

**2015 CDFW Employee Survey
Action Items**

Major EES Results Focus Areas	INITIAL actions/progress	Mar-16	Jun-16	Nov-16
Communication	<ul style="list-style-type: none"> 1. HabCon Supervisor meeting discussion (Jan 28) 2. RM and DD consultations with direction for feedback and communication to staff 2. New BCP process initiated (Feb 10) 3. MLM project (Feb 17) 4. Leadership/Communication training series (MWL and CP II) 5. EES-specific podcast 			
Recognition	<ul style="list-style-type: none"> 1. OTD to develop and conduct focused recognition survey (March) 2. Reminder to provide regular recognition at staff level (RM/DD) 3. Utilize the OTD recognition website (RM/DD) 4. Consider regional/division recognition programs (i.e., LRB model?) (RM/DD) 			
Trust in Top Leadership	<ul style="list-style-type: none"> 1. Commitment to provide post-decision feedback to involved staff (exec) 2. Involve staff directly in issue resolution process (exec) 3. Discuss with staff the limitations and opportunities of state departments (DFW) operating within an overall state Administration (RM/DD) 4. Implement Leadership Academy and other MLM initiatives that provide opportunities for interaction with executive team 			
Accountability	<ul style="list-style-type: none"> 1. Completed PAS/IDP webinar for supervisors (Feb 12). (OTD) 2. Completed Basic Supervision 409B training (January 2016). (OYD) 3. Basic Supervision 409 A upcoming (March 2016). (OTD) 4. Leadership desk review of random sample of IDP/PA with direct discussion with staff (RM/DD) 5. Include MLM's in IDP/PA process as reviewer (RM/DD) 			
Administrative Processes	<ul style="list-style-type: none"> 1. Admin/BMB developing time bound and deliverable-oriented desk audit of processes identified in the EES (March 2016) 2. CDD and Admin Deputy review significant administration directives and bulletins to ensure appropriate communication 			
EEO Issues	<ul style="list-style-type: none"> 1) EEO Communication and direction to Executive Team to discuss with senior staff (Feb 4) 			

Region 1 EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Mar-16	Jun-16	Nov-16
Communication	1. Develop teams of mid level managers, supervisors and rank and file staff to help develop better communication in both directions.	By June I will have conducted at a minimum five EES (communication) discussions with program staff. This will include at least one function within each program (wildlife, fisheries, admin. timber, habcon).	By November all programs will have had a chance to discuss the EES findings and provide input on next steps. This will include specific requests for developing a better communication plan.	
Recognition	1. Remind Supervisors to thank employees regularly 2. Consider re-instituting regional awards program 3. Develop incentives for superior performance 4. Recognize high performers in regional newsletter or blog 5. Provide for additional work independence for high performers 6. Challenge staff to take on new projects	1. This will be an ongoing theme or agenda item at the Program Manager meetings. I will encourage the same dialog at senior staff meetings. 2,4 Set a team up to explore a regional awards program. Include rank and file staff. 3,5,6 ongoing actions where appropriate.	By November we will have a recognition program developed. Each individual will develop a wish list for project they would like to take on in addition to their current job. The wish list will be vetted through their immediate supervisor and if the project is appropriate, their employee will work into the employees action plan.	
Trust in Leadership	1. Relay leadership decisions that may affect staff in a timely matter. 2. Engage staff when possible to assist leadership in the decision making process. 3. Be transparent as possible. 4. Utilize some type of strategic decision making process. 5. Support leadership when a decision is made. 6. Provide reasoning that supports leadership's decision. 7. In some cases, facilitate meetings with staff and leadership to discuss the issue before, during and after a decision is rendered. 8. Delegate more responsibility to staff and allow them to make decisions and grow professionally. 9. Better refine the following: a. Listen to staff and trust their abilities b. Be consistent in decisions and don't single out individuals staff. c. Keep your promise and own up to leadership mistakes d. Spend more time with staff one on one and ask for feedback on decisions. e. Attend more all staff meetings to get a better understanding of current issues.	All of these recommendation or actions will be ongoing. Specifically items 9d and 9e. I will be attending program level staff meetings for Coastal Fisheries and Region HabCon in March 2016.	Will follow up with Program Managers to query supervisors and staff as to whether or not progress has been made pertaining to this issue.	
Accountability	1) Improve specificity and definition in PA 2) Frequently assess annual work plans 3) Consistently use "SIMPLE" model 4) Document and act upon performance lapses 5) Ensure adequate training for supervisors 6) Include MLM's as reviewing officers in IDP's/PA's 7) RM will independently audit a percentage of IDP/PA and include one on one interactions with employee	Remind supervisors and managers that IDP's/PA's are to be completed by April 1. Require PM to review and sit in on at least one IDP/PA for rank and file staff per program/project.	Regional Manager will select a few staff for one on one discussion to better understand the employees strengths and weaknesses and to mentor them to be reach their potential.	
Regional Strategic Planning	1. Develop teams of mid level managers, supervisors and rank and file staff to help develop better communication in both directions. 2. Meet with program managers to begin developing individual mini strategic plans which identifies values and priorities for each program. 3. Program plans will include specific goals and objectives. 4. Combine individual program plans into an overall Region vision. 5. Develop a list of short and long term list of actions that are commensurate with the Vision. 6. Increase engagement of senior supervisors in Regional decisions.	As of March 2016 I have met with my Program Managers on 3 separate occasion to discuss developing a better communications plan. We have assigned a project lead for the lite strategic planning process. By June I hope to have developed a outline and team assembled so each program manager can receive input from their staff.	By November, we will have begun the process of identifying short term goals and objectives for each program. The program managers and I will discuss the possibility to combine individual program goals into a common regional vision.	

