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Oregon Department of Administrative Services Customer and Employee Survey Results

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Oregon Department of Administrative Services Customer and Employee Survey Results



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I. Overview of Results

1. Background and Methodology

In order to obtain input from DAS customers and employees, the Department of Administrative Services (DAS), in partnership with the Executive Leadership Institute (ELI) at Portland State University, and Pivotal Resources Inc, conducted two surveys: one for customers and one for DAS employees. The purpose of the survey was to provide information to the HB 5002 External Working Group, and to inform and guide the change initiative at DAS.

The web-based customer survey was sent to State of Oregon employees electronically. Approximately 15,000 state employees and board members received the e-mail inviting them to participate in the customer survey. 1,656 people completed the customer survey.

The web-based employee survey was sent to DAS employees electronically (approximately 850 people). Computer stations were set up for the approximately 100 employees who did not have regular access to a computer terminal. A total of 439 people completed the employee survey.

Survey data was collected from March 15, 2010 to March 29, 2010.

2. Key Findings

2.1. Comparisons among 8 Dimensions of Key Performance Measures (KPM)

Customers indicated that among the 8 dimensions of Key Performance Measures (KPM) - i.e., (1) Timeliness, (2) Accuracy, (3) Helpfulness, (4) Knowledge & Expertise, (5) Treatment, (6) Information Availability, (7) Service Options, and (8) Overall Quality, DAS services were generally better in Helpfulness, Knowledge & Expertise, and Treatment than in Information Availability, and Service Options. Generally, customers seem to be suggesting that DAS employees have the knowledge and expertise to do the work and they are willing to help customers in a cordial manner. However, overall, customer indicated that information on specific services or requirements is not readily available, and the range of service options available from DAS is not broad enough to cover the diverse needs of the agencies.

KPM ratings differed among customers with different roles, although customers consistently rated Helpfulness, Knowledge & Expertise, and Treatment higher than Information Availability, and Service Options. Overall, people who are administrative assistants, front line

supervisors/team leads, and agency heads rated the DAS KPM dimensions higher than those who are professionals/technical employees, managers, and executive managers.

KPM ratings also differed among customers from different-sized agencies. Again, the general pattern remained the same with Helpfulness, Knowledge & Expertise, and Treatment rated higher than Information Availability, and Service Options. However, customers who are from agencies with 250 or less employees rated the DAS KPM dimensions higher than those who are from larger agencies with more than 250 employees. Respondents from large agencies with more than 2,000 employees rated the DAS KPM dimensions the lowest.

2.2. Comparisons among Divisions and Services

KPM Ratings

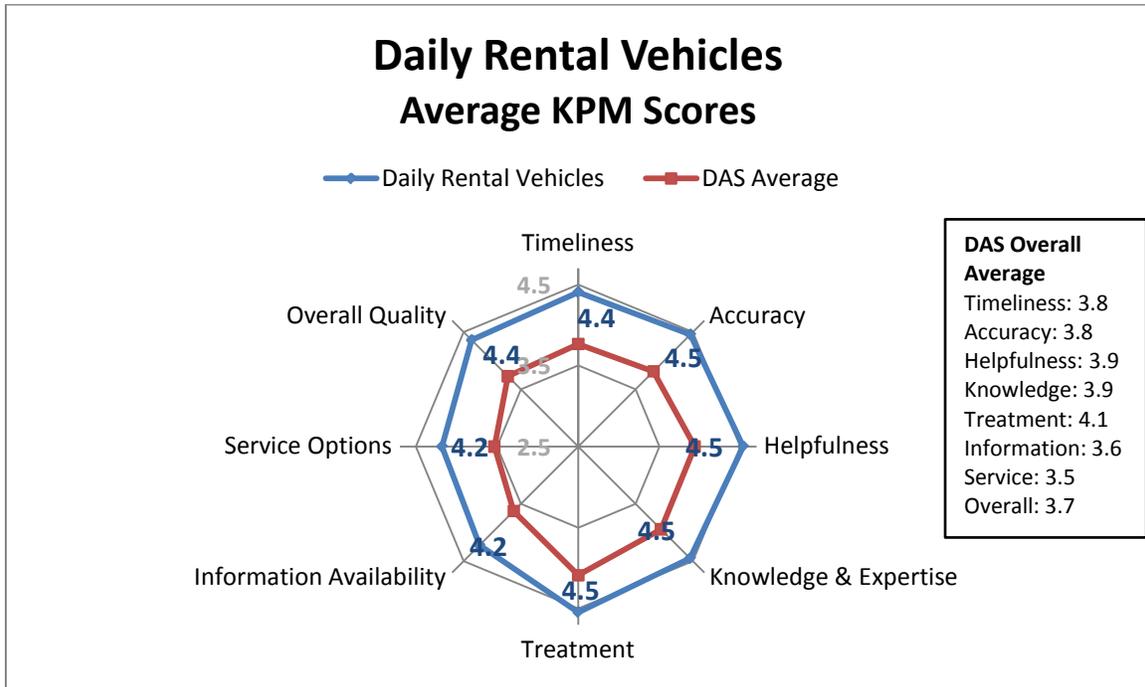
Divisions and services were compared by examining KPM ratings to assess service quality. KPM dimensions were assessed on a five point scale (1= very dissatisfied to 5= very satisfied). KPM ratings for each service were compared with the overall DAS average for each KPM dimension to examine if they were consistently higher than the DAS average, or consistently below the DAS average.

