time. What we need is to find those employees who think differently and can break us out of the cement boots of tired old management practices we've been following for decades.

Going electronic- I know spending money when there is very little to begin with is a hard sell. In the private sector I went through the process of going from a paper company to a paperless company. Although the investment was costly up front it saved the company money in the long run. Everything was imaged upon receipt and assigned to the appropriate person that was servicing the employer. Even if only selected areas were looked at for an imaging standpoint it would save money.

Have each person ask himself or herself if what they do is important to the customer. Have them define who the customer is as well. We have too many meetings too.

Have meetings where you show what you do and we can understand BI and OSS better. Yes, please eliminate some of the red tape.

Have one Customer Service Unit. Employees do not understand the differences between the help desks. Make DAS the Central office for all agencies. We would need to hire more staff but all employees would receive the correct and same answers.

Have state agencies work in Oaks CI to manage their construction projects which in turn we all report in/to Oaks Fin. That is being fiscally responsible and transparent. Maintain consistency throughout all divisions of DAS.

Help the Controlling Board approve funding on projects in a more timely/efficient process and the AG review of contracts quicker than the time it takes now.

Here's one idea. A justification and an rtp have to be completed in order to have funds authorized. Frankly, much of the information contained in each is the same. Why can't one form be created which combines all the necessary pieces from each and the other form eliminated? Eliminate duplication of effort. Here's another pertaining to the approvals of these forms. Why can't the approval be done electronically rather than the form having to be printed off and physically signed, then scanned and sent on? We live in the electronic age...we need to eliminate paper changing hands. This idea pertains to any similar processes that require multiple documents and approvals. Another is to push approval authority down to lower levels, thus eliminating potential bottlenecks. Implement delegations of authority and encourage an environment of accountability.

Hold supervisors accountable to make their employees perform. We're being paid to do a job, and we should do it. If we cut out inefficiency we could run this agency on much less manpower and money.

How about a centralized email domain? Or an employee phone book that is up to date and contains current email addresses? How about giving employees access to their data and documents from home instead of having state computers tied down with security tighter than the US military? How about keeping the inspector general out of DAS unless there is something really worth investigating? And wrap up the investigation in a reasonable time and don't keep investigators on the scene looking over employees' shoulders and keeping everyone on edge. How about having administrators that get out of their offices and their constant meetings and start interacting with their employees and developing some rapport. How about having them try to understand what their employees actually do and show some real interest in that work.

How about 'DAS will increase efficiency, using a common sense approach, guiding our business practices and processes.' It would be useful to put a feedback loop back to the legislature/executive asking for changes in the Ohio code. IE provide documentation to the legislative and executive branch that states if we eliminate this provision we can eliminate this procedure and save x dollars.

I agree with your example. We are spending more and more time creating more detailed reports, doing more administrative work (such as copying, printing). Trying to track every minute of every day takes approximately 30 minutes of every day. That time could be MUCH better spent answering customer service calls.

I believe DAS does all it can currently to save on costs.

I believe DAS is already working towards areas of efficiencies. One example is by DAS being one of the earlier agencies to forward the accounts payables function to OBM Shared Services. I believe some divisions are also looking at areas of efficiencies by eliminating paper and using electronic documentation more (i.e. electronic W-2's).

I believe it is very important however I lowered the metric score, since I'm a firm believer that if everything was up to speed, computers, software, electronic filing, and going-green to minimize paper usage, etc. that the score would already be higher. Secondly, I lowered the current score because I don't believe there is an urgency to improve the first score.

I don't have much to add now.

I don't think the services are the problem; it is the way that we try to accomplish them and the organization of them that is the problem. First of all, DAS should get rid of most of its unclassified positions. Most of them are

useless and cannot justify the compensation. Secondly, DAS should re-evaluate all of its middle-management positions. DAS is too middle-management heavy. It would be easier to accomplish tasks and get critical documents signed but for all of the layers of management. Finally, DAS should combine staff that are performing similar tasks under one deputy director. Having staff that perform similar tasks in several places is confusing to the agencies. They have no idea where to begin calling, when they need to work with DAS. For example, if I need help with an MBE procurement, do I call EOD, GSD, or OIT? There are people that deal with MBE procurements at EOD and GSD and there are people that handle procurements, in general, at OIT and GSD. Why do we have Employee Services and HRD? Why do some divisions have their own fiscal offices? Why are there so many IT divisions? Heaven forbid that you have a problem with OAKS. Do I call OAKS at DAS, OAKS or shared services?

I feel at DAs we always continue to find ways to reduce cost in all of are departments at DAS. This should be something all of can do and still provide our customers.

I feel this will come along with the first two principles. It will be a part of that integration.

I have seen documented evidence we don't do well here. Most with less is not unreasonable, but greater responsibility for the whole while decreasing the personnel eliminates all possibilities for being most productive. It is critical to review the totality of areas of jurisdiction, review whether the work can be done by the personnel available and review/consider ways of increasing effectiveness in determined areas of concern.

I mentioned training to agencies; one example would be to add online training rather than offering labs.

I think DAS is getting better at this. I know in our section, we have come up with several ways to cut cost and eliminate paperwork. Just because you did something a certain way 20yrs ago doesn't mean that it is still the best way to do things.

I think DAS is getting much better at examining some of the internal processes that support the services we offer. More enterprise procurement contract agreements with vendors is an area that pleases our customers.

I think DAS is trying, however our agency is so diverse that it is hard to make one procedure for all of us to follow.

I think my area in DAS generally does a good job in identifying more efficient ways to do things, but I think we take too long a time to do them, compared to the private sector. I spent most of my career before the state in private sector businesses, and I think this is the biggest difference, hands down. Maybe it is the monthly focus on P&L, the payback/ROI pressures, the command structure and culture, all those things and more. I am very impressed on the whole with the caliber of people I work with at the State, and I think the meetings generate good ideas and do not feel ideas are not welcome, its just that we allow ourselves a longer time to get to a decision than what I am used to in the private sector.

I think my previous comment answers this question too.

I think our customers should also be included in this thought process. Are there things that DAS does for the agency that the agency can do more efficiently themselves? Of course these would need to be items that we do not have to provide but do provide as a service. I would also recommend an internal investigation into practices that are no longer needed or duplicated elsewhere.

I think that depends on the Division. Some divisions do a better job at this than others. And I also think each division has it's own challenges. Willingness for Cooperation- when someone needs something from you need to get them a response on a timely basis, would be a great step toward improving the flow of work and the overall improvement in performance

I think that quality improvements teams for certain process are an effective way of reviewing how we currently do business and how a process can be streamlined to be more efficient. We had a huge quality improvement initiative back in the late 80's and it was very successful, I was fortunate to be part of several different process improvement teams, it empowers the employees to make change and take ownership in improving processes.

It also helps to foster teamwork as you are usually working across different work areas, breaking down the silos.

I think that using outside experts who specialize in process improvement would be a welcomed site in my particular area. I imagine that it can be difficult for processes to be improved without such help as people may be emotionally connected to the existing processes, resulting in resistance to any change. Although it may be human nature to resist change, it appears to be critical in order to succeed. I know that I've heard others in my immediate area discuss how we tend to 'reverse streamline', etc., and when/if we ever decide to look at our specific processes, I think an outside expert would be so helpful and beneficial to implement changes.

I think the agency has already been remarkable flexible as the budget and size of staff has shrunk over the past few funding cycles. Additional changes requiring ORC revisions may be the greatest source of continued and additional savings. A systematic review of business processes to determine opportunities for eliminating, modifying or even privatizing functions to save dollars will require support from top administrators and the prioritization of such tasks.

I think the example used is a great example. Bigger picture, everyone comes up with great ideas. These ideas need to be looked at and tried and broken before put into action. A lot of times good ideas are pushed into action without upper management having a complete understanding, and without a well thought out project plan. You can sugar coat things and make them look pretty for presentation, but the mechanics have to be thoroughly thought out before implementing or you end up with more issues in the long run. Kind of like buying a used car.

I think the IT part of DAS has done wonderful job at reducing cost and will continue doing so in the future.

Identify the top 25 most used processes across the agency by volume, count the number of individual pieces of information collected throughout for each, count the number of hand-offs and approvals for each process end-to-end, ask process users to name t

If we are going to use bar codes to identify our assets, why wasn't there an interface built to OAKS to update the information. Why weren't bar code readers provided to all divisions to read the information as a faster and more accurate way of compiling the information? It takes twice as long to update the important fields after an inventory is completed than to actually scan the information. The interface is a cost savings component of having an asset system that is accurate and useable to make purchasing and other business decisions.

If you already recognize that you are resource constrained, give some credit to those 'intelligent and capable' resources that you hired. Don't you think that they have already looked at streamlined processes (within their own organizations and span of control) and at the business processes that make life easier! The next level of streamlining requires organization change, not process change, to remove red tape. That's a big executive promise and effort, if you're going to make it happen.

I'm unsure anyone has a sufficient understanding of this term. I'm assuming it means wise choices based on long-term outcomes. None of what DAS does is simple--from personnel, contracting, IT services, and retirement benefits. Those are all intensive, comprehensive enterprises and require experience, exceptional research and collaboration. Common sense is usually uncommon--it's an element of a successful outcome, but this work is complicated.

Implement the HRD Roadmap!

Improve OaksCI business practice create more useful reports, and eliminate inaccuracies/noncomplete help instructions in Oaks

In OIT, a reorg is critical. There is no way to be competitive or offer value added services with the current organizational design. It is missing critical components of a best practices IT organization and has an overabundance of non-valued added positions that could be channeled into critical areas. There also needs to be some sort of integration with the services provided/offered at the SOCC.

Increase efficiencies by 'carving back in' employee benefits under one roof, the medical plan. Outsourcing mental health, prescription drugs, wellness programs etc creates confusion among employees and drastically increases consulting costs for audits, performance reviews, rfp development and implementation etc. There is increasing evidence that wellness programs are not working for many employers and not meeting return on investment expectations. COBRA should be outsourced. Very few large employers administer COBRA in-house. One fulltime person administered COBRA before OAKS on a leased system. Now a staff of 4 is required.

Involve (inclusion) employees in a Kaizen blitz to identify the inefficiencies that exist, prioritize them (empowerment) and appoint cross-functional teams (synergy) to get the work done (efficiency).

It seems that everyone is an important plays an important part in the state daily operation.

Just as in the private sector, we must continually improve our business processes to become more efficient. Creating 'cost saving/business process' work groups who meet once a month in all departments would be a good method. These groups would meet to bounce cost saving/business process ideas off each other, and report to Director Blair with their brainstorming ideas. The ideas could be as simple as 'everyone should turn off all electronics in your cube when not in use' to something such as 'if we bought more items in bulk, we could get substantial savings'. These groups would not be a Kaizen group, focusing on only one business process for efficiency, but would look at everything and leave no stones unturned. To coincide with these groups, management MUST take the ideas into consideration and actually implement a certain percentage of them in each area. No one wants to meet and come up with really good ideas only to never hear of them getting implemented.

Keep the people that work hard and have the experience to help DAS succeed, hire people with new ideas, the driving force and the common sense to be a part of something special and eliminate people who refuse to do the job, create road blocks for progress and are inflexible to change.

Lately, I feel like we are spending a lot time trying to input data for our departmental metrics/performance index. I feel we should be focusing on our mission, not spending so much time trying to figure how to or what data to input for our metrics. Also, many of the items listed on the metrics are out of our direct control and feel that many of items should be revised or eliminated. It becomes very disheartening when something you have no control over comes back on your departmental or personal performance review.

Listen to the people who actually do the work, especially when new applications and see if there are any bugs or other things to make it more workable to employees and customers.

Look at some reports that may be showing we need to reevaluate our plans. Reevaluate Shared Services for payment of invoices. For some agencies this is a valuable tool to be used but other agencies or departments within agencies are being hurt financially by using Shared Services for bill paying. If invoices need to go to an agency to be looked over and scrutinized before payment can be authorized then it appears it would be cheaper for the agency to just voucher the invoice themselves. All invoices cannot just be 'rubber stamped' for payment. Case in point: State Printing Cost per Copy Program - the invoice from vendors comes to State Printing so we can use that to bill agencies for their machines. State Printing must make sure the machine is actually still in contract and that the amount billed is correct. Once that is accomplished, a form must be filled out and then sent to Shared Services for them to voucher - and State Printing is billed for that service. If State Printing checked the invoice and then vouchered themselves they would save the vouchering fee from Shared Services and the amount of time it takes to voucher would not be more than the time it takes to fill out the SS form and then send to them. State Printing would save money (and ultimately the State of Ohio). I would presume this same scenario would take place for State Architecture - they need to look and make sure that what is being billed was actually done and to their satisfaction before submitting for payment. Some invoices are easy to do - if you purchase something and receipt it then the invoice could be sent directly to SS for payment and vouchered easily; for services rendered, it is less feasible for invoices to be sent direct to SS without the agency approving. If common sense is so common, then why doesn't everyone have it?

Look in other agencies before we go out side of the state and bring in other people. Always go to the employees before you turn to tips/contractors.

Mainstreaming current practices by limiting the number of steps will greatly enhance our business process. This also includes educating employees on what processes we have and how they work. 1. Provide an online option for ordering all services from DAS. 2. Create a process/procedure document for internal use. 3. Promote a single Point of Contact for all business related issues so that doing business with DAS becomes consistent and effortless.

Make sure databases and software are user friendly

Make use of data and reports that we have, through OAKS or other sources, to notice trends/patterns and drive decisions. Lean on people within offices that have analytical backgrounds so this becomes second nature. Continue the 'fossil hunt' to get rid of laws, rules, etc. that provide little or no value, such as the 'terrorist' form. Talk to customers and ask them what they would get rid of. May be a different list than we would create.

Management is top heavy. A lot of documentation can be done 'paperless'. Some offices are trying, however, offices such as the business office prints off everything, even when it is not necessary. This can save a lot of time and paper.