Region 2 EES Initial Actions

Major EES Results	INITIAL actions/progress	Feb. 2016	Mar-16	Apr-16	May-16	Jun-16	Nov-16
Focus Areas							
Communication	<ol style="list-style-type: none"> Senior Supervisor Meeting discussion of survey results Continue Strategic Plan (SP) Communication Team3. New SP Objective: Improve communication between Region and Field specifically <ol style="list-style-type: none"> Provide a clear/consistent message that supports/empowers employee to independently make decisions Involve staff in developing/implementing policies Involve staff in identifying communication gaps and assessing new policies Elevate important, unfinished policies/procedures More cross-functional opportunities for sups and staff Ongoing staff meetings/training respond with clear direction and expectation as soon as possible (ex. Regarding permits, to ensure they have info they need/we need prior to submit it) Prioritizing – make time for it Identify how many staff with no email – may feel/be disengaged as a result, will be affected by electronic timesheet update, other electronic communication voids, evaluate providing better access 		<ol style="list-style-type: none"> Seniors training new policies/procedure's from HR at monthly Senior's meetings <ul style="list-style-type: none"> - discuss why /benefits - determine what info. is relevant to which programs Managers actively volunteer for state wide policy teams to be engaged and convey progress to staff Continue quarterly RMT meet with section of region field staff 		<ol style="list-style-type: none"> Hold brown bag meetings for overview of Strategic Plan Updates, outcomes and accomplishments from first two years, highlight implementation teams and request volunteers for new strategies and actions Brief overview of EES actions and Strategic Plan Update at All Staff May 23-26 		
Recognition	<ol style="list-style-type: none"> Kudos board-continue use Reminder at every Seniors meeting to provide regular- specific recognition (ongoing) OTD recognition website -revisit in Senior's meeting Blog - highlight staff/program achievement (ongoing) 				<ol style="list-style-type: none"> Nominations to DFW recognition program (spring) 		
Trust in Leadership	<ol style="list-style-type: none"> See Communication between region and field above Request HQ implement trial and feedback period. (ROC) and FAQ for new policies, procedures Distinguish between what is actual requirement and what is risk mgt. Carefully evaluate over processing regarding perceived risks Volunteer for process and procedure working groups to develop solutions that work across major functions 	<ol style="list-style-type: none"> EES working group to develop communication strategies that will go in Standard Operating Procedures and Strategic Plan Update, 	<ol style="list-style-type: none"> EES working group refine communication strategies that will go in Standard Operating Procedures and Strategic Plan Update Managers actively volunteer for state wide policy teams to be engaged and convey progress to staff 	<ol style="list-style-type: none"> Update Standard Operating Procedures and Strategic Plan with relevant recommendations from EES working group 			
Accountability	See Goal #5 in SP Update	<ol style="list-style-type: none"> Supervisors expected to follow through with progressive discipline and hold self and staff accountable (IDP/ PA's expectations) 	<ol style="list-style-type: none"> Update standard operating procedures and have seniors and staff sign Complete all IDP/PA's by March 1st Program work plans and priorities draft due March 15th, final due April 15th. Update R2 Strategic Plan - meet quarterly with implementation teams to facilitate progress. (April) 	<ol style="list-style-type: none"> Program work plans and priorities draft due March 15th, final due April 15th. Meet quarterly with SP implementation teams to facilitate progress, emphasize importance of achieving outcomes. (April) 			
Administrative Processes	See Trust in Leadership above - primary interest is seeing improvement in procurement, actively engage staff in team(s) to address process						
EEO Issues			<ol style="list-style-type: none"> Discuss at Seniors meeting 3/8 Remind staff in staff meetings this month 				
Strategic Plan	See Strategic Plan Update document titled NCR Goals for 2016-18 Planning Approach Overview Goal #1, continue to implement strategies for objective: DEVELOP HIGH PERFORMING STAFF Goal #2, continue with objectives (more work to do regarding strategies and actions): IMPROVE COMMUNICATION Goal #3, add new Objective 2: Develop procedures/FAQs for common processes Goal #4, new objective: BE PROACTIVE Goal #5, new Goal: Address Attrition/Retain and Maximize Institutional Knowledge/Improve operational vitality at all levels (improve accountability)	<ol style="list-style-type: none"> Teams and staff develop strategies and actions for new or ongoing goals and objectives 	<ol style="list-style-type: none"> Teams and staff develop strategies and actions for new or ongoing goals and objectives 	<ol style="list-style-type: none"> Teams compile and report on updated and new strategies and actions at April 12 Seniors Meeting 	<ol style="list-style-type: none"> Finalize update to Strategic Plan mid May 2. Hold brown bag meetings for overview of Strategic Plan Updates, outcomes and accomplishments from first two years, highlight implementation teams and request volunteers for new strategies and actions Brief overview of EES actions and Strategic Plan Update at All Staff May 23-26 		