The following 15 services consistently scored above DAS average on all dimensions of KPM. Ten out of the 15 services scored above 'satisfied (=4 points)' in the Overall Quality dimension of KPM, indicated by the red line.

Services Consistently Above DAS Average on All KPM Dimensions

Division	Service	Overall Quality Rating
State Services Division	Daily Rental Vehicles	4.36
Director's Office	Economic Analysis	4.27
State Services Division	Printing	4.10
State Services Division	State and Federal Surplus Property	4.07
DAS Operations	Client Agency Helpdesk Services	4.07
DAS Operations	Client Agency Payroll Services	4.05
State Controller's Division	Statewide Accounting and Reporting Services	4.03
State Controller's Division	Accounting and Budgeting Shared Client Services	4.03
State Services Division	Publishing & Distribution (overall)	4.03
State Controller's Division	Statewide Financial Management Services	3.97
State Services Division	Fleet Management (overall)	3.97
State Services Division	Mail Services / Shuttle	3.96
State Services Division	Permanently Assigned Vehicles	3.96

Example of A Service with KPM Ratings Consistently Above DAS Average

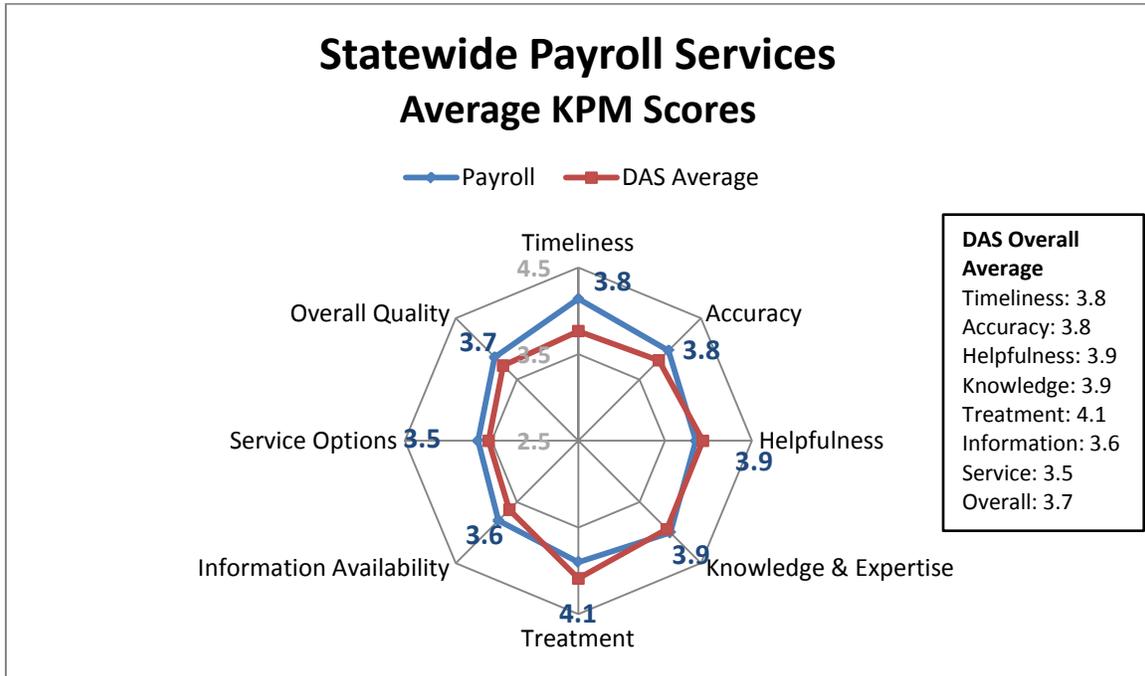


The following two services scored above DAS average on most of the KPM dimensions with few KPM dimensions below average.