Management should review the current systems in place and find out whether they work efficiently or if they are just talking points with no value add

Management's expectations are sometimes unrealistic in terms of whether a reduced workforce can continue to produce the same amount of work or more work even with improved efficiency. Often this is the case because management has not taken the time to fully understand the scope of work that is being done. A large part of improving efficiency requires an organization to evaluate how well it is matching employee skills to job requirements. The State has done a very poor job of this. The minimum requirements for most positions are woefully inadequate. It currently takes twice as many staff to process work than it does in the private sector where employers are free to seek the best qualified candidates for positions without regard to onerous union regulations. There is a strong need in all division to evaluate further automation of many manual tasks. However professional staff capable of developing and maintaining automated solutions is not on board. In addition, employees need to be trained or be hired with the skills to work in a more automated environment.

Many efforts seem to be underway to address these issues. The dilemma and challenge has been and may continue to be where the efficiencies and gains (wins) are to be found in service 'pruning'. Changing a service or its configuration may have positive impact on the DAS bottom-line but may have commensurate or amplified negative impact on customers both through disruption in service or increased demands on the customers to find resources at a sub-optimized level of activity potentially duplicating effort and resources to achieve the same results. Result: A DAS 'win' at a net loss to the Ohio enterprise. Encouraging a proactive process of service design & evolution over a service life cycle, service management, and service portfolio management, while benchmarking with best practices where available, could provide positive results in narrowing the support obligation.

Modifying/rescinding some of the statutes (DMA - terrorist statute); revisit rules, policies, and directives to see if there is any flexibility in some of our requirements.

More emphasis and effort needs to be put into a thoroughly defined rate structure that is based on actual costs. Many of the rates for services are inflated, due to old assumptions. A fresh look at this process with dedicated resources would yield a competitive product.

More than a few reporting and even job functions have continued over the years b/c that it how is was always done in the past... With more town hall / all hands meetings or similar, and everyone on the same page, such changes / improvements will be made.

Most of the time the red tape is due to the legislature imposing ridiculous requirements which impedes our goal to provide timely common sense approach. Where is the common sense in requiring DMA forms be submitted by all vendors before we can do business with them. Is a terrorist going to tell you they are a terrorist? Empower employees to eliminate additional timely review by additional mgt.

Move to electronic systems instead of paper - too much waste, too much purchasing of paper. Files need to be moved to an electronic format for the most part in every office of DAS.

Need to look to those employees that are willing/able to provide input into processes and not expecting compensation. Need to have more dept. meetings allowing staff to work as teams on processes.

None of our ideas and input of the people who actually do the physical labor have ever been used!

Ohio Revised Code includes too many unfunded mandates and processes. Each division should audit applicable codes and eliminate ineffective language.

OHMS needs to be more user friendly. As a user of OHMS, there are times that I have to click on every person's name that I want to send a letter. Instead, there should be a 'select all' option so I don't have to click on 300 names. 2. Listen to suggestions from users of a process....not just options of the manager who doesn't work the process daily. 3. Reduction of forms or simplification of forms. 4. Implement electronic signatures

Common sense approach is already in effect.

Only produce what is needed for the agency. See what can go online to reduce and make cheaper for customer.

Outline the priorities and allow grass roots personnel to find activities that will allow for successful completion of priorities

Paperless processes including digital signatures.

Periodically review services being provided (servers and applications being maintained, for example) to determine whether they are still required. Eliminate redundant systems (why do OAKS, desktop support, and OIT all use different help desk software? Choose a standard and migrate people to it) Eliminate custom code and solutions, and replace them with off-the-shelf solutions where possible. Critically examine outsourcing relationships to determine whether the state is better off keeping the service outsourced, bringing it in house, or keeping part outsourced while bringing other parts back to the state. In some cases, the state continues paying to keep something outsourced because it seemed like a good idea years ago.

Presently the best way to get information from some DAS departments is to know someone that you can call directly. Everyone needs to take the responsibility to respond to inquiries quickly and personally, including managers and supervisors. Presently, managers and supervisors don't really know what their employees do because they don't spend time learning the function of the jobs. They need to get out and do the work so that they can come up with constructive ideas on how to get it done.

Process map critical functions. Review staffing areas where there could be duplication of function or where an automated process would be a reduction in time or free up some time for a person. We are very siloed. If people are only responsible for a very small portion of the pie, they cannot see the big picture or where their piece fits in that picture. If I don't know or think about what choice I make could affect another person's job or their ability to do it that is a problem. All employees should know very clearly how their role is important and what it affects, who's job it impacts, what system it impacts, etc. If I make a change here, what ripple in the pool does it create?

Process re-design (mistakenly termed kaizen although it's only one step in kaizen -- a big step, but one step) needs to be accelerated, and the employees need to be trained in full kaizen, which involves day-to-day continuous improvement, often initiated by a non-management employee. * DAS employees need to shift their focus from 'the way we've always done it' to 'how we can do it better.' * First, however, employees need to feel

secure enough to risk suggesting and participating in change. I don't know how this can be accomplished; I've seen 10-, 20- and 30-year employees avoiding change.

Promote the modernization of pertinent portions of the Revised Code and Administrative Code to eliminate reports and other requirements that no one reads or is concerned about that and that do not help improve our support to our customers.

Proper staffing levels! At present many areas OIT are stretch far to thin to succeed. I know...more with less...we don't have funding. It's not an easy problem to address but it must be addressed if we are to succeed.

Provide easier use of 'credit card' purchases for consumables like cables and modules.

Provide recycling at each location for paper, plastic, cardboard, etc. I believe there is a company close to Columbus where these collected items could be sold. Use green roofs where possible on state buildings. Provide cost reports for groups on a quarterly basis for items such as office supplies, electricity, server maintenance, etc. Place these reports on an intranet site for review. Allow telecommuting.

Put phone bills in e-mails and get rid of the hard copies that are passed around. It's just wasting paper.

Recognition that contracting out wherever possible is not always the most efficient or effective solution. Building internal competencies can often save money, but requires work on the part of managers who may be unfamiliar with a business model that is not centered around outsourcing.

Reduce HR bureaucracy (look at ratio of HR staff to number of employees) Have the correct purchasing processes in place instead of having Finance reviewing enterprise contacts that are not DAS-centric Place contract management systems and analysis in place to review contract performance for DAS state and local government customers Implement performance audits for all programs/projects

Reduce some of the reports if not needed.

Reduce the need for constant validation. It seems that we (DAS) are constantly trying to justify our existence. When there is a constant review of the past and present, it takes away from working towards the future.

Reduce the number of hard copy paper that we need to keep on hand. Reduces cost in material and leasing space.

Reduce the number of managers in DAS. There is no need for so many levels of management all providing input to simple questions, so that the actual answer agreed on by management does not reflect the accurate picture of the solution to a problem. Reducing the number of managers will also save the State a lot of money in salaries, benefits, perks (such as fleet vehicles), travel to various places for meetings and conferences, etc.

Reduce the paperwork.

Review all services/programs to ensure there are no duplication of efforts. Check staffing levels vs. work assigned.

Review current policies and processes to make sure they are still valid and needed. Also, review existing practices and see if they are related to a policy or if the practice can be eliminated to streamline a process. Some practices are inefficient however they continue to be followed because of habit.

Review staffing

Review the necessity for multiple approvals and empower managers. Do not primarily manage via policy and rules. Provide some discretion to manage to the circumstance.

Senior management should pay attention to the dollars and not the cents. Look for strategies that will have the biggest results and let the middle and front line managers look for and implement the common sense approaches within their departments. The progressive discipline process goes against common sense because it is extremely time consuming and gives unproductive workers years of being on the job and second, third and

fourth, etc. chances when they are incompetent. Focus should be made on removing incompetent or unproductive employees on a more timely basis so managers can get quality people into their departments. A job is a privilege not an entitlement. Performance based pay will assist in getting such employees to move on to better fitting positions sooner. The termination process as it currently stands can take years. The union contract must be significantly reduced with respect to worker's rights and allow management to manage effectively.

Simplify the language in our documents and determine what is redundant and what is essential.

Simplify the process and deliverables.

Some processes have far too many touch points. Some decision trees can be pruned and other can be cut down. Authority should be delegated where possible - not every decision needs thirteen reviews and final approval by a deputy director. These decisions become very expensive. Touch things as few times as necessary while still making prudent decisions. This would apply to DAS' myriad governance and approval processes.

Something to find a better way how to save any increased amounts.

Sometimes a common sense approach is confusing. In my opinion DAS would do a better job of communicating what common sense means, FOR DAS. I believe communication is lacking from top to bottom. While I understand that DAS is a rather large group, communication is key in asking associates to adopt a common sense approach. Keep in mind, with frequent administration changes, common sense is a relative term. I do understand the intent, though perhaps others just need to know that it is OK to be a businessperson rather than a bureaucrat. Empowerment is key.

Sometimes it is hard to get the right people engaged in a solution. Have more sessions with agencies to determine what they need as a group rather than trying to meet one agency's need at a time.

Specifications for goods and services needs to be reviewed at least annually to see if we are over specifying unnecessary requirements.

Standardize the processes used among the various divisions to prevent duplication of efforts and create consistency of information.

Start charging for some of our free services.

Start looking at management to workers ratios. Some areas are very top heavy. We are all adults and should not need to have someone constantly looking over our shoulder to make sure the work gets done.

Statewide, processes should be streamlined into a central office to offer better communication and more efficiency. Example would be to combine the offices of Minority Business in ODOD and EOD for DAS. In this instance I do not mean to eliminate jobs, as each person in these offices perform independent essential functions for the success of the programs. However, placing the employees in one central location creates a one-stop shop for our customers and is less convoluted and stressful for our customers to locate resources and personnel.

Stop reporting what we've done so that we can do what we do. If we're doing it well enough, we shouldn't need to report that we've done it.

Stop wasting time employee's time on creating reports that no one reads or take more time to complete which in turn decreasing efficiencies. This is an important concept - other agencies look at DAS like the agency that sets the rules and they don't even follow them.

Streamline computer systems. We often have more than one computer system doing the same task. Incorporate the requirements of the system to be replaced in the most cost efficient manner.

Streamline outdated business processes Terminate employees who do not meet basic computer skills requirements.

Streamline PA process.

Streamline the contracting process. Limit the number of amendments and changes to a contract.

Streamline the operation and/or take a long hard look at improvement possibilities, i.e. eliminating unneeded processes, etc.

Streamlining a lot of practices would make a lot of functions run smoothly. The fact that people constantly say 'this is the way it's always been done' is not beneficial or cost friendly. There are too many times when you have to go to A, B, C to get and answer when A should be able to go directly to C! There is a lot of information holding and not a lot of information sharing!

The Kaizen sessions attempt to do this, but don't seem to have a lot of impact. Allow employees to constructively comment on existing processes in their own area or in areas that affect how their work gets done. Determine if the criticism has merit and how it can be corrected, then MEASURE the results. Use any savings for capital items or projects that allow DAS to promote it's goals -- e.g. increased customer service training!

The one example I can think of is the number of 'hoops' to jump through for many processes that require several levels of approval. I realize many of these personnel actions, contracts and other processes should be controlled and require levels of approval but in many cases the process is so 'undefined' that it is costing the state time and money that would be saved with a well defined, possibly fewer approval hoops to go through.

The team I work with has identified redundancies and opportunities to significantly increase efficiency within our area of responsibility. Specifically, this would involve automating certain benefits processes in OAKS HCM, which are now processed manually. It would also allow us to in-source high-volume printing and fulfillment of mandatory benefits notifications to DAS/State Printing. Although the projected cost impact relative to the agency's bottom line is extremely modest, it represents a 43% reduction of our workgroup's costs for postage and fulfillment of these notifications, and would recover approximately 50 full workdays/year currently spent on manual fulfillment. The HRD Applications & Reporting Team (HDART) has been working proactively with us to implement these changes, however they have limited resources to dedicate towards this project. As a result we are exploring alternative ways to implement the new process until OAKS can be modified to accommodate it.

There are some services provided that DAS does not receive payment for. These services should be looked at to determine the feasibility of providing them.

There are too many managers that are obstacles in the streamline process. The approval and review process touches too many people. It should be no more than three. Customer service should be built on providing accurate information in a timely manner, not hurry and respond with the information which is usually incorrect from no research.

There are too many processes that are 'because it's the State' or 'because we always have'. Example: Currently we have two processes that mirror each other, but both must be performed in order to obtain a purchase order. 1st there are two paper forms that have to be routed with in DAS that can take up to a week to complete, then the request is entered into OAKS FIN for approval and gets routed to the same people for approval again this can take another week to complete. So now there is an invoice over 2 weeks old and Shared Services refuses to pay anything before 30 days of receipt. So with this process we have told a vendor they will be paid net 30, but in actuality it is more like net 45-60. Due to this process we have developed a bad reputation with our vendors, which our customers have to hear the complaining from the vendors. It does not show DAS in a positive view from both vendor and customer.

There continue to be too many steps of approval for processing items. This bogs down expectations of customers. First make things simpler, then post a clear step-by-step outline of time it takes to accomplish a

task. Every customer can see this and understand all that is involved, hereby making all expectations clear. This should minimize disappointment.

There is so much unnecessary paperwork and reports and checks and double checks that providing the actual service becomes lost. At times our customers need something faster than the paperwork process permits. Allow the flexibility of working together to get it done. Provide the service efficiently and effectively. Don't keep processes in place that are not needed only to justify a position. Listen to the employees. Provide updated tools to the employees so they may work more effectively. Encourage independent thinking.

There is way too much 'red tape' to resolve issues and do our daily work. There is way too much paper wasted and much of the new OAKS system takes more time and waste more paper than really is need. All too often we hear that do it that way because that is the way it has always been done. That is not acceptable in my book. Just because it has always been done that way does not mean that is how it should be done. Additionally we are required to spend too much time doing reports instead of focusing on the time critical projects that need done. If we could reduce this wasted time.

This begins at the top, both in practice and in support of subordinates. We need to walk the walk instead of just paying lip service to the concept.

This is a great sound bite but is nothing new. Staff has been looking for ways to be more efficient and to do things better for years and years. It is actually quite insulting to have it suggested that this is some fantastic new guiding principal that has never been thought of before.