Region 3 EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	16-Nov
Communication	<ol style="list-style-type: none"> 1. Regional Manager invited input by all Regional staff to propose actions to improve employee engagement (January 2016) 2. Regional Manager re-emphasized open door policy, met with interested Regional staff individually and began scheduling meetings with units and programs (January 2016) 3. Regional Manager requested supervisors and managers recommend actions to improve employee engagement (January 2016) 4. Regional Manager encouraged managers and supervisors to discuss the survey with employees and identify actions (January 2016). 5. Written contributions to the Monthly Regional Team Leader Meeting Notes are mandatory for supervisors and managers and discussions of how to expand the content were initiated (February 2016) 		
Recognition	<ol style="list-style-type: none"> 1. Reminder to managers and supervisors to provide recognition and "thank you" for good work. (January 2016) 2. Discussion with managers and supervisors regarding using program goals as a basis for recognition. (February 2016) 3. Developing recognition component as part of All-Staff event planning (February 2016) 		
Trust in Leadership	<ol style="list-style-type: none"> 1. Use of monthly regional notes to provide information regarding CDFW and control agency roles related to administrative processes and actions CDFW has taken to improve processes. (February 2016) 2. Provide feedback to staff on project decisions and requesting managers and supervisors do the same. (February 2016) 		
Accountability	<ol style="list-style-type: none"> 1. RM completed PAS/IDP for 8 direct reports in February 2016 and the last 2 PAS/IDPs will be completed in March 2016. 2. Provided expectation and requirement to all supervisors and managers that they provide regular feedback to employees and annually complete PAS/IDPs, by the end of April 2016 for this year (February 2016). 3. Discussed with managers and supervisors the need for program planning in 2016. (February 2016) 		
Regional Strategic Planning	<ol style="list-style-type: none"> 1. Discussed with managers and supervisors the need for program planning in 2016, including review of program goals with employee participation. (February 2016) 		
Training	<ol style="list-style-type: none"> 1. Implemented a regional training needs tracking system for unmet training needs (January 2016) 		

Region 4 EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	16-Nov
<i>Communication</i>	<ol style="list-style-type: none"> 1. January 2015 EPM and Sr staff meetings. Discussed survey results and what should be included in an action plan to address. 2. January email communication with all R4 staff with general survey results, and that I will be visiting with all of them to discuss in a group setting, but that they are welcome to contact me on an individual basis. 3. Scheduling visits with all employees at all facilities by June 2015, specifically to discuss the employee survey results and to identify other areas in need of resolution and where things are working well. 4. Encouraged all Sr staff to hold regular staff mtgs and remphasized expectation that important information from Sr staff meetings is being shared with rank and file staff. 5. Regional Monthly highlights is now sent directly to rank and file staff, and back issues available on the O drive. 6. As appropriate, RM will be communicating via email directly with rank and file staff rather than via Sr staff. 		
<i>Recognition</i>	<p>While these are also in the communication category, all of the following should help in this category because it would help employees know about decisions as well as the rationale behind many of them where appropriate, as well as to understand when processes are not driven by CDFW exec (e.g. DGS guidelines):</p> <ol style="list-style-type: none"> 1) encouraging supervisors to share info from monthly Sr staff meetings with rank and file on a regular basis; 2) RM email communication with Rank and File on issues that affect all or most regional staff; and 3) regular face to face contact between RM and Rank and File (allows for Q and A). 		
<i>Accountability</i>	<ol style="list-style-type: none"> 1. All supervisors are to conduct IDPs. This expectation was conveyed at multiple Sr staff meetings and via email. Further, it was made aware that in March 2015 any supervisors with staff without IDPs (probationary employees excepted) will be hearing from me directly and will need to quickly remedy the situation. RM is reviewing (after the fact) all IDPs with one or more "needs improvement" categories marked. 		
<i>Regional Strategic Planning</i>	<ol style="list-style-type: none"> 1. Encourage use of CDFW Scientific Community Development Program. 2. Suggest email inquiry to all regional employees to evaluate training needs. Possible Survey Monkey survey. 3. All new employees (permanent and seasonal) should be referred to the OTD New Employee Integration website for basic information on the Department and their benefits and rights. http://dfgintranet/portal/Training/NewEmployees/tabid/947/Default.aspx 4. Suggest creation of an annual Regional orientation for new employees. We should make it a big deal to celebrate them, and we could have it one of our lands or hatcheries so they have a better understanding of the region. 5. Look for opportunities to encourage and support cross training within and between regional units and classifications. This could provide an understanding between units and staff of the challenges and successes each of our functions faces in meeting CDFW's mission. 6. Recommend that supervisors identify appropriate training on staff's IDP and commit to sending them (assuming funding is available). Where funding is not available but where there is a critical need, a discussion should occur with the RM. Alternate funding in region or OTD may be an option. 		