Services With Most of the KPM Dimensions Above DAS Average

Division	Service	Overall Quality Rating
State Controller's Division	Statewide Payroll Services	3.86
Facilities	Custodial	3.82

Example of a Service with Most of the KPM Dimensions Above DAS Average

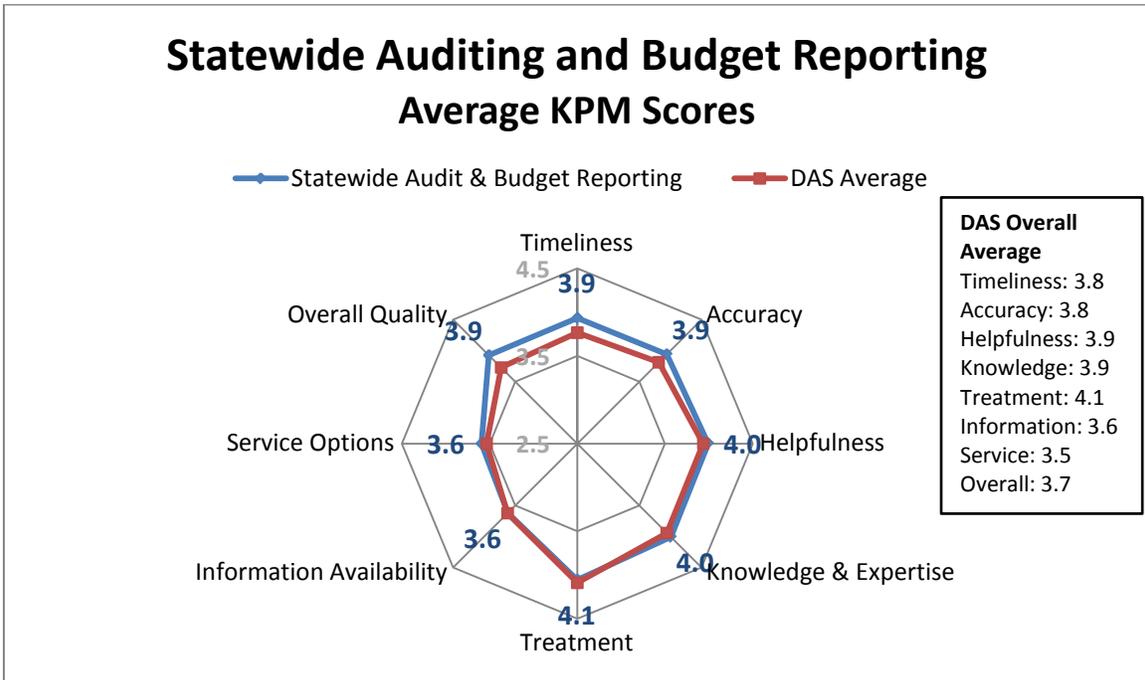


The following 7 services scored approximately the same as the DAS average on all KPM dimensions.

Services with KPM Dimensions Approximately Equal To DAS Average

Division	Service	Overall Quality Rating
Budget & Management	Statewide Audit & Budget Reporting	3.93
Budget & Management	Budget Policy & Analysis	3.84
HR Services	HR Management and Consultation	3.79
Director's Office	Internal Audit	3.74
Facilities	Parking and Commuting Services	3.73
HR Services	HR Information Systems and Services	3.72
Budget & Management	Capital Investment Budgeting	3.69