This is also a statewide issue and I'm not sure I have any proposed solutions for this. There are too many layers in all our processes, from hiring to purchasing, that result in non-value added work and extra costs to the state.

This is the area we fall down on. Our business practices pale in comparison to the real world. We build solutions and do not market them well. Our business processes are tedious and do not work well. We have an antiquated phone system that does not allow for efficiencies like voice mail to email integration. Common sense also allows for work from home to be more efficient and to save resources and not pollute our state. Acting as an enterprise could save us millions, but the agencies know today that we do not even talk to each other let alone communicate effectively with them. It's time for change, and we have a small window.

This leaves out accountability. A push for efficiency without accountability leads to cutting corners, which costs in the long run. Our goal should be both efficiency and accountability. Common sense should not be synonymous with simplistic. Often there are things that do not appear to be common sense on the surface when, in fact, they are more complicated to resolve. In fact, simplistic answers can create more problems. I'm sure someone thought that adding a manual timesheet was the common sense thing to do when in fact it is backward, redundant, bureaucratic and inefficient. Be less bureaucratic ourselves by improving DAS internal administration. We have Finance, Legal Services, Communications, Employee Services and various business offices but they are not run cohesively. Make our website and web services more useful. The DAS website lost a lot of helpful content.

This question actually includes products, practices and processes. The IT procurement process has been the poster child for

To fix this there has to be a dedicated approach to doing it. Accomplishing this while keeping the lights on with less, has proven to be ineffective in the past. This is a large effort, that in order to be successful will require dedicated resources, a focus on organizational change management.

Too many meetings involving too many people from different areas

Too many paper processes and groups that don't talk or understand each other's functions

Too much red tape! Eliminate steps in processes that serve no purposes and add no value to the outcome.

Totally agree that we should be more efficient and effective with processes. There is a balancing act with costs: focusing on reducing costs has led us to implement some 'one size fits all' solutions that put us at odds with our agency customers. Not a vote for indiscriminate spending, but creating flexible services that will make more agencies happy may require spending.

Transition to electronic record keeping, Internet phone lines

Use Kaizen teams to make improvements in areas where needed. But the opportunity to participate MUST be open to ALL areas, not run by their managers. (My experience has shown that there are managers that talk the walk, but don't walk it). If Kaizen is applied correctly, the process works; changes mindsets; and improves morale). If possible, team members should include at least one customer and one person not affiliated with the process (for an out of box view). Allowing for anonymous or known opportunities, via drop boxes, for employees to submit suggestions for improvement, etc. Explore the use of 'skyping' or video conferencing for meetings between sites. Cuts down on time used for driving, mileage, wear, etc. Improve our intranet to allow blogs, forums, etc. on improvements, customer experiences, etc.

Utilize agendas for meetings (when creating an agenda it may be determined that the information needed can be obtained via email; agendas help keep meetings on track making them more efficient) - Monitor/track employee Internet usage

Utilize email to communicate to the state enterprise. Eliminate waste. Find out what vehicles employees use to communicate and utilize those avenues to access employees. Social Media Put newsletters online and make information more easily accessible to employees. Don't bury important content on the web...i.e.: state discounts

Utilize staff meetings for employee input on streamlining our processes, and actually go thru the exercise of a meeting, forming a more efficient process, doing that process and then following up and making any adjustments. I have never seen this happen in the complete cycle here at DAS. It is always started, but never completed to fruition.

Utilize technology to gather data and eliminate and/or reduce manual entry. Streamline reports and update DAS website to make more user friendly.

Utilize the IGD ITIP application more effectively.

We are the biggest most conservative make others follow the rules at all costs bureaucracy in state government. Pull the stick out of our backsides.

We are way-too bureaucratic with our internal processes and procedures.

We currently have different procedures for each agency, when it comes to the processing and approval of quotes. Standardization would save time and get the job to the vendor quicker. Sometimes the agency approval and issuance of the purchase order approach the delivery date that was originally specified for the order.

We MUST provide efficient solutions to our customers as they lose funding also. DAS is so far behind when it come to technology, we need to invest in the services that make it easier and faster for agencies to do business with us.

We need to become agile and flexible to respond to agencies' needs and trends. Too often our business processes bog us down. We need to question past practices and the perceived mandates associated with them.

We need to implement change when it makes sense to revamp a policy and/or procedure. The common theme that I have heard since I have started working for the state is one of 'that is how we have always done things' without a willingness to be open to new ideas or ways to accomplish our goals. Our old ways slow us down as

employees and frustrate our customers. We are starting to see where technology is changing how we do business and that is a step in the right direction.

We need to really look at all the processes and projects, both currently underway and those in waiting, and remove redundancies and waste (time, resources, etc.). We need to work toward Principle #4 to eliminate all the time wasted (there are several processes and procedures that are outdated and or overbloated with wait times). We need to work to more intelligently utilize technology.

We should build a new Data Center on Route 36/37 since Chase has power in that area from several sources. The area should also be built up with the infrastructure to support High Tech business center. Tax incentives should be developed to bring High Tech companies to the area. A free trade zone for high tech companies. Just like Dallas did in Texas. The old data center should be converted to an imaging center for the entire state. To resolve our DR issues we should partner with another state Indiana or Michigan and we should develop a DR partnership with them avoiding the cost of a separate DR Data center.

While you can ask employees for ideas on how to eliminate waste they will only incorporate needed changes once there is management sign off on the changes. Management needs to implement process improvements by sitting with employees to document current and should be process maps.

Why is our ISTV process still paper based? We are able to leverage economies of scale by entering into enterprise licensing deals for software and support. To do this, we need to have a signed MOU from the participating agencies (2 weeks to get signatures). Then we send them a paper ISTV that they must pay. It takes at least a week to 30 days for the agency to pay the bill. The current process is so cumbersome that we frequently abandon these ideas because they are hard work because the process is antiquated. Re-evaluate the process.

Working smarter not harder, in the last 10 years we have lost about 50% of our workforce but we keep moving along because it's the right thing to do.

Guiding Principle #4

DAS will no longer operate in “silos.” Instead, all divisions will work together to become one cohesive DAS.

The following comments were provided by DAS employees when they completed the online employee survey in July 2011. The comments are shown here in their original form, as submitted and in their entirety.

1. Solve problems in collaborative ways by forming solutions teams that are cross functionally staffed. Solutions coming from these teams should be heralded to all and rewarded with recognition. We should inspire DAS employees to want to become members of solution teams. 2. Break down organizational 'turf' by reorganizing responsibility along a service delivery, policy administration and development, financing, marketing, customer relationship, and quality assurance group.

A Sharepoint site would be a good first step

Acknowledge the successes and stop referring to them Silos when they are really Pillars of Excellence, each with valuable levels of expertise and work experiences that can be brought to bear on common concerns and issues. Working on the previous principles will go a long way toward building that cohesive unit. An approachable management, clearly defined goals and objectives, a common understanding of the principles of customer service, empowering workers through involvement in planning activities and setting of departmental goals. It's the empowerment piece that is critical; the strategic planning process should not be limited to management. Including line staff in the process instills a feeling of ownership, both of the plan and of one's personal responsibility within an agency.

Add this category to the evaluation of the level of management that can effect this change. If someone has to answer the question of what have you done for another division this month, quarter, year, etc. then the leadership will respond. If cooperation is not connect to a motivator then there will be little or no cooperation. We do not need another collaborative website we need sound leadership clear guidance.

Again in my department the agencies know whom to call with problems. We have good department.

Again, cross training would help. Having employees work in different areas or silos will break down walls. Current staffing levels could be an impediment. This is an area where we have struggled for years and the change won't happen unless it is continually reinforced by management from the top down.

Again, the suggestion is a great one. Because I have worked so relatively little with other divisions within DAS (my interactions almost 100% with agencies) I do not have a first-hand opinion on this, but I hear it from others as a common theme. Suggestion - more team building and opportunity for personal interaction. Kaizen is a great one, for example.

Align all initiatives to business strategy. Centralize support functions. Conduct all-hands staff meetings periodically.

All I can say to this is good luck. Until you get rid of the people who fear change, there will be no cooperation and no change. I've never worked anywhere where people were so stuck in 'the way we've always done it.'

All levels of operations should be involved in this area. The discuss changes with administrative staff and not hear from the line staff who actually perform the duties maintain a divided house and is limited in its effectiveness as an approach to making change. All players make a team, not certain ones in certain areas. Better can happen, but not in a vacuum.

All ratings are relative to each other. I have seen more synergy within DAS than I have inclusion, empowerment or efficiency. SharePoint is a great idea for the employee facing part of a synergistic approach.

But the real disconnect is between agencies. The strategic approach must include an incorporation of the other agencies, our customers. Which means engaging them the same way we would DAS employees.

Allow employees to suggest alternatives and be open to change.

Along with the silos, DAS needs to get rid of the 'we are better than you' attitude that emanates from certain sections of the Director's Office. Managers who routinely create a hostile work environment by throwing temper tantrums need to be dealt with effectively. Every member of the DAS team deserves to be treated with respect and there should be no place in the organization for managers who just don't get this. Communication between divisions needs to be improved so that everyone who works together is informed of what's going on. It's very discouraging to promote good communication skills with ones staff only to realize that the communication is so often one way between our division and the other divisions. Employees feel unimportant and unappreciated when they come to find out about changes that affect their work environment after the fact or through informal channels.

Also provide response back to customer about what was done to correct the problem.

Although cross training is by far the best way to integrate into each others sections, sometimes that is not possible due to work load. Perhaps a workshop or two allowing staff to sit with another section and see first hand what they do and how it is done. If this is a mandatory cross training event and you have 100% participation, everyone will begin to experience the other sections workflow and processes. This training would not have to be a full day, but the opportunity to see and experience what others do, could be an eye opening experience for some.

An increase in communication between management and the service areas and between the service areas would be helpful.

As an agency, we are a team and the things that are done in the various divisions and sections do affect other parts of the team. However, I'm not sure we all understand other divisions and sections so I think it would be good to have some type of routine programming which would orient staff on the idiosyncrasies of the other sections and how they influence the overall DAS mission. I think we all want to do a good job for the agency and our bosses and additional training and communication on this subject would enhance agency cohesion.

At the larger staff meetings and recognition ceremonies, have a single department provide a short presentation of the services they provide. This will educate other DAS employees and they will gain a better understanding of linkages between departments.

Better communication from upper and middle managers down is essential to achieving cohesiveness within the agency. For example: We have not had a staff meeting in at least one year or more. We do not know some of the projects going on within our current group let alone the agency and hence do not know or realize the impact of other projects on our work.

Better educate managers and senior management about the value of the one-for-all approach to reduce turf protection and empire building that is growing.

Breaking down the silos will be a huge endeavor, but it is something that needs done as quickly as possible to promote unity in the division. As it stands now, many employees don't understand the relationship we have with other divisions, so employee education must come first, before promoting to our business partners and customers. 1. Educate employees on the different divisions and their roles. 2. Encourage cross-division project coordination. 3. Hold agency wide 'staff meetings' to facilitate enterprise mentality. 4. Create a DAS SharePoint site for internal news. (Something as simple as an employee promotion may affect business in another division.)

By eliminating the internal bureaucracy that exists within divisions and creates so many obstacles to other divisions being able to accomplish their mission. By improving the internal customer service. Not sure DAS support divisions are really aware that the enterprise divisions are their customers. Ask customers what they need and be willing to try to meet the need instead of dictating a process that doesn't work for everyone.

Centralization and 'one size fits all' solutions may seem like the way to go, but the divisions are diverse for a reason - they have different goals and purposes. Trying to mash them all together will only lead to greater inefficiencies.

Centralize more of DAS' functions. Fiscal, HR etc. I have worked at State agencies that are 5 times the size of DAS and these functions are centralized not spread out across the agency as they are here. Also, an agency this size could possibly work in one location. Why are there so many buildings for such a small agency? These changes would help to at least give the feeling of cohesiveness that doesn't exist now. I have heard staff refer to other areas of DAS as if they are talking about an outside agency.

Clearer directions need to be provided in doing business with specific divisions. Currently purchasing a computer is a complicated and time-consuming process. Using an IT contract is very time consuming with layers of approvals required.

Communicate better. Share information down the chain of command. Encourage managers to share their knowledge with employees. Ask each employee to provide 1 suggestion for collaboration efforts. Many people don't know what the DAS or their respective division's mission, vision, or goals are. Some don't even know we have them. Reinvigorate these things! (I.e., tell them what they are.... and inspire them to 'go out & sell peanuts!!!') That will help some put the 'pieces parts' together and make the critical linkages they could make and perhaps think more in line with what might be a good collaboration project.

Communicate strategies, services/products, cabinet meetings to staff. Create expectations at senior management that divisions will work with each other. Efforts to work across divisions have come from staff. I don't know when the last time I've been asked from senior management to help someone from another division. However, I have done that on my own initiative. Likewise, it would be great if a deputy director would ask his or her staff to cooperate with other divisions even though it will cause them some work. Publish a table of organization. I need to know who does what in other divisions and who to contact. It's difficult to work with other divisions if I don't understand or cannot learn who is doing what. Create projects using cross-divisional DAS teams (but all participants must contribute ñ too often many people sit back and doing nothing except meet).

Communication between all DAS Divisions needs to be developed in order to get past the decades of the 'silo' influence. Strides have been made on the HR side due to the implementation of OAKS, but still a long way to go.

Communication between divisions

Competition and redundancy too common among divisions and offices at DAS (ex. IT and OPS service contracts). The right hand must know what the left hand is doing - our contracts and services should compete with each other. SharePoint and open communication could eliminate redundancy.

Conduct all staff meetings once/twice per year and look for other ways to engage staff across offices and by leadership attendance at office meetings.

Conduct bi-annual department wide meetings so that employees can network and meet other DAS employees and learn more about the efforts and best practices of the other divisions.

Consolidating the needs and solutions within DAS. E.g. standard identity management solution for all DAS services. There are many existing services will fall under this category.

Create a culture where the various divisions work together to help solve the customer's issues.