Region 5 EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	16-Nov
<i>Communication</i>	<ol style="list-style-type: none"> 1. Send out survey results to staff with associated e-mail message 2. Conduct staff meetings throughout region to review the EES results 3. Have staff generate actions to improve areas of concern 4. Finish first Regional Newsletter 5. Continue intraregional program meetings 6. Resume sending notes from Semi-monthly Supervisors meeting to all staff 7. Regional Manager invite all staff to meet one-on-one to discuss issues of concern 	<ol style="list-style-type: none"> 1. Managers and supervisors prioritize ideas generated by staff and develop action plans for highest priority ideas 2. Review summarized results at May All-staff Meeting 3. Finalize first Regional Newsletter 4. Continue intraregional program meetings 5. Request podcast by deputy directors 6. Request occasional visits from Deputy Directors. 7. Regional Manager hold one-on one meetings with staff who request that 	<ol style="list-style-type: none"> 1. Managers and supervisors prioritize ideas generated by staff and develop action plans for highest priority ideas 2. Continue active communication with staff through meetings, etc. 3. Begin to implement the high priority ideas to improve relations and trust with top leadership 4. Monitor implemented actions for effectiveness and adjust actions as necessary
<i>Recognition</i>	<ol style="list-style-type: none"> 1. Have staff generate actions to improve areas of concern 2. Remind supervisors and managers to recognize staff for good work in as many ways as possible: <ol style="list-style-type: none"> a. Personal Thank-You's in-person and via e-mail b. Utilize the Department Star Award Program c. Nominate staff for the Departmental Recognition Awards 3. Develop a regional recognition program for staff 4. Finalize our Regional Newsletter and include highlighting staff work. 	<ol style="list-style-type: none"> 1. Have staff generate actions to improve areas of concern 2. Remind supervisors and managers to recognize staff for good work in as many ways as possible: <ol style="list-style-type: none"> a. Personal Thank-You's in-person and via e-mail b. Utilize the Department Star Award Program c. Nominate staff for the Departmental Recognition Awards 3. Develop a regional recognition program for staff 4. Finalize our Regional Newsletter and include highlighting staff work. 	<ol style="list-style-type: none"> 1. Ensure highest priority items are being implemented 2. Monitor implemented actions for effectiveness and adjust actions as necessary
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1. Have staff generate actions to improve areas of concern 2. Ensure regular communication with staff at all levels about important decisions and policies by leadership. These will include Weekly Management Team Meetings, Every-other-week Supervisor Team Meetings, and regularly scheduled meeting between supervisors and staff. Most important is explaining to staff why decisions were made. 3. Be willing to have managers and supervisors engage in open communication with staff about any issues needed. 4. Where possible, engage staff in decision-making process. 	<ol style="list-style-type: none"> 1. Managers and supervisors prioritize ideas generated by staff and develop action plans for highest priority ideas 2. Continue active communication with staff through meetings, etc. 3. Begin to implement the high priority ideas to improve relations and trust with top leadership 	<ol style="list-style-type: none"> 1. Ensure highest priority items are being implemented 2. Monitor implemented actions for effectiveness and adjust actions as necessary
<i>Accountability</i>			
<i>Provide Adequate Resources to Staff</i>	<ol style="list-style-type: none"> 1. Have staff generate actions to improve areas of concern 2. Ensure regular communication with staff at all levels about important decisions and policies by leadership. These will include Weekly Management Team Meetings, Every-other-week Supervisor Team Meetings, and regularly scheduled meeting between supervisors and staff. Most important is explaining to staff why decisions were made. 3. Be willing to have managers and supervisors engage in open communication with staff about any issues needed. 4. Where possible, engage staff in decision-making process. 	<ol style="list-style-type: none"> 1 Managers and supervisors prioritize ideas generated by staff and develop action plans for highest priority ideas 	<ol style="list-style-type: none"> 1. Ensure highest priority items are being implemented 2. Monitor implemented actions for effectiveness and adjust actions as necessary
<i>Improve Training for Staff</i>	<ol style="list-style-type: none"> 1. Have staff generate actions to improve areas of concern 2. Work with OTD to identify training resources that could be utilized in region and make those available to staff as appropriate through improved communication with staff, supervisors, and managers regarding what training could be provided. 3. Communicate to staff about what opportunities are available to attend meetings, conferences, and symposia (MCS). Supervisors and managers will encourage staff to attend appropriate MCS under the appropriate circumstances. 4. Utilize IDPs annually to identify staff needs. Revisit semi-annually to update and ensure progress is being made. 	<ol style="list-style-type: none"> 1 Managers and supervisors prioritize ideas generated by staff and develop action plans for highest priority ideas 	<ol style="list-style-type: none"> 1. Ensure highest priority items are being implemented 2. Monitor implemented actions for effectiveness and adjust actions as necessary
<i>Regional Strategic Planning</i>	Review R5 Strategic Plan for items that match up with results from EES	Ensure that Strategic Plan Action Plans are developed for items matching the EES	Ensure that Strategic Plan Action Plans are developed for items matching the EES