Example of A Service With KPM Dimensions Approximately Equal To DAS Average

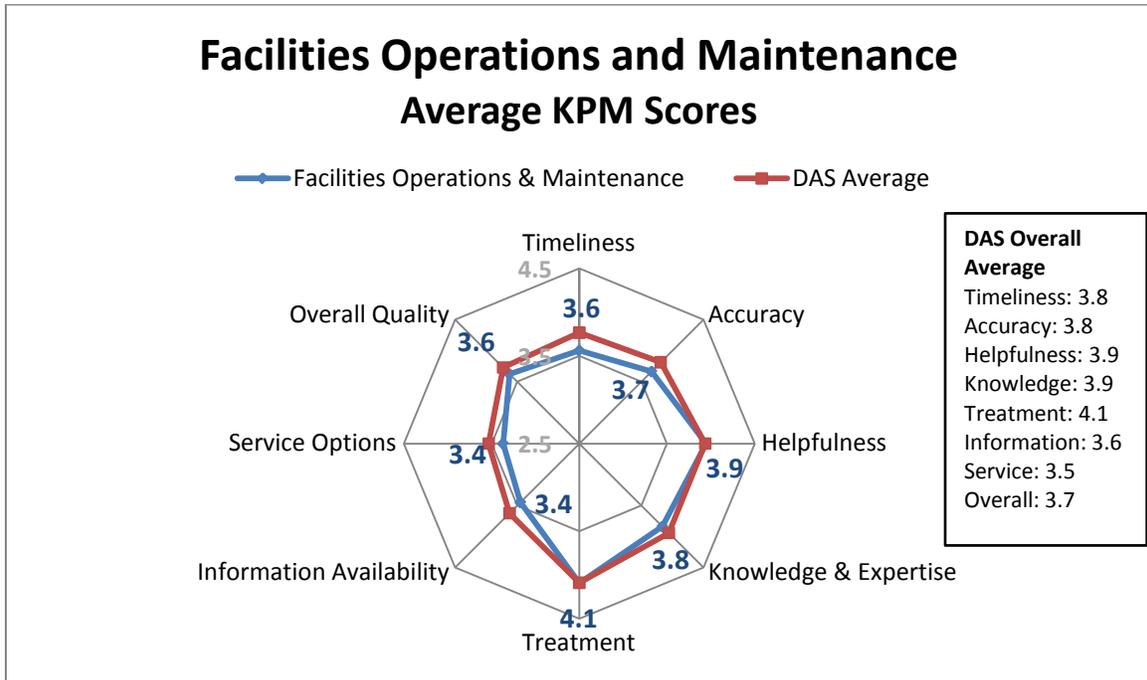


For the following services, some of the KPM dimensions scored lower than the DAS average, but most of the KPM dimensions were close to the DAS average.

Services with Some KPM Dimensions Lower Than DAS Average, but Most Close To DAS Average

Division	Service	Overall Quality Rating
Facilities	Facilities Operations and Maintenance	3.62
HR Services	Statewide Training	3.56
State Data Center	Voice Services (telephone)	3.56

Example of a Service With Some KPM Dimensions Lower Than DAS Average

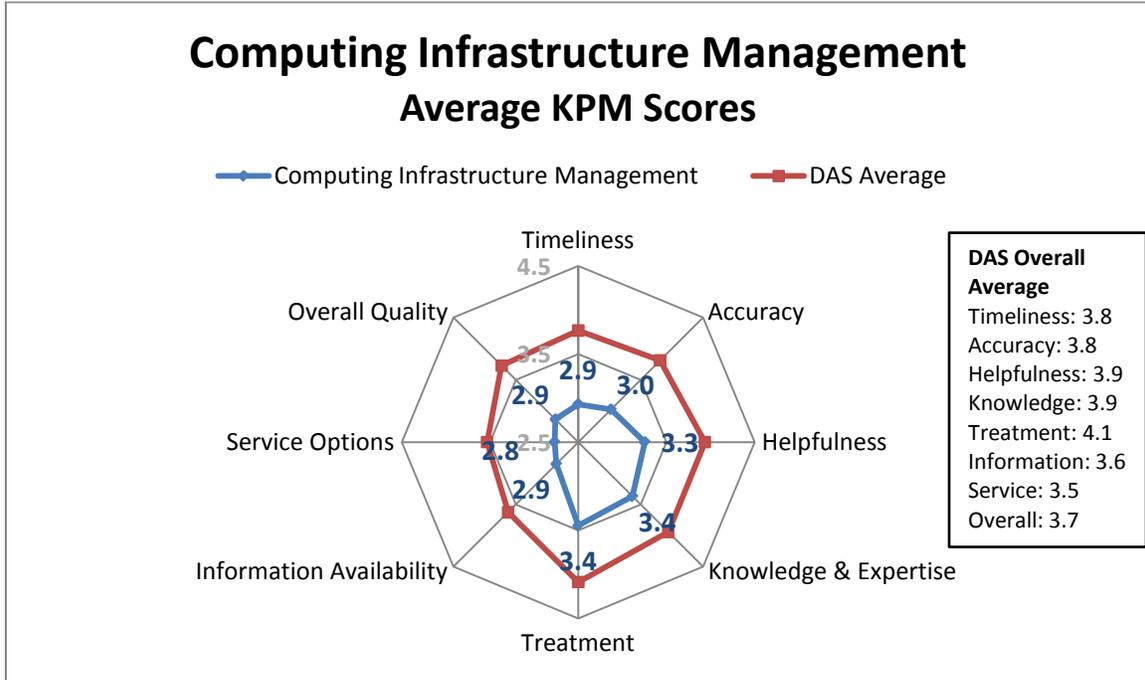


The following 23 services consistently scored below DAS average on all KPM dimensions. Out of the 23 services, 3 services scored below 'neither satisfied nor dissatisfied (=3 points)' in the Overall Quality rating of KPM.