Create a DAS intranet similar to OBM's. Have everyone using the same version of computer software packages. Do purchases as a department rather than division or program. For example, why does DAS have cell-phone with Sprint, AT&T, and Verizon?

Create a monthly thought leaders group consisting of members of each division to share successes and challenges AND not condemn members for failing to meet some objective.

Create a SharePoint site where complaints and compliments can be shared with the appropriate division for potential action

Create a weekly, bi-weekly or monthly newsletter that highlights what is happening in each division.

Create an easy to use site where you can see what other division have available. I don't believe most know all their own division has to offer let alone another division.

Create an office to deal with complaints and follow up users on the complaint resolution. DAS tends to ignore complaints, problems, phone calls, contact with users.

Create assignments that require interagency cooperation to complete that involve principles 1-3.

Create cross-divisional teams to support customer outreach to agencies

Create customer agency solution packages regardless of where the individual functions may lie in DAS, and create joint teams led by one customer point of contact to pull the solution together as a whole: - for example, package a DAS real estate solution

Create meetings or documents that describe each area. I see things that say something like 'network group is doing...'. I am unsure who this group is or what they do or how this would effect me. I would like to see a TO and then a visual doc that shows how each area fits together. This could be done through SharePoint. I know my customers are unsure about this as well.

Create meetings where 2 departments meet to exchange a brief overview of what they do and highlight key areas for growth. Set these meetings up on a rotating basis throughout the year. Not only would this reduce silos within our Agency, this would enhance customer service by enabling better referral of customers to correct teams/departments. Distribute a weekly (or bi-weekly) newsletter via email that provides a quick snapshot of what's happening in each department. This would enable staff to stay abreast of how we work together and provide us a visual refresher of our agency structure.

Create monthly or quarterly meetings where teams share information regarding projects or work that will or could affect other areas. This is especially important within a division. Too often one section hears rumblings or whispers about what other sections of their own division is doing, without any detail knowledge. Many times an employee may be able to identify duplication of effort by outside agencies if they were aware of what other areas of their division was doing.

Cross train employees as part of career counseling and match ability with jobs. Re-structure positions which are 'agency specific' and into jobs which can be transferred into any agency. i.e. EEO Contract/Enforcement Officers are only applicable to EOD, yet other agencies have EEO Officers who may be equivalent positions.

Cross training and not having a 'my shop' versus 'your shop' mentality. It might have worked in the 70's but it does not work any longer. If this organization truly wants to run more like the private sector, managers who foster that sort of environment should be told that silos must come down from higher up or be removed from their positions.

Cross-train

Currently DAS has silos that reside in silos. For this principal to be effective there will have to be a major cultural overhaul for this agency. The focus will have to shift from checking boxes on a list to providing support for each other. Many people will have to learn to move from their comfort zones of process into a customer service mind set.

Currently DAS is very siloed. Groups may provide no interface to other groups, or the interface provided may be inefficient. Many groups within DAS provide only the interface they provide to customers (e.g. a first tier

help desk) to other groups within DAS. It is virtually impossible to even know who the other groups in DAS are, their function, how they interface, etc. Org charts are hidden or nonexistent. Having come from another agency within the last year, one of the greatest frustrations I faced was having no idea of the structure of DAS as a whole. In new employee training, the provided chart only went a layer or two down with no idea how to dig further

DAS is a fairly large agency that has many physical locations. While some of this is necessitated by the nature of the business (on-site print centers come to mind), this physical separation in other cases seems to create real barriers between the business units of DAS itself. While not a proponent of moving in general, a physical relocation of some business units to be in closer proximity with business units that they work closely with would increase collaboration and efficiency.

DAS is often our own worst enemy. We do not understand DAS as a whole and get caught up in our own silo (protecting our own turf). Overall, it would be great if there was a better understanding for all employees of what each area does (even within Divisions). In the IT space, our structure is based on old technology and is not agile enough to quickly adjust to change. A service delivery model, like ITIL, should be adopted. There should be service owners, with a focus on customers.

DAS should start thinking and operating in terms of customer-facing product and service teams supported by core infrastructure/service teams, and not just the traditional divisional structures. Power is currently aligned with senior divisional leaders of the org chart without considering the breadth of the customer-facing programs, products, and services. DAS needs to recognize and empower one owner of each product and service - and not by simply evenly distributing products/services across the current divisional heads. In addition, the owner can't just be the agency director just because everybody reports to the director on the divisional org chart. For complex services, attempting to distribute ownership across the participating divisions leads to no one owning and unproductive competition among divisions, and the customer loses.

Develop a communications or collaboration tool for participants to have visibility into projects and initiatives. Follow it up with meetings, sessions, webinars that communicate information that is accessible by other units of the division.

Develop clear and concise roles and responsibilities starting with asking agency leadership to define what they believe their role is. Evaluate the roles and responsibility definitions from leadership and deal specifically with gaps and overlaps. Again, the mission development exercise mentioned before should be considered.

Division meetings should be held because things change. Or maybe a website should be built or a document in SharePoint so employees can view these items at their leisure to see what departments we have and how they all work together.

Each division should break down its internal silos. Not sure what value comes from improving the cohesion among divisions that provide unrelated services to different end customers in the agencies.

Each employee should be familiar with the various service offerings available through DAS. When dealing with a customer on a specific service, the customer should be made aware of the other related services and understand how they may need to change in order to provide a complete package to the customer.

Each section performs their duties without the knowledge of how they impact other sections - Have supervisors visit each unit together to understand what each section does and how their work impacts the other sections, then the supervisors can share the information with their employees. Have each section visit the other sections just to get to know the people.

Educate employees as to what roles the other divisions and offices play and find common ground to help solve issues, reduce costs, complaints, etc.

Eliminate the divisions. One Agency. Do not have separate recognition programs for a single division.

Eliminate the levels of management that exist to ensure their existence.

Employees are hired with no understanding of the roles and responsibilities of other divisions. Besides going to DAS' website, there is no introduction of services provided to employees. DAS should offer forums to allow employees to learn more about what services we provide not only to our external customers but also to our internal customers (i.e. DAS State Procurement - they have a very large procurement manual, however, they do not provide training or information sessions which would allow employees the opportunity to ask questions.).

Employees must understand the importance of this and how it will help the agency. We must be willing to share thoughts and ideas.

Enable employees to create joined up solutions. Structure is not as important but creating bridges across silos by communicating and working efficiently toward the same goal. If working in a silo, work together pursuing broader goals together and collaborate in achieving the goals.

Encourage cross-training and getting to know people outside of your particular division. We have a lot of employees at DAS and I think people work together better when they know or at least can put a face to the person on the other end of the phone or email.

Encourage OIT and HRD to work together to ensure the phone numbers and e-mail addresses in the HCM data and in the OIT-administered phone search and Outlook properties are accurate; create an agency intranet.

Encourage openness among Division Management to gain other perspectives. Force senior managers to participate in other agency workshops to better understand each other roles and needs. Discourage 'Empire' Building between Divisions, which is an institutional mindset that is prevalent.

Encourage teamwork. Allow employees to share information with others to encourage working together. One cohesive DAS sounds ideal.

Ensure employees have the tools to be successful in their positions. Current software is very important to the success of each office. Some employees cannot see edits because their software is old and other offices have current software. SOFTWARE that is current and machines that have ample MEMORY is VITAL to the success of the Department!!!! If the tools don't work then no one wins! If we have the tools to be successful we all shine!!

ESS has monthly meetings with the ESS staff, DBA staff and WSS staff. This is to keep everyone in the loop on current projects. Maybe something similar could be done for other groups that frequently interact on a specific project.

Establish a 21st century organization by going back to the reinventing government practices and principles of the 1990s.

Even just status update reports between the departments of the agency, or even the division, would be helpful.

Explore knowledge sharing systems that can be employed to bring the department together and create a culture of information sharing. Determine if any of the systems already in place can be modified to accommodate this type of resource.

Get rid of billing each other for services. A lot of times DAS hates to work with each other because of billing.

Give all divisions the same respect for the work they do. When working with each other, one division should take time to find out what the needs of the other division is and who all will be affected by what they do. Sometimes you have needs and ask for other divisions help, but the other division takes over and doesn't listen to all aspects of what they are asked to do. It causes friction between areas and problems that could have been discussed and solved if only the division doing the work would have listened to their customers.

Hard to answer, I don't know what all the divisions do myself.

Hard to do with some people having a fear of change and areas protecting their system, project, goals because they don't want to share information.

Have cross-section meetings. (What you do & how it affects others?) Share what each section is responsible for and how it affects other areas. (OAKS has actually been a good tool for this.) What are individual functions. Managers keep their employees informed.

Have each unit periodically list its problems with other units and try to resolve them.

Have I mentioned communication? In my mind, I believe the best way to eliminate Silos is to have excellent communication. Organizations where Silos are king are typically organizations where the environment is more punitive rather than empowered. Employees typically run for a safe place when things get tough. Silos protect people who are fearful.

Have sessions at each of the location and highlight one area a month or quarter to share what they do. There are units that work in the same building/same floor and others don't know what their purpose is.

Hold an all staff meeting in which each division presents its mission and functions to all DAS employees. Employees will start to think about information sharing in a different light if it is presented as an agency goal from the top down. It is difficult to think of ourselves as a cohesive unit without knowing what the others divisions are responsible for and who the contact people are.

I agree with the principle for everyone, but DAS. Our functions are too diverse and trying to consolidate things that are totally opposite, creates more work for everyone involved. Although the process/project is combined, everyone ends up doing more work because now it has to fit someone else' requirements/needs.

I believe that one huge department to service specific problems usually creates more work and demands more employees to field questions. Some departments may benefit, but some departments are capable of handling specific questions quickly and easily because of their experience and knowledge of the subject.

I believe we do start to accomplish this by having the GSD Newsweek published. Also having employee recognition ceremonies together. I, personally, like meeting people from different areas and getting an idea of what they do.

I don't have any specific ideas on this, except to caution executive management to treat the division as they would an individual employee: Criticize in private and praise in public. A public site -- even though internal -- with complaints would ensure hard feelings and work counter to the objective.

I have been involved in developing master plans for agencies and part of the process is getting to know the agency's programs, current facility conditions, and future outlook. What I have found is that many agencies are working in 'silos', not just ours. The interesting part about developing a master plan is that it incorporates every department within the agency and brings their needs and future goals together to create one common agency master plan. In the end it shows the agency how they are truly working in a 'silo' environment and how that obviously has to change.

I see little or no cooperation among the divisions. I really don't have any ideas of where to even begin.

I think a SharePoint site is a very good idea.

I think an understanding of each other's work - yes. Understanding how we work together - yes. But I am not sure I understand the 'one agency' statement. We are a very diverse group with very diverse services. I am not sure we need to be one thing. I think there is strength in the individual nature of many of the groups. Big can sometimes equal a lack of individualism - which is one of our strengths.

I think as I noted in a prior section, this is an area that truly needs visited so that we can be the best service provider possible. We should have some level of cross training regarding the mechanics of what units do, so when we are performing our work we grasp how our work could impact other units.

I think DAS is moving in the right direction toward this goal by creating shared services. This focus reduces redundancy and saves dollars.

I think in my area we do a lot of duplicate work. If we had one place, or some sort of resource center where agencies can find their answers this would alleviate some duplicate analytical researching. This is time consuming as well.

I think it is important for employees within departments in DAS to know what other departments are responsible for. I am not sure this involves interaction within the departments. Presently, most do not know the entire function of DAS and it would be good to get that out.

I think it is important to differentiate between working in silos and having defined roles and responsibilities by department. Most inter-departmental issues revolve around areas that both departments believe are their responsibility. As a whole, better organization and identification of departmental roles and responsibilities is needed within DAS to stop inter-departmental squabbling and 'turf wars'.

I think people are so use to blowing money that its hard to stop, even though another division already obtained the resources they need and instead of working to gather they would rather waste money on buying it again or see if it can be created in house for a smaller cost.

I think that adapting to and utilizing the technological changes over the years can provide huge opportunities for success, in terms of savings, satisfaction of customers, positive workplace, etc. Collaboration is critical as I've found that there are always people that are more familiar/comfortable with collaboration and for those who aren't they should come around the more often it occurs as they will be able to see the benefits on a more consistent basis.

I think that currently DAS divisions work well together and maintain a collaborative relationship at a high level. The real issue becomes the handling of day-to-day complaints and problems for customers. Unfortunately the diverse nature of the divisions requires some 'Siloing' of information. It is imperative that we maintain a broad knowledge base across the organization in terms of where we can direct out customers for answers about specific issues.

I think that everyone is willing to provide this type of help, and service. I think it is an excellent use of labor hour in that we attempt to maximize the abilities of our resource. It is the maximization of the resource that has to be measured. For example, I can see a situation where everyone's 'talents' are reevaluated, and a determination is made regarding where an employee can help. Rather than arbitrarily asking for help from other sections, there are literally reports that say who would be a best fit to help other, specific sections.

I think that this is very important. Currently, in HR we have user group meetings and trainings for the agency. I think that we could have more internal 'user groups' within the divisions to better understand everyone's role. Each unit could be responsible for sending at least 1 staff member to the meetings to carry the information back to the rest of their team, etc.

I think the example above is a good idea. Also, I think having inter-departmental meetings helps keeps us all on one accord too.

I think this is your greatest challenge. I think the attitudes within each Division are going to be hard to change. But, if they HAVE to be responsive to each other Divisions employees needs, requests, perhaps they will be more accountable. You need a method to have them more accountable. A way for a regular employee to file a minor even- complaint if another Division is unresponsive and uncooperative. Especially where each person's job duties are impaired.

I think we are making progress here but ultimately it is a culture that must be championed by all.

I think what makes DAS so great is that we are so diverse, that we can show how committed our employees are in problem solving in working together with taking ownership of our programs/projects.

I would enjoy seeing that idea become successful.

If any customer is complained, the staff with the manager can solve the customer's problem until it resolves.