Region 6 EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	16-Nov
<i>Communication</i>	<ol style="list-style-type: none"> 1) Hold weekly Lync calls with my EPMs and AOIII to provide updates from Executive, JLT, ROC and other executive level calls. 2) Hold at least 1 in-person Senior Staff Meetings (RM, EPMs, Supervisors) each year. 3) Hold Senior Staff meetings via conference call as needed 4) RM to try visit hatcheries and staffed lands in the course of other business. 5) EPMs to share and discuss with appropriate staff meeting notes from policy team meetings, exec meetings, ROC, JLT, etc. 6) EPMs/Supervisors and/or Leads to take meeting notes and disperse as needed to appropriate staff; e.g. Hab Con. Sups., FMC, etc. 7) EPMs hold regularly scheduled conference calls and in-person meetings with Supervisors. 8) EPMs/Supervisors schedule conf. calls and in-person meetings to update staff regarding program updates. 9) Supervisors to plan and hold regular meetings with staff and set up re-occurring meetings. 		
<i>Recognition</i>	<ol style="list-style-type: none"> 1) Notes/emails from the Supervisor on good work. If staff accomplished work that is above and beyond, a note from the EPM or RM could be sent to the staff person. 2) Take the time to thank staff for their work when they complete a deliverable that is of a high standard, and when they complete a task or do great work. 3) Treat staff as subject matter experts, and acknowledge great work 		
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1) Recognize staff as subject matter experts. Respecting their opinion and recommendations. When management cannot use some of their recommendations, explain to the staff the reasoning behind a specific decision to help build trust. Supervisors to share their decision making process with staff as appropriate. 2) RM/EPMs/Supervisors to provide feedback and follow up when hot topics come down through leadership that require staff to quickly turn around a product or will influence work direction. 		
<i>Accountability</i>	<ol style="list-style-type: none"> 1) Supervisors to review job priorities often enough for staff to understand the primary duties they should be focused on and how to reduce time and effort on low priority issues, including those they have difficulty letting go. 2) Develop IDPs, support training opportunities as they arise and are allowed per current policy. Support staying connected to other peers in their field 		
<i>Regional Strategic Planning</i>	<ol style="list-style-type: none"> 1) Supervisors to review job priorities often enough for staff to understand the primary duties they should be focused on and how to reduce time and effort on low priority issues, including those they have difficulty letting go. 		