Services with All KPM Dimensions Consistently Below DAS Average

Division	Service	Overall Quality Rating
Director's Office	Public Affairs and Media Relations	3.61
EISPD	Geographic Information Systems	3.55
Director's Office	Legislative Coordination	3.52
State Services Division	Risk Management (overall)	3.50
HR Services	Labor Relations and Contract Negotiations	3.42
HR Services	Executive Recruitment	3.38
State Services Division	ORPIN	3.38
State Services Division	State Procurement (overall)	3.36
State Services Division	Statewide Price Agreements	3.30
EISPD	Enterprise Information Security	3.29
State Services Division	Agency Specific Procurement	3.29
Facilities	Statewide Facilities Planning and Energy Conservation	3.28
HR Services	Classification and Compensation	3.24
State Data Center	IT Security Management	3.22
State Services Division	Risk Consulting Services	3.10
EISPD	Information Technology and Investment Planning	3.09
Facilities	Planning and Construction Management	3.08
State Data Center	Data / Information Systems Service Response (24/7)	3.06
Facilities	Leasing	3.04
State Data Center	Data Storage	3.02
State Data Center	Network Management	2.99
EISPD	E-Government	2.98
State Data Center	Computing Infrastructure Management	2.87

Example of Services with All KPM Dimensions Consistently Below DAS Average



Top 10 Important Services

The survey asked customers to choose the ten services that are most important to helping their agency accomplish its mission and goals. Services were ranked according to how often they were selected by the respondents. The following table lists the 10 most frequently selected services and 10 least selected services.