If I were a manager I would ask my staff to put together the i.e. Top 25 list of areas of improvement to better align my group with other state agencies and to other DAS departments, secondly how these areas would improve costs. Next, I would review the 25 list...to see where overlap occurs. Chunk this list down to the top 10-15. Re-review it with subordinates to have them check the top important items, and then narrow it down to a top 5 list, that not only has teeth but has bite (i.e. greatest bang of improvement for the buck).

If we cannot work together as a team then how do we expect other agencies to work with us in a productive and mutually benefiting way?

Improve communication within the agency; current web site is difficult to navigate especially when you are trying to find a contact name in another area.

In DAS, knowledge is power. No one shares knowledge out of fear of job security.

In dealing with the OAKS systems, there are things that come up that could be shared. Problems arise that one area could share with other areas that have experienced the same things. Maybe a shared internal website could be developed that everyone could have access to that we could share action items.

In my previous business life, I would travel from time to time attending conventions. I always learned a great deal of things at these conventions. Not just from vendors, but from people just like me doing the same or similar job in another company. It might be helpful if the division could somehow workout some type of business 'meet and greet' for a few people from each area a few times a year. Not the same people, but on a rotating schedule. Maybe have two people from each distinct division meet for a presentation of some type and then allow an hour or more to mingle and talk to each other. An afternoon event would be perfect.

In our area we have 3 main units that all work together to the end of producing an accurate paycheck. I would like to see the units set up with one of more of each area in a section assigned to certain agencies with a lead worker over each. We could better serve the agencies. There are certain units that for some reason think the don't have to work with others units. These managers or administrators need a change of heart so come to the place where we see our selves as one all working together for one common goal and that is to serve the agencies so they can carry out the mission of their agency for our State.

Increase Communication: There are DAS Divisions that DO NOT even communicate with their own employees. Why would we expect them to communicate with outside Divisions?

Increased communications within DAS.

Increased use of SharePoint would benefit the department all around, or if there was another easily accessible means for each division to know what the other divisions were doing.

Internal communication needs to be improved. The intranet site needs to be expanded upon so that employees are reminded and remain aware on a daily of events that are taking place within the enterprise.

It makes sense to coordinate some services but others not so much. Why are there multiple policy and/legal areas? Things have to go through policy and then they send it to legal and then back around. This seems like an area that could be combined but day-to-day processing and activities of some areas in no way shape of form pertain to others. Know a little about everything doesn't necessarily make for good customer service when you attempt to address something where you are not a subject matter expert.

It starts at the top. It is correct that individual divisions operate independently without understanding their relationship to other divisions or how they fit within the overall agency mission. That may be due to the fact that some supervisors, managers, etc. do not believe in the same goals/missions as others and therefore rank and file employees will not believe either. How can the overall agency mission succeed if not everyone believes in it? It could be the best mission statement ever and it will never succeed if not everyone supports it. There is a

good quote from Abraham Lincoln that says 'A house divided against itself cannot stand'. We need to be united first, then success of the mission statement next.

It's called teamwork, when we get a call from our customer and he/she has the wrong number if we know about DAS we can transfer that customer to where they need to be. Customer service is what we should be about.

Knowledge exchange sessions, whether in person sharing or via website. These sessions will have to be required or some employees will not attend and will remain unaware of other divisions' functions.

Knowledge sharing. It only works if staff reads, listens and provides feedback. Then a clear note that the input was incorporated or rejected.

Listings of divisions and what they do, to include the individual employees as well.

Management should continue to take a step back and really look at the organization. I feel a major reorganization should occur to better utilize the talents and skills of the agency employees in order to become more streamlined and agile in our processes. Delivery of high quality work products to the agencies that need them (Core Shared Services) while working more collaboratively within can save the state a lot of money.

Mandatory cross training for employees

Maybe have monthly town hall meetings to improve communication and keep everyone on the same page.

Maybe some 'Townhall' types of meetings as well.

Maybe the agencies should take more ownership of their benefits processes. For example, find a way to expedite the processing of a disability claim or worker's comp claim or unemployment claim by giving access to individuals at the agency level to process that claim for certain conditions or situations. Most times, with the exception of BWC, the claimant files a claim and sends it to the institution, they send it to central office, they send it to DAS, it sits and by the time it gets worked, it's 2,3 or 4 weeks later and the person may be back to work. We need to coordinate our efforts and knowledge and get this work done in its more efficient way for the customers. We don't want to give the agencies total independence, but we need to help each other get the work done in the most efficient manner that there is.

Merge all business offices in DAS into one unit. Make OIT act like it a subordinate organization of DAS. DAS is a fairly small organization. Should there be more than two-three levels of management between the director and front line staff? Having an all hands meeting, even a virtual all hands meeting, provides employees insight into DAS goals. I doubt if most employees in DAS know that the director is now Robert Blair, or if they do, would recognize him if they saw the director.

Modern technology, e.g. on-line processing, instead of old system of paper processing, should be used to reduce cost and increase efficiency.

More interacting between the organization.

More interaction or training between departments.

More team building exercises, cross training/job sharing, process improvement teams would be a great start.

Need dedicated I.T. support for each division. While HRD as a whole is breaking down silos. There are still sections within HRD that still operate in silos. Hold managers accountable for lack of inclusiveness and collaboration.

Need to provide nametags to all cubicles so people can put names to faces.

No ideas.

No reason this should be a problem, but it is like this in almost every organization to some extent. Need to recognize that we have a new administration and an opportunity for a fresh start. This concept should extend to all of state government - not just one DAS but one state government.

Not all jobs overlap or have meaning in other parts of DAS.

Not only do the divisions need to work together but departments within the divisions need to better work together and get out of their 'silos.'

Offer job shadowing and mentoring as ways to promote a better understanding of what each DAS section does. Be intentional in connecting two people who have never worked with the other in doing each other's job. This can promote a more professional environment and a great morale booster.

Offer support to fellow DAS employees without charging them money for it work in same building when possible

One (ok, two) word(s) here: Communication and Inclusion When one division or department is considering an issue or process they need to take a moment to ensure they have included ALL of the appropriate parties. Too often, the fear of another opinion or possibility of added debate from another area causes these silos to occur in very important decision-making processes. We need a complete DAS flow chart, all inputs to indicate where along each process what employees and departments are affected. Along with the flow chart (or within) one could hypothetically click any portion of the 'stream' and the area managing that part of the process would pop-up. This would require some savvy programming but would be very beneficial.

One approach can be having employees cross train in upstream and downstream processes.

Open door policies - Share information. Cross train. Be more receptive to change and sharing of info

Our division really has no idea what the other divisions are responsible for, whom to escalate situations to, priorities.

Our work is diversified into silo tasks so maybe that's not so bad. The bad is not knowing how we can work together to achieve better outcomes for our customers. May be too idealistic. No more SharePoint. We create too many redundant tracking systems that take too much time rather than meeting customer goals.

People just do not like one another. I think that a culture of friendliness, respect, and togetherness might change things. Also for new people, they need to listen to why things are done a certain way before they implement changes. Change is fine if it does not cause more issues and work. We need some past knowledge to be more innovative to keep up with the trends and changes in society. New does not always mean better.

Policy and Procedures need to be updated. Many sections have policy and procedure that have not been updated since 2008. This is not helpful when you reference an outside end user to view the document, and then have to go back to them and say 'well actually, it now works like this...' Each division needs to designate an employee or team of employees to work on updating and maintaining their policies and procedures, as well as review others and be sure references are correct. A higher-level team of members from across all division should be created to develop a standard format for the policies and procedures and review them for accuracy, consistency.

Practically speaking, this is a high level perspective - a vision. To provide a coordinated effort will require a close examination of what services and funding is provided by each organization unit, and then a detailed plan to eliminate duplication / streamline services as required. Most likely, this will not occur without organizational change. And some of the services may be tied to the systems that are being used - some of which may require extensive upgrading (at a cost). I believe this is very important, but to succeed, it will require a lot of effort and a willingness to spend money to save money.

PROCUREMENT IS A PRIME EXAMPLE OF THE MOST MAGNIFICENT SILO YOU CAN BUILD

Provide a one-stop source for updates to business processes that affect DAS customers.

Provide core responsibilities of each Office along with contact information on the extranet. Most people are familiar with DAS Divisions and Offices, and better with those they work with on a regular basis, but it would be nice to have a directory of who and what a Division and Office and individual within the Office does so we all know how that person might be able to help each other. Use DAS Communications to focus on one Office at a time and do an excerpt each month on the people within that particular Office, what they do and how their roles impact their fellow Offices.

Provide training on customer service geared toward how to talk to the customers. This would insure that the same DAS message is being delivered to the customer.

Purchase office supplies centrally, and then ship out to each division

Quarterly 'all Division meetings' and newsletter that show what we are doing as an agency. Provide data, updates, and accomplishments as one agency, not by divisions.

Quarterly meetings with Dept. Heads or Chiefs or Directors or their appointments. We need to work as one 'chain' not as links in the chain.

Reorganize. We currently participate in a fractured process where part of the work is done in OIT while the rest is done by us. Frequently, OIT will contact us to rush and get a task done. Sometimes we can't complete the task within the short period of time they give us. We have been complaining that the process does not work for 3 years and nobody has done anything about it.

Rethink the most complex business processes. Can they be done more efficiently? We need to think outside the box.

Retreat! Create a forum where DAS can do some team building activities, learn what everyone does, and have a fun time. Build internal relationships to create the foundation for cohesion.

Review the interrelationships and dependencies amongst the divisions to seek opportunity to streamline and improve relationships. Divisions should be allowed to opportunity to operate independently so long as the objectives and strategies are within the vision and mission of the Department. There is not a 'one size fits all' approach with the diversity of the function within DAS and creating such is very bureaucratic. Creating opportunity for folks to hide behind a computer will not resolve or improve relations. More importantly, develop an open and transparent system that will allow division heads to share their responsibilities and as such look for ways to improve upon the cohesiveness of DAS.

Same response as given for Principle #2. I think one benchmark could be how well services are provided from Division to Division internally before expecting high marks or return/repeat customers from the agencies. If we cannot rank ourselves well within and across those lines, how can there be an expectation for outsiders to want to use our staff. We all need to be able to 'sell' each other and create internal cohesion. I don't sense that exists today. IT would be great to have a mini-orientation session for not just what I am hired to do, but what all DAS does so I can be sure to get customers the right service for their needs. I might be able to suggest additional ideas outside my unit or Division for a holistic project approach as opposed to a line of service approach. The 'orientation' could be annual after business planning is complete.

Schedule informational meetings with agencies about new processes and new staff on a regular basis. Even meet and greets between agencies would help to better achieve this guiding principle.

See comment #1. Also, create an internal DAS calendar to show and explain major projects and timelines that different divisions/sections are undertaking, e.g. Benefits Open Enrollment, HCM Portal. Allow sections of DAS that have major projects to post temporary assistance requests that allow employees from other sections/divisions to assist if needed.

See comments from principle #3. Reduce middle management to eliminate stagnation and combine all staff that perform similar tasks. This is not rocket science and we do NOT need a consultant to figure out how to do this. If you ask for volunteers, I'm sure that more than enough DAS staff will be happy to step up to the plate.

See previous comments. If we cannot / do not work together within DAS then how can we expect other agencies to work cooperatively with us? We are also our own customer and need to show each other good customer service.

Senior leadership should take opportunities to promote cross division collaboration efforts. In regular senior team meetings the director should ask for examples for leadership and promote that collaboration when it is exhibited.

Several directors are afraid of losing control and therefore want to maintain control over any process they believe they are responsible for (especially in light of the current fiscal/legislative climate). There needs to be strategy and implementation that promotes trust at all levels, demonstrating it from the top down. Do the directors, chiefs, supervisors, etc. trust each other. (You might be amazed at what you find out) Additionally, I believe the unfamiliarity with the varying departments is also a detriment.

Share more information from the top down.

Share the goals and mission statement of each division with the whole agency. Let everyone get to know and understand 'The Big Picture'. Great example of creating the SharePoint site! Positive feedback is lacking throughout our agency.

SharePoint information sites, DAS All Hands Meetings, more presence of director at GSD, more DAS relevant news from all divisions given to employees, more cross-division meetings on projects that affect multiple areas.

SharePoint is an excellent suggestion as is breaking down the internal 'silos' even within divisions and program areas. This can be achieved by employees being assigned to work with others (in other program areas) on shared projects and to work as 'teams' on projects. When pushed to do work along with other areas employees are able to better understand that there should not be an 'us vs. them' attitude. We are all one agency and should be able to speak at least with a basic knowledge about what other parts of DAS do. Another suggestion is to have agency 'All-Hands' meetings maybe once a year or even divisional 'All-Hands' meetings. We don't do this at all so therefore we have little to no idea of what the rest of the agency does.

SharePoint site where complaints and compliments can be shared is a good idea.

Similar to what is done with state agencies, hold knowledge exchanges to help DAS staff understand what the mission/work of the other DAS branches is. Knowing this information can assist the various DAS staff with making connections with other DAS staff that they otherwise would never be able to do.

Teach Finance, Business, HR, Procurement that the operational units are their customers, not servants.

That's a really good idea

The best way to understand another section is to actually see it in action. Where possible and appropriate, have employees shadow employees from a related section, especially if they interact a lot. It would probably work best on a volunteer basis. For example, rotate various DAS employees to shadow the IT technicians occasionally. Complaints about the service provided by our hard-working IT techs would likely diminish if their 'customers' were able to shadow them for a day now and then.

The essence of this principle seems to be in encouraging collaboration opportunities. SharePoint indeed is an excellent vehicle to encourage intra-agency as well as inter-agency efforts to collaborate on shared services, interests, projects, teams, and efforts. Just as Remington Corp. built a business model around giving the razors away and selling the blades, SharePoint as well as potentially other DAS applications could be leveraged in creative ways to encourage and foster the use of the broader array of DAS services. Regular DAS forums as well as a DAS presence at various marketing venues may as well achieve positive results...no substitute for getting to know one's colleagues and building good relationships and that is often best done in person.

The example said it perfectly. Just a thank you and a job well done, not necessary for something material to be given. Go back to what our parents taught us.

