

2015 Employee Engagement Survey

Administration Process and Policy Audit

The employee engagement survey identified a need to improve communication throughout the department. While also addressing some specific needs, the actions noted below are designed to improve communication between the Administration Division and other divisions of the department. One major initiative in the area of improved communication is the restructured Administration Operations Committee. This will be a collaborative environment in which the Administration Division will partner with administrative staff in the regions and branches in monthly meetings to address high priority, cross-cutting issues with focused work groups. The work groups will be responsible for developing plans for the solution of problems with time-bound, achievable actions. The Administration Division fully embraces this concept developed by region staff and the Regional Operations Committee (ROC), and will be an active participant at the monthly meetings beginning in April 2016.

With feedback gleaned from the survey, it became clear that there is a need for a review of specific policies and procedures in some administrative functions, particularly human resources and procurement. Following is a description of the actions that the Administration Division will take with the goal of producing tangible results in these areas.

Human Resources: The Human Resources Branch (HRB) will take several steps in the next six months to determine where the gaps in understanding are and to ensure that internal processes result in the most efficient and effective customer service possible. Specifically, the HRB will do the following:

- April 2016: The HRB chief will begin attending monthly ROC meetings, present on topics of interest, and be available for questions and discussion.
- June 2016: Issue a survey to regions and programs to provide data that will inform HRB on the need for future training, policy communication, or other needs.
- July 2016: Implementation of an automated RPA and position control database will streamline the RPA process and provide more timely and accurate information on position status (eg. vacancies).
- August 2016: Complete a plan of action in response to the June 2016 survey and begin meeting with programs to meet the needs identified in the survey (eg. conduct training on a specific HR topic).
- September 2016: Complete an internal needs assessment for HR staff to determine training needs and to identify ways HRB can enhance customer service. Develop plan to implement outcomes needed pursuant to the needs assessment.

Business Management: The Business Management Branch (BMB) will review procurement procedures to ensure that this activity is as efficient as possible, while remaining in compliance with statute and Department of General Services (DGS) regulations. Specifically, the BMB will do the following:

- April 2016: Participate in a working group of the newly formed Administration Operations Committee to partner with program staff to review procurement processes and determine where efficiencies can be realized. This process will identify the highest priority areas of concern to programs to concentrate on (eg. the >\$100 purchase rule; and should we be making fewer larger purchases on a regional or statewide bases rather than many small purchases?)
- May 2016: Complete internal program audits and recommend policy and practice changes to the Chief Deputy Director.
- May 2016: Summarize and issue results from December 2015 Procurement Survey with proposed action plans.
- April 2016 – April 2017: Create checklists, update forms and deliver training on procurement topics, including but not limited to requests for quote, non-competitive bids, limited to brand, purchase estimates, vehicle acquisition, and Prison Industry Authority.
- April 2016 – June 2017: Continue to take part in statewide Fi\$Cal forums and participate in meetings with Resources Agency consultant to make the transition to Fi\$Cal as seamless as possible.