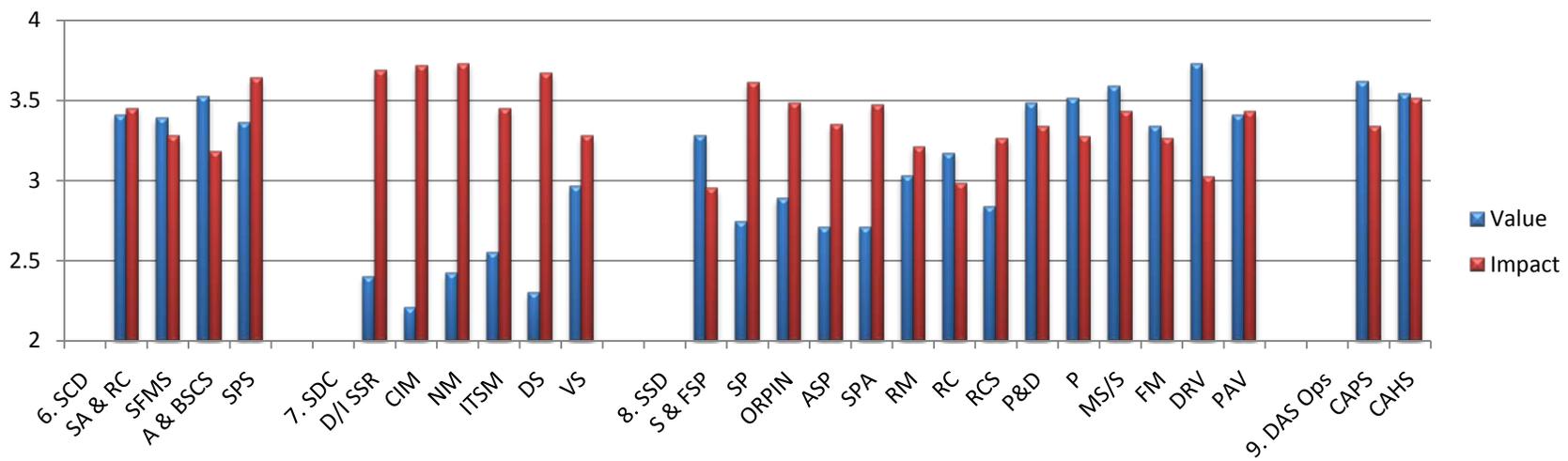
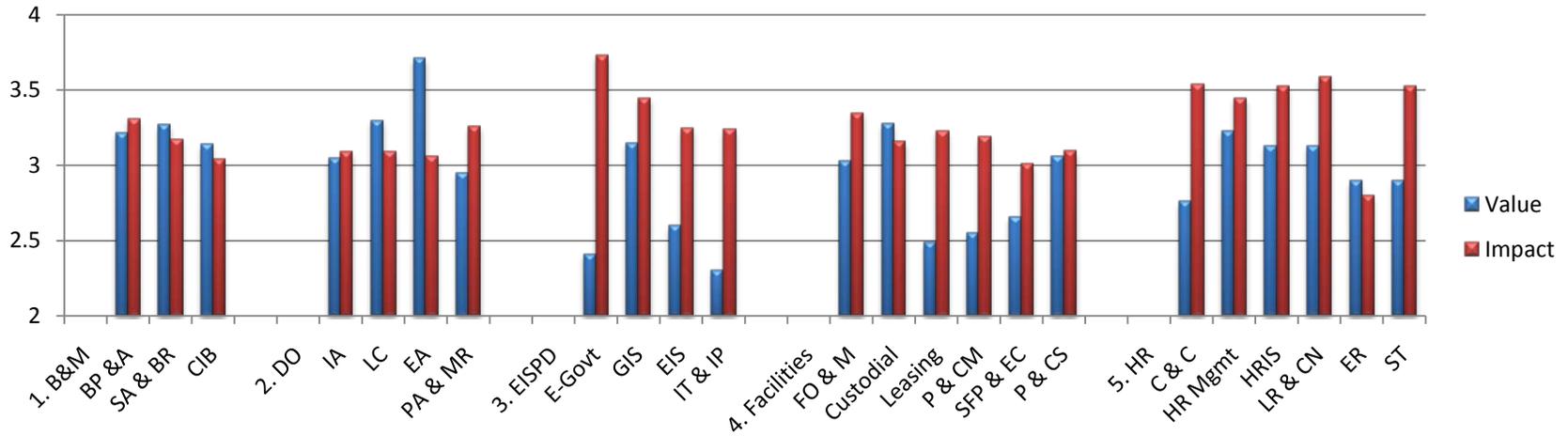
Rank	10 Most Selected Services
1	Budget Policy & Analysis
2	Mail Services / Shuttle
3	Statewide Training
4	Facilities Operations and Maintenance
5	Labor Relations
6	Classification and Compensation
7	Statewide Payroll Services
8	Legislative Coordination
9	HR Management and Consulting
10	Fleet Management (overall)

Rank	10 Least Selected Services
40	Geographic Info Systems
41	Leasing
42	Statewide Audit and Budget Reporting
43	Client Agency Helpdesk Services
44	Capital Investment Budgeting
45	Planning/Construction Management
46	Risk Claims
47	Risk Consulting Services
48	Executive Recruitment
49	Statewide Facilities Planning

Value of the Services and Impact of Improvement

Customers were asked to assess the **value** of the individual services considering both the costs (e.g., financial, human resources, time) and benefits (e.g., quality service performance in essential areas) (1= a poor value to 5= a very good value). Customers were also asked to assess the degree of positive **impact** that service improvements would likely have on helping their agency accomplish its mission and goals (1= no or little impact, 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. Two graphs listing value and impact scores for all services are displayed on the following page.

Value and Impact Across All Divisions



Key to Abbreviated Labels in Graph

Graph Label	Division/Service Names
1. B&M	1. Budget & Management
BP & A	Budget Policy & Analysis
SA & BR	Statewide Audit & Budget Reporting
CIB	Capital Investment Budgeting
2. DO	2. Director's Office
IA	Internal Audit
LC	Legislative Coordination
EA	Economic Analysis
PA & MR	Public Affairs and Media Relations
3. EISPD	3. Enterprise Information Strategy & Policy Division
E-Govt	E-Government
GIS	Geographic Information Systems
EIS	Enterprise Information Security
IT & IP	Information Technology and Investment Planning
4. Facilities	4. Facilities
FO & M	Facilities Operations and Maintenance
Custodial	Custodial
Leasing	Leasing
P & CM	Planning and Construction Management
SFP & EC	Statewide Facilities Planning and Energy Conservation
P & CS	Parking and Commuting Services
5. HR	5. Human Resource Services Division
C & C	Classification and Compensation
HR Mgmt	HR Management and Consultation
HRIS	HR Information Systems and Services
LR & CN	Labor Relations and Contract Negotiations
ER	Executive Recruitment
ST	Statewide Training