The example you are using is great ideal. More times than not we don't talk to one another. We should always talk to each agency and be willing to work together for the good of this state and there is no little I's and big U's. We are all in this together. We have to talk more to each other and stay in the know as to what is going on.

The key word here is cohesive. With the interfacing of all departments this will ensure that we will run like a well-oiled machine.

The leadership needs to drive this principle: stop saying 'I'm OIT or OAKS or HRD' and start saying 'I'm DAS', everywhere, especially in your own 'home' division.

The more communication about the agency projects and processes will provide the staff with a better understanding of how what they do fits into the whole picture.

The SharePoint site (listed in the example) would not be a good way. Many DAS personnel are not comfortable PC users and likely would not utilize this method. Locate personnel based on what they do and who in the workflow should be near them. In HRD, Payroll, HR, Benefits processing and Customer Service are now all on the same floor. This makes for better workflow and teamwork when everyone is near where their work came from and where it is going to next.

There does need to be something done about the silos. Employees need a better overall understanding of the agency as a whole and need to be held accountable about DAS operations as a whole.

There is not enough similarity between divisions to meet this goal.

There is too much elitism in DAS. I am dismayed every time I get dissed by a fellow DAS employee. Some employees seem to delight in flaunting their perceived organizational superiority. This is very immature and disheartening. I think it might help if employees from the various divisions were brought together to explain what they do and share any ideas they might have for working together better. It's harder to appreciate someone else's frustrations when you don't have a very good idea of what they go through in a typical day. It would be very helpful if DAS were to adopt a formal policy on workplace civility. Every employee deserves to be treated with respect. This includes returning phone calls and e-mail requests for information. I've never seen such a disrespectful bunch when it comes to this. I only hope that DAS employees don't treat their outside customers as bad as they treat their co-workers.

There is way too much 'that's not my Job' or 'that's not our departments responsibility' attitude. This mind set change has to happen from the top down. As long as the upper management has this attitude those under them will as well.

This is a mission I feel we are truly working towards. The HR conferences are extremely important, however, it needs to be more involving. Class and comp, BAS such as disability unit, need to start being a part of this process. This is just one example of how we can improve and work towards this principle.

This is all on management. Division administrators need to stop being so competitive and petty. This all goes back to the atmosphere at DAS. Dealing with GSD is generally hated by everyone not working at GSD. OES is viewed by many as not competent. You can say you want to change the relationship within DAS but employees have to feel that their requests and needs in completing their work are facilitated by other divisions and not obstructed. Another site to list complaints won't cut it. This all derives from management and how they lead. Most employees don't see management as truly engaged in the work or truly concerned about the employees. Management too often ignores the real issues and focuses on superficial issues or attempts to cover up problems instead of truly dealing with them. Until this changes, the rest of this stuff is irrelevant.

This is all very nice, but my fear is that whenever any other division of DAS offers 'help' or access to products, that we will be obligated to use that service in the future and will have to pay a large sum of monies for minimal service.

This is classic customer/supplier relationship building. This should be done internally and externally. Work within your group and then with your external customers.

This message needs to come from the top down; not just the Director, but the Assistant Director and all the Senior Managers need to value and implement this guiding principle.

This needs to come from the top down. There need to be more opportunities for DAS middle management to get to know their counterparts and the challenges they face each day. Perhaps off-site strategy sessions?

This principal is not necessary. I have worked for 4 different state agencies and the business is too 'different' to try to combine programs, projects etc. This is a bad idea.

This principle is the most important of all as breakdown of communication and/or process seems to be the biggest current obstacle to delivering effective and efficient customer service. One possible goal could be to re-align staff to create a more result-driven organization where responsibilities are more clear. Changes such as placing staff on project teams that handle the 'plan', 'build', and 'run' operations of both departmental and customer projects could help to reduce the inefficiency of our current model and make sure that everyone's focus is always on fulfilling the needs of the customer instead of only focusing on one narrow part of the process.

This process has begun at the divisional level not at all sure of progress related to unifying at the organizational level. A place to start would be to educate divisions about the others missions, work product and tables of organization. Creating more cross-agency teams - particularly to work to improve 'quality of work life' issues would be another good starting place. Meetings and communications should also cross-divisional boundaries when appropriate to encourage a collective sense of identity and purpose. Personally I like a nice work logo clothing option as a reinforcer of collective identity.

This seems to be a restatement of guiding principle #2. However, using LEAN principles and eliminating old-fashioned way of doing things is a good idea.

This strikes at the heart of the problem. Not only does DAS do this, but agencies do it too. Why are there so many email systems, phone systems, help desks, purchasing departments, payroll systems, etc.? Corporate America got this a long time ago. Why are we afraid to change? We have a chance to lead the way to change nationally instead of sitting on our hands and changing when we have to survive. I am ready to help make this happen, that's why I am here.

Train our employees to look at the bigger picture and think outside of the box. Employees need to realize what they do affects so many different people and their jobs. Also, need to think about things being done timely.....

Train supervisor staff on the concept of matrix management. Also break some of the hierarchy where cooperation is allowed only when it is through the chain of command. Supervisors demand that all communication go through them and they take much too long to make any decision. When a decision is made it is often communicated informally outside the agency before employees are told the process they are supporting has been changed.

Training is needed to better understand the higher-level relationships. There probably is a limit to the silo-reduction ability because our services are indeed diverse.

Treat other divisions like family rather than an outside customer. Example - not require EOD to sign vehicle lease agreement from GSD; not require MARCS to sign an agreement to use SAO services.

Unfortunately, some parts of DAS need to work on becoming cohesive divisions before the greater task of a cohesive DAS can become reality. One tool that could help here is again communication - what is my division doing? What is DAS doing? Heralding our achievements and acknowledging and sharing our weaknesses can help us learn more about ourselves and thus become a more solid whole. Customers usually complain about being told two or three different things by DAS because they were told two or three different things by DAS. Internal communications are where I would start.

Until I became part of management, I had NO idea what services other divisions of DAS provided and certainly no understanding of the common issues that we may all be facing. I am still a little unclear on some areas that I even work with frequently. If I read a description of a technology service that a division or section provides, it often contains technical jargon and acronyms that make it impossible to understand. I think there needs to be one central location to submit complaints or improvement ideas and have a team that actually looks at each one and deals with them individually. Working for call centers for DAS in the past and present, I see many valid complaints that go into a black hole and are never addressed.

Until you get the agencies and upper management on board it is going to be difficult not to operate in a silo - everyone is constantly re-creating the wheel. Even within the same agencies.

Use SharePoint to have one collective place to store files, process flows, notifications, and a shared library

We (Mass Mailing, Fulfillment, and Printing) may as well be non-existent in this area!

We are getting better compared to where we were a couple years ago.

We do not need another method of collecting information, but integrate Agency IT Plans and input in a common service delivery request/reporting/billing system that is defined using ITIL as a foundation. Executive Management, Middle management, Service Owners, and Agencies need to understand how IT plans and requests are converted to purchases, FTEs and service delivery. Removal of DAS Silos does little to affect the real problem of Agency Silos and cohesiveness of services provided. In addition, performance, reliability and scalability of services are as important as eliminating the 'Silos'. A good example of this is Enterprise Mail, Archiving and SharePoint. The staff's responsiveness, reliability, scalability and incident resolution will doom the service to large-scale failures and poor performance. While Enterprise email was supposed to be a shining example for DAS, Exchange Disk Storage and Exchange Backups remain isolated from OIT Services offered by the same group.

We need to better understand the internal roles and requirements of each division.

We need to find ways to compromise with other sections/divisions. We need to be reminded that we are one unit and need to do what is best for DAS as a whole. We also need to be reminded that we serve the director (and the governor) and that the director represents all of DAS. We should be a role model for other agencies since we do so much work for them.

We really don't play well together. In part this (I believe) is due to the way we are structured organizationally. We have a lot of horizontal layers that sit on top of each other and interact only with the areas that directly intersect. We have no vertical layers that would relate and integrate those horizontal layers. It is my opinion that we need to have service-focused staff that vertically traverse all of the horizontal layers on behalf of the customer agencies. Instead of having a team of people who interact with the agency staff and know what we do for each customer agency we have pockets of folks who know what their little slice of the pie is but that is all. We tend to focus on our individual service areas and expect the customer agency staff to traverse our structure and figure out what we can do for them. What we should be doing is finding out what the Agency needs and what we already provide for them to identify ways we could better assist them to meet their goals. This would require dedicated outreach and frequent interactions; which is something else that we don't do well.

While some activities can be shared, expertise in an individual area should also be honored. For areas of shared interest, for example, fleet or printing, remember we are also internal customers.

Who says we're not working as a team? Who has identified the problems or issues? Currently, the communication from the 40th is poor and it seems impulsive. HRD, Employee Services, and IT Services, need to provide better internal services than they currently do. In fact, in many circumstances they don't offer a service, they simply create work. Such a review is long overdue.

Within DAS there are currently multiple organizations that have versions of a CRM tool, EOD management systems, etc. These systems, and others like them, should be consolidated.

Survey Question #5

Are there other guiding principles that DAS Senior Management should consider as they develop the strategic plan?

The following comments were provided by DAS employees when they completed the online employee survey in July 2011. The comments are shown here in their original form, as submitted and in their entirety.

1. Gather all important information 2. Design 3. Problem solve. 4. Implement. 5. Execute the plan.

A strategic plan for outreach on MBE/EDGE business inclusion should include purchasing and division heads. There needs to be a familiarity of their needs, not just in DAS, but in other state agencies. Understanding their needs and what DAS and other agencies buy will give a more concrete direction for the inclusion process, as well as bring to the table the experts in purchasing and contracting for the state.

Accountability. Employees, especially managers, need to be held accountable. The days of sweeping bad behavior under the rug or dismissing it or moving it around - out of sight, out of mind - should be over. We get a bad wrap from the taxpayers of this State and some of it is deserved. We need to know how to keep morale high and if you don't do your job you don't deserve a raise. If you are nasty and don't know how to treat your employees, you should be fired. Not moved around to become someone else's problem. DAS should be a leader not a follower. We should have the best and most up-to-date tools, equipment, materials and the like. Other agencies should look up to us and not down at us. We have a long way to go and we need to do more than just have meetings. We need results.

A la carte Services: STIR FRIED: Shared Technology and Information Resources Flexible Responsive Innovative Effective Dynamic

Allow employees to have the option of working from home or provide more working options (flexible schedules - i.e. 4-10 hr days). This would save a considerable amount of money.

Always keep in mind the employee that is doing the job whatever the change is, how effective will the change be? Is/will it be more time consuming? How cost effective will any changes be? To implement and future cost? How will any changes affect other agencies as a whole? While change is inevitable and everybody will never like all changes made, nothing ever stays the same (cannot stay the same)

Another guiding principle can be: To develop and realize the talent of DAS's current employees in order to aid in succession and workforce planning efforts.

Any plan should not require employees to spend excessive time to implement the strategic plan. We are very busy trying to do 'more with less' completing our specific job duties. It is difficult to squeeze in extra time for projects, meetings, etc.

Areas need to be condensed i.e. some job classifications should be at the same level because there are too many 'managers' in the areas. Pay should be reflective of the job performance that employees perform.

Ask for Supervisors input.

Be more flexible so we are about solving problems and helping agencies solve problems and not about enforcing rules.

Be Open Minded

Because the majority of the purchases made are done on the 'bid system' the interaction between procurement and suppliers is lost. The relationships that are formed during an on-going dialogue enable new products and ideas to be discussed, as well as developing ways to become more efficient and cost effective.

Can we post what the mission statement on the web site in a prominent place?

Collaboration. We constantly work in teams, treat one another with respect, engage in open dialogue and debate, and treat organizational silos with irreverence.

Common courtesy should be extended to all employees as opposed to those that are politically connected.

Communication (to all) is vital.

Communication. It's embarrassing when agencies call to ask or tell us about something that they have gotten word of via DAS yet the information has not been shared with DAS employees themselves. If we are to serve our external customers maybe we need to find away to service our internal customers first. If we are to be the 'go-to' agency then maybe communicating information with us and if not all of us at least the folks who need to know the information that pertains to their specific 'silo' would be most helpful. Internal services. We can better service our customers if we have some internal support of our own. Trying to provide a service to agencies and employees is very difficult when you are working with outdated systems, equipment, etc. Other agencies are more advanced in technology areas so it makes us being the 'go-to agency kind of difficult when we are already working from behind the 8-ball.

Consider long-term impact as well as short-term goals.

Consider that we also did the same jobs prior to each administration change. Sometimes it seems like a new administration implies that we did nothing, or that what we did was inadequate before they took over. Every new administration just changes everything back to the way it was before the prior administration. This makes employees feel worthless. All we can do is what we are told to do, even if we do not think it is the best way.

Contractors are NOT better at building solutions and serving customers than state employees, and they are not cost-effective. Rely more on existing in-house resources (state employees) instead of out-sourcing so many projects.

Create a sense of ownership in doing our jobs so that we understand the value and importance of each and every position within DAS. Quite often large companies (or agencies) can lose sight of the small day-to-day values of an individual player on the team. Example: Create a 'Focus on Value Spotlight' - where a person is highlighted throughout the agency for the job that they do and how it interacts with others. This job and person would change each week or each month reflecting all of the different areas throughout our agency.

Cut out the bureaucracy by: 1. Know what you want to get done. Begin with the end in mind! Often bureaucracy happens when people focus on processes and forget about what the end-result should be. Where are you trying to go? Find the shortest route to get there, rather than making things complicated. 2. Know your priorities. Keep in mind the most important work your company or organization does. It almost certainly isn't paperwork or meetings (with a few exceptions, possibly). Know the important work, and focus on that. 3. Eliminate paperwork and duplicate processes whenever possible. How many forms does DAS have? Much of that uses the same information. Eliminate the paperwork altogether if it's possible. Sometimes it's better to take action without having to fill in things. We should only touch something once. 4. Empower people. Often DAS becomes a bottleneck, requiring multiple approvals. Worse yet is when approval is needed several times along the way, meaning it has to be bounced back and forth a bunch of times. Allow employees to handle the task. 5. Don't put off decisions. Worse than a manager becoming a bottleneck is a bottleneck where decisions are delayed and things pile up. Indecision is the enemy of action.