Region 7 EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	16-Nov
<i>Communication</i>	<ol style="list-style-type: none"> 1. Met with Management team on Jan 20-21 to discuss Regional results and develop initial action plan 2. Notified Senior staff of approach and convened senior staff meeting planning committee 3. Craig to disseminate all results to senior staff 4. Craig to disseminate quantitative results to all -staff asking to work through chain of command or RM to identify solutions to identified problem themes 		
<i>Recognition</i>	<ol style="list-style-type: none"> 1. Remind Supervisors to thank employees regularly 2. Released call for nominations for Regional Awards on Feb 5 3. Continue monthly project reports highlighting specific project or individual work each month 		
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1. Maintain effective and transparent top down and bottom up communication 2. Address questions and concerns in a timely manner 3. Circulate Collective Bargaining FAQs 4. Require each Program to have regular program meetings to discuss issues 5. Solicit input from staff to understand the root causes of problems and develop additional solutions 		
<i>Accountability</i>	<ol style="list-style-type: none"> 1. Require annual performance reviews and IDPs for all staff 2. Work toward having all staff under individual work plans and project work plans 3. Solicit input from staff to understand the root causes of problems and develop additional solutions 		
<i>Regional Strategic Planning</i>	<ol style="list-style-type: none"> 1. Continue focus on Marine Region Strategic Work plan 2. Work to implement next priority structural/organizational improvements to support federal fisheries management 		
<i>Job advancement/upward mobility</i>	<ol style="list-style-type: none"> 1. Include discussion at senior staff meeting on mentoring/succession planning 2. Explore cross-training options and temporary work assignments across projects and programs 		

WIFD EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	Nov-16
<i>Communication</i>	<ol style="list-style-type: none"> 1. Develop and maintain individual work calendars / workplans to accomplish program objectives 2. Improve coordination / communication with the Fish and Game Commission 3. Recommend redesigning employee survey to provide more meaningful feedback 4. Recommend emails with assignments / info from various offices include the subject of the correspondence memo in the subject line 	<ol style="list-style-type: none"> 1. Improve ability to meet with colleagues in person, attend conferences and engage in professional development opportunities to foster state-wide interdisciplinary teams necessary to effectively understand and carry out the Department's mission 2. Conduct cross functional meetings, such as meetings of HQ EPM's from various branches, inter-branch meetings 3. Develop work-groups in Outlook (such as EPM group) to ease communication across functional areas 4. Develop and routinely publish a FB, WLB, WRGB newsletter 	<ol style="list-style-type: none"> 1. Design and conduct employee survey specifically for the WIFD to obtain more specific feedback and recommendations 2. Explore use of 360 ° evaluations of WIFD supervisors and managers
<i>Recognition</i>	<ol style="list-style-type: none"> 1. Work with FMC and WMC to develop awards to recognize Fisheries and Wildlife Science and Management 2. Supervisors put R&F in for Star Awards through OTD 3. Formal highlighting of success stories by Branch Staff 	Supervisors work with Rank and File (R&F) to build in recognition through IDPs and work planning efforts	Revitalize formal Branch awards on annual basis
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1. Work with Leadership to close the loop on initiatives or programs that have not begun 2. Listen and engage staff regarding their concerns and input on matters affecting them or their programs 	Provide feedback to staff that have been working on major initiatives and give updates on progress	Continue dialogue with Staff on major initiatives getting feedback on pros/cons or suggestions
<i>Accountability</i>	<ol style="list-style-type: none"> 1. Understand and follow protocol/policies and evenly apply 2. Assign work to appropriate classifications and provide adequate support for admin, clerical tasks 3. Identify employee / program expectations and provide feedback 4. Identify program improvements and implement in a timely manner 5. Provide adequate training and access to professional development (symposia, conferences, cross training, etc.) 6. For WLB and recommendation for CDFW - emphasize prioritization and working on the most important and fruitful tasks/objectives to maximize valuable staff time. 7. Recommend reinitiating Supervisor and Leadership Academies 	<ol style="list-style-type: none"> 1. Adjust duties for admin, web updates, etc. currently performed by scientists 2. Recommend clear and up-to-date operations and desk manuals for all CDFW functions with instructions on how to get things done and roles defined 	Annually evaluate and report on program performance
<i>Regional Strategic Planning</i>			

ECD EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	Nov-16
<i>Communication</i>	<ol style="list-style-type: none"> 1. Relay information about Department issues to their staffs; and relay important input and information from staff to management, as appropriate, or explain why not. 2. Clarify the current restrictions on conferences (Governor's EO). 3. Provide follow-up information to staff input so staff understands how their input/analysis was utilized. 4. Explain the purpose of tasks requested when assigning tasks. 		
<i>Recognition</i>	<ol style="list-style-type: none"> 1. Help staff identify their strengths and find ways to capitalize on them. 2. Develop and implement mechanisms to identify and share individual skills/ abilities of staff. 3. Implement a mechanism for more regular recognition of staff and team accomplishments and contributions (lots of good ideas to choose from provided in employee input). 4. Informally recognize good work of DFW staff immediately, for everyday tasks as well as tasks that take greater effort. The form of recognition should be tailored to individual situations. 		
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1. Provide reasoning for decisions, or for altering products produces by staff. 2. Find in-person ways to interact with staff across levels; as much as possible pass on Department goals and plans for getting there. 3. Pass on information regularly about Department-wide issues; and pass input from staff upward as appropriate, or explain why not. 4. Make every effort to loop back to staff who have developed information for their use and explain the results of their work. 5. Make every effort to communicate back decision outcomes; and factors that went into decisions. 		
<i>Accountability</i>	<ol style="list-style-type: none"> 1. Each manager and supervisor will take supervisory skills, leadership or communication training during 2016 and work to implement the skills learned. 2. Schedule regular check-ins (at least monthly) with staff, and provide regular feedback tailored to individual needs. This is in addition to the annual IDP/ Performance Appraisal. 3. Positively and directly address challenges with staff, and solicit staff input. 4. Review, discuss and update duty statements annually to incorporate skills and abilities that are pertinent to the duties of the job. 		
<i>Professional Development</i>	<ol style="list-style-type: none"> 1. IDPs will include at least one priority training opportunity each year. 2. All training presentations delivered by branch staff will be posted and accessible to the statewide program staff. 		