Graph Label	Division/Service Names
6. SCD	6. State Controller's Division
SA & RC	Statewide Accounting and Reporting Services
SFMS	Statewide Financial Management Services
A & BSCS	Accounting and Budgeting Shared Client Services
SPS	Statewide Payroll Services
7. SDC	7. State Data Center
D/ISSR	Data / Information Systems Service Response (24/7)
CIM	Computing Infrastructure Management
NM	Network Management
ITSM	IT Security Management
DS	Data Storage
VS	Voice Services (telephone)
8. SSD	8. State Services Division (Fleet, Publishing & Distribution, Procurement, Surplus, Risk)
S & FSP	State and Federal Surplus Property
SP	State Procurement (overall)
ORPIN	ORPIN
ASP	Agency Specific Procurement
SPA	Statewide Price Agreements
RM	Risk Management (overall)
RC	Risk Claims
RCS	Risk Consulting Services
P & D	Publishing & Distribution (overall)
P	Printing
MS/S	Mail Services / Shuttle
FM	Fleet Management (overall)
DRV	Daily Rental Vehicles
PAV	Permanently Assigned Vehicles
9. DAS Ops	9. DAS Operations
CAPS	Client Agency Payroll Services
CAHS	Client Agency Helpdesk Services

The following services were rated lower than the DAS average of 3.03 on their **value**. (NOTE: A lower rating indicates that customers did not place a high value on the service, e.g., 2= a less than good value and 3= a good value.) Services that scored low on value and high on impact are highlighted in yellow in the following table.

List of Services That Were Below Average On Value

Division	Service	Value Rating
State Data Center	Computing Infrastructure Management	2.21
State Data Center	Data Storage	2.3
EISPD	Information Technology and Investment Planning	2.3
State Data Center	Data / Information Systems Service Response (24/7)	2.4
EISPD	E-Government	2.41
State Data Center	Network Management	2.42
Facilities	Leasing	2.49
State Data Center	IT Security Management	2.55
Facilities	Planning and Construction Management	2.55
EISPD	Enterprise Information Security	2.6
Facilities	Statewide Facilities Planning and Energy Conservation	2.66
State Services Division	Statewide Price Agreements	2.71
State Services Division	Agency Specific Procurement	2.71
State Services Division	State Procurement (overall)	2.74
HR Services	Classification and Compensation	2.76
State Services Division	Risk Consulting Services	2.84
State Services Division	ORPIN	2.89
HR Services	Statewide Training	2.9
HR Services	Executive Recruitment	2.9
Director's Office	Public Affairs and Media Relations	2.95
State Data Center	Voice Services (telephone)	2.96

The following services rated higher than the DAS average of 3.33 for the degree of **impact** that service improvement would likely have on helping agencies accomplish their mission and goals. (NOTE: Higher ratings indicate that customers feel the service should be a higher priority for improvement, e.g., 2= low impact, low priority and 4= high impact, high priority.) The services that were listed as having lower value and also listed as having higher impact (should be prioritized for improvement) on the client agency are highlighted in yellow.

List Of Services Above Average For The Degree Of **Impact**

Division	Service	Impact rating
EISPD	E-Government	3.73
State Data Center	Network Management	3.73
State Data Center	Computing Infrastructure Management	3.72
State Data Center	Data / Information Systems Service Response (24/7)	3.69
State Data Center	Data Storage	3.67
State Controller's Division	Statewide Payroll Services	3.64
State Services Division	State Procurement (overall)	3.61
HR Services	Labor Relations and Contract Negotiations	3.59
HR Services	Classification and Compensation	3.54
HR Services	HR Information Systems and Services	3.53
HR Services	Statewide Training	3.53
DAS Operations	Client Agency Helpdesk Services	3.51
State Services Division	ORPIN	3.48
State Services Division	Statewide Price Agreements	3.47
EISPD	Geographic Information Systems	3.45
HR Services	HR Management and Consultation	3.45
State Controller's Division	Statewide Accounting and Reporting Services	3.45
State Data Center	IT Security Management	3.45
State Services Division	Mail Services / Shuttle	3.43
State Services Division	Permanently Assigned Vehicles	3.43
Facilities	Facilities Operations and Maintenance	3.35
State Services Division	Agency Specific Procurement	3.35
State Services Division	Publishing & Distribution (overall)	3.34
DAS Operations	Client Agency Payroll Services	3.34

The following services had more than 1 point difference between the value rating and the impact rating, indicating that customers thought the service had lower value and suggested that the service should be a higher priority for improvement.