DAS could benefit greatly from developing a strategic model of success. Starting at the agency level building on these guiding principals have divisions develop strategic plans that specifically align with the agency goals and objectives and continue that to the program level. It would help the agency identify work not tied to our strategic direction and also help everyone become more connected to the overall goal of the agency. We cannot stop with a planning exercise though. It must be followed by metrics and regular reporting to chart success and help realign work that is not proving successful.

DAS initiatives should have 'State-wide' considerations, instead of departmental and even agency considerations only. As a service organization to the State we need to show our customers that we have them in mind by considering global aspects.

DAS senior management should give serious consideration to establishing centralized roles that focus on understanding what services DAS/OIT provides and what the private industry equivalents are. At the present time each line manager is responsible for somehow knowing what private industry competition exists for their service area. While that may be a common responsibility in the private sector, in the public sector this is a new concept. I don't believe that any resources or training in this area has even been considered. As a result there really is no way for senior management to get a good picture of the competition or of the market we operate in. I suppose taken as a whole my suggestion is that DAS/OIT demonstrate a commitment to 'service' by establishing a Customer Advocacy and Service Office. Within that office would be Service Representatives that are assigned a set of customer agencies. Those Service Reps would be the interface between the agency staff and the various areas of DAS/OIT.

DAS senior management should start working for their staff, and their staff's staff - and there are ways of actually doing that instead of just saying the words. Coming around once for a speech to staff only after months of being here makes staff feel like you are wholly out of touch and could care less about what actually happens, that you are just doubling up your income until a new administration comes in and replaces you. Please, work while you talk, if you can chew gum and walk at the same time perhaps you should sit down and give someone else a turn.

DAS should make every effort ensure that the qualifications for all positions are adequate and appropriate to the job duties and should attempt to recruit the most qualified individuals for all positions within the organization.

DAS will embrace continuous change and improvement. Just because a process made sense 20 years ago doesn't mean it makes sense now. We must assess and re-engineer processes based on our customers ever changing demands.

Do not be afraid to shake up an entire area. For example, if a supervisor has had specific employees for more than a few years, shake things up and change supervisors of areas, even change employees. This type of change has proven, in the past, to be effective in private sectors in that a fresh outlook is given to stale areas and their processes. It is not an indictment of the supervisor, nor the employee, but rather an inevitable change that sparks renewed production by all. In addition, it widens the knowledge, skills and abilities of all involved because they are forced to learn something new. Think back to when you were thrust into something new. Did you give up? Or, did you dig deep, become excited, and make positive changes?

Document and communicate processes. DAS has been lax in years in developing and publishing policy and procedures. This frustrates both customers and DAS employees because it is not always clear what is expected and what predictable outcomes should be. For instance, the state procurement manual has not been updated in at least four years and is out of date. This is problematic for agencies, vendors, and DAS because no one is sure what the rules are. Common sense rules and processes that are recorded and shared should be a guiding principle. (It's quite possible this is just a mash-up of the other principles, but I thought it was important to share).

Document process and ensure that the agencies see us as knowledgeable leaders. But unfortunately sometime we let our policies and red tape perceive us as followers rather than leaders. Policies need to be updated when times change. Other agencies IT areas are ahead of us in some areas. If we have to rethink and continue to rethink before moving forward ñ then we will always be followers.

Each division/unit/manager needs their responsibilities defined more clearly so we don't have employees doing similar tasks.

Employees do the work so I think in some cases Management should involve employees in the decision before the decision is made. This will make employees fill like they had a say in the process.

Encourage professional growth and seek to promote from within. Consider developing a formal mentoring program that nurtures talent.

Ensure that the management team walks the talk. Even though employment in other agencies is difficult these days, if an employee leaves DAS there should be a structured exit interview that is more than just taking the ID badge - you might find out a lot more about the inequities, inefficient, and poor management and leadership if you really begin asking employees and listening. There is a lot of internal work in the management of teams and employee morale that will need to be addressed before there will be any significant impact on the culture of DAS. There are very talented employees in DAS but many of them have been kept away from decision-making and information that they don't feel that they contribute much anymore.

Ensuring DAS employees are knowledgeable in computer software and have proper computer skills. As well as being held accountable for poor performance and poor customer relationship skills.

Facilitate Change - this would include behaviors like: - Recognizes when there is a need for change and effectively manages both the areas that remain stable and those that change; - Communicates to the stakeholders effected by change and addresses their questions, concerns, and needs for information; - Deals with setbacks by being resilient and flexible; - Creates a shared responsibility among team members by involving them in crucial discussions and decisions as appropriate. 2. While Driving Principle #3 addresses efficient use of business practices & process, another principle to support this could be 'Drives Results' which might include the following behaviors: - Demonstrates the ability to act in a decisive, urgent, and committed way to achieve results; - Demonstrates a willingness to move forward despite ambiguity; - Shares knowledge and responsibility and establishes high standards of performance; - Balances short-term and long-term priorities.

Good luck.

Guiding principle: less government bureaucracy, more efficiency and common sense.

Hire and promote on the basis of job descriptions and qualifications, or else eliminate them. Nothing is more demoralizing than seeing the rules ignored in hiring/promotion.

How to make Ohio a State of Choice.

I believe another guiding principle is communication. Communication should be all inclusive not exclusive, when email groups are sent out to agencies not all of the people that complete the tasks are included on the list, therefore that information is not always shared or passed down to the employees completing the task. I believe if we want to be the best service providers for our customers we have to be effective communicators.

I believe they've been adequately itemized in the 4 existing principles outlined - too many become confusing where a few well thought out, well articulated Guiding Principles have a better chance of being executed with excellence.

I believe things overall have worked fairly well with refinements of the past and can also be improved upon continuously. State workers are good dedicated public servants, serving in the best interest of the taxpayers and saving taxpayers dollars. Management can use and grow this human capital to optimize DAS.

I can say right now that I think that the DAS Senior Management team is doing a great job with employees and especially customers in guiding principles.

I cannot think of any, just respect and consideration to your fellow coworkers. Thanks.

I commend the efforts to develop a set of guiding principles. I believe the next step is developing a written plan to achieve the strategic goals of DAS. The plan should outline every department's contribution to the overall goal. Leadership is the key. Good luck

I gave a few of what I'd like to be done, but if I think of anymore I'd love to share it with you.

I had experience in a manufacturing environment creating a flow line. There was one principle that we used to convert from a batch system to a highly efficient profitable 'just in time' system. We looked at each step in the process and asked the question, 'What value does this step in the process add to the service / product?' If it provided no value or less value than cost, it needed to be eliminated or moved. It was truly a shift in thinking, as items such as the QA inspection cost more than they added. We found it was cheaper (and resulted in better quality) to incorporate quality inspections into the flow line than it was to verify quality by pulling a product out of packaging and examining it. I could say the same about services - governance requirements, for example. Such thinking, however, will require strong leadership and mandates, and will need a champion to bring about.

I have already said it but communication is key. Knowing where we are going and why, knowing how we fit into the goals and objectives, when we are winning. I for one am proud to work for the State and appreciate the opportunity to serve. I would like to hear more how well we are doing, and if we are not, please let us know that as well. Fear is a bad thing, it causes people to find a safe place rather than think outside of the box. Thank you for having the desire to make our work environment better, I for one believe there are some excellent people working for the State and I also believe we are worth every penny we earn.

I have seen the Director go around and spend time in different areas to see and listen to what employees do. That has a lasting impression. When employees see that he has an interest, it bolsters theirs as well.

I hope my suggestions concerning the guiding principles were helpful. I would like to ask a simple question for thought. The DAS Senior Management is developing this strategic plan. Until I got the e-mail from the Director, I have not heard anything about DAS' Guiding Principles. Why isn't everyone involved with this? I know completing this survey is a way of 'including us all' but there is no way every employee filling out this survey, including myself, (not to mention the employees that won't fill out the survey) can relay all their ideas and experiences this way. Active interaction with everyone not only will provide some 'surface' ideas - like in my responses - but 'collaborative' ideas combining everyone's knowledge and experience together. That makes for success! Good Luck!

I just think there are so many levels of approval that are required to get a task accomplished, it just slows us down so much it's crazy. If the state is to truly operate as a 'business', we have to get the approval authority down to the folks in the trenches to keep things moving. Obviously this can be accomplished by establishing specific signatory authority, which I'm sure we have, but it's not always associated with the people who can keep a project moving.

I see money wasted at all State of Ohio agencies. I have friends that work at 10 different agencies ALL doing different things from payroll, purchasing, paperwork etc. No one does anything the same. Let me ask this... If I were to buy say 25 cartons of MEAD paper for DAS, it is less costly to buy 25 cartons vs. 1, however if I went out and partnered with other agencies would my costs not go down if I were to be part of the volume purchase of 250 cartons from 10 agencies. What I'm trying to say is DAS can go out and partner and align themselves with other agencies in many different areas. When I worked at AEP we had 7 operating companies working across 12 States with rules and regulations governing that all things were standardized the same way. What I see with State agencies it is a rare occasion if agencies across the street from one another do the same thing.

I think getting the over all goal of why we are here. To me it is to serve the agencies. They have a mission to the citizens of the state of Ohio and our job is to help them be able to meet that mission. This state is so vital and plays such an important role in this nation. We need to feel from the Gov's office down that we are important to this state and not feel like we are just stupid and overpaid. We must come together with a common goal of making this the greatest state in the union (which it is) and a place that people want to work and live. I would like to see the Gov's office not do so much hands on with who the agencies are hiring and trust the directors they have appointed to do that and be more proactive in promoting this state and what we are doing to change the direction of this great State of OHIO.

I think Guiding Principle #2 (customer service) should be #1 and #1 (Employer of choice) should be #2. DAS has no purpose if it doesn't serve and guide the agencies.

I think sections need to have more staff meetings and involve employees in the overall News about their group or any new projects or even talk about what everybody is doing or find out if anyone has any concerns.

I think senior management should take less time developing stuff like this and more time with their employees getting to know the tasks performed and improving the performance of those tasks.

I think that the 'DAS is the agency of choice for employment' principle needs to be built upon. Promoting internally is only effective when there is conceptual buy-in to the overall goals and mission. There needs to be a way to 'weed-out' staff that does not buy-in to the overall goal. DAS should not restrict or constrain new and fresh ideas, but there needs to be a way to remove counterproductive attitudes and the philosophy of 'this is how we have always done it, and that's how we will continue to do it.'

I think the first 4 listed prior were excellent and cannot think of any additional at this time.

I will have to think about that for a bit...Thanks!

I would ask Senior Management when they are developing their strategic plan to include people that are actually apart of a department, actually a part of a project before making choices for it. This will be helpful so when the plan is formed it's not way off the radar of what is actually done.

I would encourage a broad and visible embrace of the value of a diverse work team. Initial efforts could focus on the value of working well across a generationally diverse team. Other aspects of workforce diversity (i.e., gender, sex, religion, educational and geographic backgrounds) can be most easily and non-confrontationally addressed in the context of how different generations experience these other factors. Addressing these types of concerns directly is a key factor in developing the quality of employee experience that was emphasized with earlier principles.

I'd like to see operational guidelines in print. Whenever I question a guideline and ask to see a copy of the agency guidelines for operations or procedures, DAS gets antsy. The guidelines never appear so we consistently make mistakes in procedures. We would do better if we knew the procedures for getting things accomplished. This goes beyond 'silo'. From the outside looking in, it looks like 'power and control'.

Identify measures of effectiveness and efficiency that are credible. (What constitutes excellence, and how is it measured?) Follow-through with blending the IT Acquisitions and non-IT procurement teams. At present, the 'customers' are confused and we are inconsistent and inefficient with our procurement methodology. Procurement impacts EVERY single organization and element of the State. We should be 1 UNITED front first, and then can work together at identifying where we are most inefficient.

If it's not broke don't fix it. Copy successful methods.

If we expect other agencies to adhere to our policies and change their business processes, we should be willing to look at our own and not be afraid to reengineer to conform to our customer's needs.

In just one day you came up with 4 guiding principles that should be the core of DAS. That's a good start, so let get those implemented and then we can move forward once they have been established.

In the past, I have seen decisions made by Senior Management, based on what certain individually thought were the facts. These decisions had negative impacts, and were made despite other people, working in positions of knowledge, recommending against the change. I can understand that sometimes people resist change for whatever reason. But, I think that if you discuss change with the SMEs (subject matter experts), it may help DAS make better-informed decisions.

Integrity

Integrity. If it appears to be nepotism then maybe it is.

Invest in staff training and development. Grow the workforce of the future from within. Keep up on new technologies, embrace them, and train your staff how best to use them. Yes with training comes up front costs

in a time of tight budgets, however, DAS will more than make up the money in labor saved with new technologies. Commitment to training will also make DAS a more attractive employer. Value your staff enough to improve them, just as you would any other service or offering.

Invite and challenge Senior Management to come out of their 'ivory towers' and interact with the 'worker bees' of DAS. Getting their hands dirty may be a new experience to Senior Management.

It is not enough to 'meet' customer's requirements. That is expected from the customer. We should strive to exceed the customer's requirements.

We work to earn the position of trusted partner, advisor, coach, consultant and facilitator. We respect the confidentiality of the people with whom we work. Education and Professional Development should be valued more. Individual and group efforts are to be reviewed regularly to ensure alignment across departments and work units.

Just do what you have been doing is enough for me. I enjoy working and I love my job and I would like to continue doing it and perhaps have a little more freedom in making judgment calls. Example: if something should happen, let me make the decision as to whether I can finish the task at hand. Everything does not happen at 4 or 5. I think I know enough about my job to say I can finish in another 15 minutes or so. Other than that, I think Senior Management has done a wonderful job!

Keep lines of communication open. What you know as senior management, we should know as the staff/employees.