DTD EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	Nov-16
<i>Recognition</i>	<ul style="list-style-type: none"> • Ongoing Employee recognition o Increase the number of division-wide recognition programs beyond the Joe Ramos Award for IT Excellence. Something for GIS and mapping scientists. o Staff submit request for award for a peer. This could be a printed card such as “Well done” or STAR Board entry. An employee could get several of these awards in a single year. o Certificate presented (point in time/monthly/quarterly) by management to an employee(s) for exceptional performance o Team excellence awards – Certificate for outstanding team performance or accomplishment. o Supervisors should look for opportunities for a visible pat on the back. It doesn't necessarily need to be more than that. 		
<i>Prospects for future personal and professional growth</i>	<ul style="list-style-type: none"> • Further improve IDPs to include specific actionable plans for professional and personal growth o All should include a list of realistic goals to achieve. o Training plan to include a mix of classroom and on-line training that is job required or career related. Training should aligned with goals. o Increase communication about Training Request, availability, process to obtain training and other resources available (Pluralsight for example). o Monthly 1:1 meetings with manager to discuss progress meeting their IDP goals • Assess the classification levels of staff o Determine if there are in-place upgrades that make sense and could be planned for over the coming year or two. o Downgrading of vacancies as they occur should also be considered with the goal is to get the right mix of classification in each unit overall. • Encourage brown bag sessions o Hold Application Demos of current and upcoming products/projects. Developers could be able to showcase tips/tricks/methods to other teams. o Group video training. o Ask staff to present a topic of general interest. Not necessarily job related. 		
<i>Satisfaction with leadership</i>	<ul style="list-style-type: none"> • Monthly or Quarterly meetings o Inform staff of news, projects, plans and events across the branch. o Showcase projects and completed applications. o Introduce process improvements, tips, tricks and methods. o Have Lupo attend unit meetings periodically so staff can interact with him directly. o Share what is good, bad and ugly in the branch in a transparent manner. • Provide clear, consistent communication of the rationale/justification of decision-making. Do a better job of articulating why or why not something happens and the rationale. • Schedule yearly in-person workshops for staff in units that are widely distributed statewide such as GIS and Field Support. • Consider adding more first-line “working supervisor” positions. Having supervisors with a dozen or more direct reports does not allow for the in-depth, meaningful oversight that is sometime required. • More off-site activities with staff, informally, just to get to spend time with 		

OSPR EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Mar-16	Jun-16	Nov-16
<i>Communication</i>	<ol style="list-style-type: none"> 1. HabCon Supervisor meeting discussion (Jan 28) 2. RM and DD consultations with direction for feedback and communication to staff 2. New BCP process initiated (Feb 10) 3. MLM project (Feb 17) 4. Leadership/Communication training series (MWL and CP II) 5. EES-specific podcast 			
<i>Recognition</i>	<ol style="list-style-type: none"> 1. OTD to develop and conduct focused recognition survey (March) 2. Reminder to provide regular recognition at staff level (RM/DD) 3. Utilize the OTD recognition website (RM/DD) 4. Consider regional/division recognition programs (i.e., LRB model?) (RM/DD) 			
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1. Commitment to provide post-decision feedback to involved staff (exec) 2. Involve staff directly in issue resolution process (exec) 3. Discuss with staff the limitations and opportunities of state departments (DFW) operating within an overall state Administration (RM/DD) 4. Implement Leadership Academy and other MLM initiatives that provide opportunities for interaction with executive team 			
<i>Accountability</i>	<ol style="list-style-type: none"> 1. Completed PAS/IDP webinar for supervisors (Feb 12). (OTD) 2. Completed Basic Supervision 409B training (January 2016). (OYD) 3. Basic Supervision 409 A upcoming (March 2016). (OTD) 4. Leadership desk review of random sample of IDP/PA with direct discussion with staff (RM/DD) 5. Include MLM's in IDP/PA process as reviewer (RM/DD) 			
<i>Administrative Processes</i>	<ol style="list-style-type: none"> 1. Admin/BMB developing time bound and deliverable-oriented desk audit of processes identified in the EES (March 2016) 2. CDD and Admin Deputy review significant administration directives and bulletins to ensure appropriate communication 			
<i>EEO Issues</i>	<ol style="list-style-type: none"> 1) EEO Communication and direction to Executive Team to discuss with senior staff (Feb 4) 			