Leadership starts at the top, and it work down to the lowest level, and our leader's vision needs to reach down to the lowest level and enforce. This will ensure everyone knows our leaders intent. This is not happening, and it needs to be corrected. Unfortunate not everyone in leadership positions is capable of leading, and those people who are in leadership positions and cannot lead, needs to be replace with someone who can lead. Until this problem is corrected, DAS will continue to send out e-mails, and surveys, such as this one.

Learn from the outside - other states, federal government, private sector. Promote reading/analysis of what they've done in similar initiatives. The 'Harvard Case Study' approach. My opinion - there is WAY too little of this here. I was a consultant for many years and the dirty little truth about most consultants is that they bring a portfolio of other people's ideas with them to places looking for them to facilitate change. They create 5% new and 95% of what they promote is ideas taken from other places. Also Share the results of this survey with everyone.

Listen to the employees that are actually performing the work for input into changes.

Listen to your employees. Stick with a plan and see it through. Check your ego at the door.

Look at managers and how they manage employees. Some managers are 'control freaks' who like to treat their employee's like children. We are all adults. Also, respect is an issue.

Look at what is implemented and services that are operating efficiently before modeling new services or expanding services by what a consultant recommends. The state have to many consultants that are just trying to ensure they have a long term hook into the State of Ohio taxpayers. I am very disappointed for the first time in my 27-year career to see a lobbyist attend meetings on a consulting project. The public to get the wrong impression from such practices is easy to understand and makes public perception of State of Ohio government worse. The practice of lobbyist attending any meeting with DAS employees should be banned. More attention needs to be made for negotiations to drive down cost with vendors need to be a part of the purchasing process. When funds for needed equipment purchases being dried up until the end of the fiscal year; and then released at once is not conducive to cost effective purchases.

Make sure that all DAS locations are heard and that a presence is made by upper management. Thank you.

Maybe we need to be more considerate of our agencies and what they have to go thru to process their work in OAKS. A lot of our customers wear several hats. It cannot always be just about us. We need to listen to our customers and see what their wants and needs are. Learn from our mistakes. Praise our employees instead of always beating them down. We have a lot of good employees that are transferring or leaving state service because of how they are treated.

Micro management has to stop. Let the employee own their job and you will see a huge difference. Compensate your good employees. Quit favoritism, there seems to be a lot of this going on in DAS. If we campaign as an equal opportunity employer we should do just that. Too many friends being hired and the poor people in the area where I live (Perry County) do not have a chance for a job. Trust me on this one, it took me 22 years to get on and I have taken many job postings home for others to apply, but not one of them have been hired or if they do get an interview they are just a filling for protocol. Moral is at a low due to the issues stated and this causes productivity to decline. Treat people the way you want to be treated and you will see a huge change in DAS.

Morale of DAS employees is critically important for improving or implementing any ideas or processes. Employee confidence and trust needs to be boosted. Respect of state employees need to be improved by administration.

Moving Ohio forward

My only request is that we do not begin large programs that require management and staff to spend time in meetings, report outs etc. DAS is doing more with less money and personnel than ever before. Stress levels are high as we push harder to do more with less, programs that require times and effort add to the daily stress as it becomes one more thing to do.

NIGP - UPPCC - Certified Professional Public Buyer (CPPB) and CPPO is currently required for allot of the purchasing staff...however it is currently tied to you keeping your job. This is a lot of pressure. Several good, hardworking staff have been let go because they were unable to pass the test within the required time frame. This is a waste of taxpayers' money, our money. You spend years investing in training and education and then let good people go just because they cannot pass a test. It is my opinion and the opinion of most people here that this certification requirement should be changed to an incentive-based option. In other words, if you obtain the certification then you get a certain dollar amount -- a 'bones' or an increase in hourly rate or something to that effect.

No matter how difficult or challenging the solution may be, we will come together to tackle and complete our objective.

These are great... let's do them.

Not following Kasich's my way or highway attitude. Much SB 5 opposition will be a response to this and not the union thing.

Not necessarily a guiding principle, but a tie-in to what our agency culture might look like:
<http://www.peace.ca/kindergarten.htm>

Not that I see right now. If they can actually follow what you have written now, that would be great.

One thing I would like to see if cross training. So that went a position opens up we would apply for it.

Opportunity for career growth should be evaluated. Hiring externally for positions are not a bad thing, but when this has happened in the recent past, the history of how we got where we are has been disregarded

Partner with the private sector to bring expertise and cost efficiency to DAS Services. Offload services that the private sector can delivery more cost effectively. Replace senior and middle management with experts in their respective fields. Longevity does not equal expertise.

Plenty.

Probably, but at the moment I do not have the time to process and think through the possibilities.

Promote from within Encourage life-long learning Use the employee of the month program to highlight employees successes - stop saying everything is OTHER DUTIES when it clearly is not part of someone's job!!! Just because employees utilize talents and bring a wealth of experience to a job doesn't mean you should be overlooked for employee of the month because there is a loophole on your position description that reads, 'Other Duties'. Especially when they clearly are not PART OF OTHER DUTIES!!!!!!!!!!!!!!!!!!!!!!!!!!!!

Promoting and investing in DAS workforce.

Provide good tools to your workers (printers and software that function as advertised) to reduce the stress of minimum staffing levels. When able, update technology to meet customer needs in a more efficient manner. Work together as a team, not Management secreted from staff and hold regular 'bull sessions' with your entire staff. Work hard at communication. This is where we lack the most. Alice

Reaching out--what services are desired, but not currently offered by DAS? What services are the agencies currently sending into the private sector because they have no choice? How can we provide those services for the agencies?

Recognizing the work of all employees and reviewing their strengths to ensure their best talents are best utilized for the overall operations. Using who is available is not the same and knowing how best to use who is available. Our best work comes when we and our strengths are most respected, appreciated and utilized.

Remember that we are not the only place that a customer can go for services.

Remember to look forwards, not backwards in communication styles and rules created. Deal with security/management concerns up front rather than waiting until something has been around in the private sector for 10+ years and then dealing with the exact same set of issues. It makes the State less effective and less attractive as an employer. Two examples: As new technologies appear, embrace them, both for DAS and as customer offerings. Be on the cutting edge, not behind. For example, DAS doesn't have wireless available at all of its locations for staff and visitor use, yet wireless would make spaces more flexible and functional. It's also been around for years now. We should have dealt with security concerns long ago and moved forward. Be more flexible with work hours and locations. Because people are always connected it is possible for them to work different hours at different locations. The private sector has had things like telecommuting for years, yet DAS not only doesn't have this option, they added core hours as a requirement. We're going backward not forwards. If the goal is to make us an attractive employer, this is not the way, especially to Gen Y. We need to deal with individual management issues, not lock things down for the full spectrum of employees.

Reward those who help and get rid of the ones that don't. Run it like a business not like what is perceived as a 'government'. Example: 4 guys leaning on shovels and one guy working.

Service-centered attitudes.

Shared Responsibility - Do I share responsibility for the outcome of this particular situation? Create situations where there is a shared responsibility for the problem and its solution.

Something should be done about the way managers 'come at' employees; instead of realizing the employees are important and deserve respect. We are people, not tools. There are ways to deal with people that do not require personal attacks which are borderline unethical or legal, but which the employee is unable to respond. Not to mention the rudeness, for which a bargaining unit member may receive progressive discipline, but a manager can get away with it with impunity.

Standardization across all IT service areas. More emphasis on getting all agencies to use shared state services.

State Employees are DEDICATED - HARD WORKING individuals, unlike the perceptions that have been recently implied in the news media. Let them do their jobs.

Strive to keep the good people who bring innovation to the table. Stop catering to the entrenched employees who think things should always stay the same. Management needs to focus on the big picture and let the people with the knowledge handle the day to day.

Strong focus on customer service down to each employee.

Take advice from senior staff that know what works and what doesn't. Bring in new state employees to help verses contractors that don't stick around and take all the knowledge with them when they leave.

Teamwork with open Communication will help prevail against silo/empire building.

Thanks for your consideration.

That everyone understands that we are all working together not separate as a team not as an individual.

The four areas you have selected are great. If we can nail those we will be in great shape.

The four guiding principles listed, if implemented will provide a better, more efficient DAS.

The new merit (pay) system is terrible and will create lots of discrimination complaints. Senior management should keep the old system. It worked.

The other guiding principal that DAS Sr. Mgmt should consider as they develop the strategic plan is the effectiveness of our leadership here. Teams are only as good as their leader. Unfortunately, everyone does not have the natural ability to lead a team, there are many issues and concerns that go on and due to the lack of privacy and fear that a complaint will get back to the supervisor they are left unheard. It's hard to succeed in an environment where there is lack of leadership and professionalism. I think that emphasis should also be placed on leadership development in particular for the supervisors. It would also be a great idea to have the opportunity to evaluate our superiors, to give them a view on how we would rate their effectiveness in a team environment.

The state needs to be run more like business to reduce costs and reward productive employees. This will attract better quality employees and reward those who are deserving.

These are good. The test will be how well they are followed.

This isn't a principle; rather, it's an idea for partly achieving several principles. Consider developing at least a semi-organic structure to replace our ultra-hierarchical one. One important symptom of our over-emphasis on hierarchy is the DAS Web site, which is organized according to hierarchical structure rather than function. I work in OIT, and our customers have the very devil of a time finding us on the Web.

This leadership is the real deal - the first in a long time. DAS can make a real difference if it sets its mind to it but it will take will and willingness.

Those that work in each office are the best to make decisions regarding the process and procedures for that area. We should manage the separate offices with general guidelines and let the experts within that office have more flexibility to run the business in a manner that they would if their name was on the door.

Timely updates on the how the plan is working/changing/being updated.

To best serve all of our customers, DAS employees must be provided with all most efficient tools to perform their duties and the empowerment to use them to their fullest extent.

Transition planning for retirements and expected resignations. Position Procedure Manual development by knowledgeable personnel, not the human resources division alone, but with HR assistance.

Transparency in conducting business. Principles of responsibility. Proactive Leadership. Managers Lead By Example Proven Management and Operating Systems. Sound Planning and Effective Implementation. Promote A High Performing Culture - Develop and publish guidelines and expectations for legal, ethical and

responsible practices and behavior. Include a guiding principal of a workplace environment that fosters mutual respect, integrity and professional conduct. The guiding principles should specifically address harassment in the workplace to include bullying which undermines the ability to work together and is contrary to personal dignity and respect for each other. Verbal or physical conduct that disrupts work performance or creates an intimidating or hostile work environment is prohibited. Establish consequences to code violations and hold abusers accountable for their actions and institute a policy of non-retaliation for reporting a concern in good faith.

Treat people with respect and the golden rule. Use the discipline process to weed out corrosion in our ranks.

Truly care about and encourage the employees. Make them feel like they are valued by engaging them and supporting them. It is very difficult to be a public employee right now in Ohio. Tells managers to manage in a constructive manner and stop hiding in their offices. If you want employees to care about their work, then the managers must set the standard and really care.

Two-track system allows you to move up at the State. 1) Technical 2) Management

Use the talent that DAS has in performing this task and be willing to re-evaluate and modify the plan as needed.

We are responsible for maintaining the public's trust in how government is run. That trust is that: State jobs and contracts are not being handed out as political favors. State employment practices are not discriminatory. State IT systems function when they need to and as they are suppose to in and are not breached. State resources are spent wisely. State services are run efficiently. I think the principles are missing the stewardship/trust element.

When changes are being considered please get input from staff on their ideas. I think you would be surprised at the ideas that staff have and how much easier it is to implement the changes because people were given the opportunity to give their input.

When guiding principles are established they need to be laid out on a foundation of a new culture based on governance through customer service, a sense of urgency, and a standard for quality of communication with a focus of logical prioritization. A timely example: Just today we were working on a services contract that will save the state \$750,000. The contract is time sensitive and is relying on several of the DAS silos to make a contribution. When one leg of the silo was contacted about the time frame and who to speak with about the priority of the request we received the response 'give me some time I just got this. You know I have other stuff to work on. I am filling out the DAS survey right now.' This is not an unusual response from this group and is an example of some of the systemic cultural issues in this agency.

Where is transparency of accountability?

While always keeping an eye on the customer, watch out/take care of employees. Keep an employee focus too.

With some tweaking of how they are framed to focus on the customer first, the guiding principles laid out in this survey provide a foundation. I would feel great about the following guiding principles (in order of importance): - DAS will enable agencies to fulfill their missions by understanding agency needs and providing valuable services well. - DAS will be a great place to work by providing a wide variety of interesting work opportunities and chances to share in agency wins. - DAS will operate in a way that maximizes successful outcomes for our employees and agency customers by continuously evaluating and updating the mix of service offerings and fostering an environment of collaboration both internally and with our customers. Thank you for the opportunity to comment.

Work smarter Care about your people Embrace change for the better

Work to build and foster transitional government and leadership. Remember we are all public servants no matter who is Governor and other elected officials are, we serve the public, first and foremost. I think this

administration is working to hire and maintain talented and passionate, highly qualified public servants despite political affiliation. Transitional Government!

Working together and change begins at the top and filters down to the rest of us.

We should have a guiding principle that includes honesty, trust and integrity. We should set the tone for this standard.

Yes, excellence in customer engagement, with our agencies and with local government to benefit all Ohioans.

Yes, the staff would like to develop my better job and new learning better.

You have identified great foundational process principles. Well done! People principles (communication, engagement, initiative, and accountability) should be identified and incorporated into the development initiatives that will support the cultural changes. A final note: A true Organizational Development approach that starts from the top down will affect real cultural change and keep it from becoming the 'flavor of the month'. Embedding the expectations into a competency map and performance management system will keep it from becoming the 'flavor of the current administration.' To succeed, all of the guiding principles need to work together. The best first step is to ensure the right people are in the right place then develop leadership skills based on these process principles and people principles. This must be supported with a performance management plan for accountability. 360 reviews would be the ultimate choice, but whatever the plan, competencies should be carefully crafted to ensure that they reflect these principles from all approaches i.e. communication, customer service, compliance assurance, etc. Cultural change is not complicated, but it does take unwavering leadership commitment.