LED EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	Nov-16
<i>Communication</i>	<ol style="list-style-type: none"> 1. Met with LED executive command staff to discuss survey results and create and action plan to address comments. 2. In February 2016 met with over 200 LED staff and held a Q & A with LED executive command staff addressing many issues from the field level up through the rank of Captain. At that same February meeting met with all Captains in the state and held a Q & A and took input as to how to address many of the issues stated in the comments. 3. LED staff engaged in MLM project and BCCP development project 		
<i>Recognition</i>	<ol style="list-style-type: none"> 1. Established LED "Wild Card" employee appreciation rewards program. 2. Continue to advise command staff to compliment and recognize good work by staff. 3. Continue LED monthly report highlighting specific project or individual case work done by employees. 		
<i>Trust in Leadership</i>	<ol style="list-style-type: none"> 1. Continue transparent communication from LED leadership from HQ and Regions to the field. 2. Chief of LED will visit Enforcement Districts with Assistant Chiefs to discuss local issues staff are working on and through direct communication garner input from the field as to how to best accomplish goals and mission. 3. Continue development of core teams utilizing subject matter experts throughout LED to work with executive and MLM staff in development of policies, strategies, and decision making processes. 4. Circulate Collective Bargaining FAQs. 		
<i>Accountability</i>	<ol style="list-style-type: none"> 1. Require annual performance reviews and IDPs for all staff 		
<i>Regional Strategic Planning</i>	<ol style="list-style-type: none"> 1. Continue to focus on LED Enforcement District (ED) priorities. 2. Develop a list of short and long term goals that are in line with LED ED priorities 3. Increase engagement of MLM and supervisory staff in decisions affecting LED staff. 		

Admin EES Initial Actions

Major EES Results Focus Areas	INITIAL actions/progress	Jun-16	Nov-16
<i>Communication</i>	<ul style="list-style-type: none"> • Attend regional all-staff meetings to meet staff and learn more about programs. • Continue monthly Admin Division branch chief meetings. • Encourage Admin staff to go on site visits to improve communication and understanding between Admin and programs. Include a training component where possible. • Conduct recurring town hall meetings with Admin branches to share information with staff and address their concerns. • Participate in monthly WFD/ECD branch chiefs meeting. • Beginning with HRB, have Admin branches participate in the ROC as a standing agenda item to keep Regional Managers informed of current events and procedures before issues reach “crisis mode,” and to address recurring concerns brought by that group. • Discuss employee engagement survey results with all Admin staff. Receive input from staff on action plan. 		
<i>Recognition</i>	<ul style="list-style-type: none"> • Establish informal unit/branch/division recognition awards (a la LRB’s “High Five Club”). 		
<i>Trust in Leadership</i>	<ul style="list-style-type: none"> • Strong Administration Division participation in the restructured Administrative Operations Committee meetings. • Increase supervisor interaction with staff (eg. regular one-on-one meetings). • Participate in the director’s podcast annually to highlight how Administration contributes to the department’s mission. 		
<i>Accountability</i>	<ul style="list-style-type: none"> • Initiate AO expectations development (a la Mark Stopher EPM exercise). • Be diligent in completing IDPs for managers and following up throughout the year on actions identified in IDPs. • Explore centralization of certain functions (eg. personnel, procurement) to relieve program staff such as environmental scientists from doing administrative work. • Issue surveys to gauge customer service satisfaction, possible process improvements (eg. procurement, hiring), training needs, employee recognition, etc. Develop action plans in response to survey feedback. 		
<i>Regional Strategic Planning</i>	<ul style="list-style-type: none"> • Hold annual Administration Division meetings with a training component, similar to regional all staff meetings. The planning process for the first meeting is under way as of Feb. 1, 2016. May invite program/regional staff to attend. Follow up with ongoing communication to Admin Division staff throughout the year. 		

WCB EES Initial Actions

**Major EES Results
Focus Areas**

INITIAL actions/progress

Jun-16

Nov-16

Communication

Recognition

Trust in Leadership

Accountability

Regional Strategic Planning