List of Services With More Than 1 Point Difference Between The **Value** Rating And The **Impact** Rating

Division	Service	Value-Impact Difference
State Data Center	Computing Infrastructure Management	1.51
State Data Center	Data Storage	1.37
EISPD	E-Government	1.32
State Data Center	Network Management	1.31
State Data Center	Data / Information Systems Service Response (24/7)	1.29

2.3. Policy Enforcement vs. Service Delivery

Customers were asked to rate key policy administrators in each of the DAS divisions on how successfully they were providing valuable services, making good policy decisions, and balancing these two factors appropriately. Overall, customers felt that key DAS policy administrators are moderately meeting the requirements for service delivery and balancing the requirements for service delivery and policy enforcement (an average of 3.1 and 3.0 out of 5 points). They were slightly less satisfied for policy-related decision making (an average score of 2.8).

Customers from smaller agencies rated DAS more positively than customers from larger agencies in their evaluation of whether DAS is providing valuable services, making good policy decisions, and balancing these two factors appropriately.

Customers who are administrative support and agency heads generally rated DAS higher than other customers when evaluating whether DAS is providing valuable services, making good policy decisions, and balancing these two factors appropriately. Executive managers were the most negative respondents, indicating that key DAS administrators’ success in meeting the service-policy requirements is slightly less than ‘moderate (=3 points).’

2.4. DAS Employee Work Experience

DAS employees were asked to indicate, on a 5 point scale (1= strongly disagree to 5= strongly agree or 1= very dissatisfied to 5= very satisfied), their level of agreement with statements that describe their work attitude relevant to the following 11 categories: 1) Personal Work Experience, 2) Job Satisfaction, 3) Empowerment, 4) Work Unit & Performance, 5) Customer Service, 6) Diversity, 7) Safe Environment, 8) Problem Solving Capacity, 9) Leadership, 10) Feedback/Supervision, and 11) Manager/Supervision.

Eleven statements were rated above 3.5, which is the mid-point between a neutral response and one which indicates agreement/satisfaction. Three statements were rated above 4, or agree/satisfied (those services above the red line in the following table). The statements that were rated higher than 3.5 were mostly related to personal work experience. In general, DAS employees seem to be happy with their co-workers, supervisors and managers, feel supported and empowered in a safe environment, and are satisfied.

Employee Work Attitude Statements That Were Rated Above 3.5

Category	Question (Statement)	Rating
1. Personal Work Experience	Question 1: The people I work with cooperate to get the job done.	4.06
3. Empowerment	Question 42: My supervisor supports my need to balance work and other life issues.	4.05
7. Safe Environment	Question 20: Employees in my division are protected from health and safety hazards on the job.	4.02
6. Diversity	Question 15: Managers/supervisors/team leaders in my division work well with employees of different backgrounds and cultures.	3.77
1. Personal Work Experience	Question 4: I feel encouraged to come up with new and better ways of doing things.	3.76
1. Personal Work Experience	Question 5: My work gives me a feeling of personal accomplishment.	3.76
1. Personal Work Experience	Question 7: I recommend my work unit as a good place to work.	3.75
2. Job Satisfaction	Question 28: Considering everything, how satisfied are you with your job? (Note: 3=neither satisfied nor dissatisfied, 4=satisfied)	3.71
1. Personal Work Experience	Question 6: I have trust and confidence in my supervisor.	3.71
1. Personal Work Experience	Question 3: I have enough information to do my job well.	3.66
1. Personal Work Experience	Question 2: I am given a real opportunity to improve my skills.	3.62
2. Job Satisfaction	Question 31: How satisfied are you with DAS's work/life programs (for example, health and wellness, employee assistance)? (Note: 3=neither satisfied nor dissatisfied, 4=satisfied)	3.55
11. Manager/Supervision	Question 18: Managers communicate the goals and priorities of my division.	3.54
4. Work Unit & Performance	Question 13: Discussions with my supervisor/team leader about my performance are worthwhile.	3.50

On the other hand, there were five statements that were rated lower than three. DAS employees seem to be somewhat frustrated with the fact that no action is taken to deal with poor performers, and employees are somewhat less confident in leadership’s ability to take correct action to respond to change. Employees also do not feel they have opportunities to get a better job. Employees see the division as only moderately adopting strategies to adapt to a changing environment, and they view policy enforcement as less than strict.

Employee Work Attitude Statements That Were Below 3

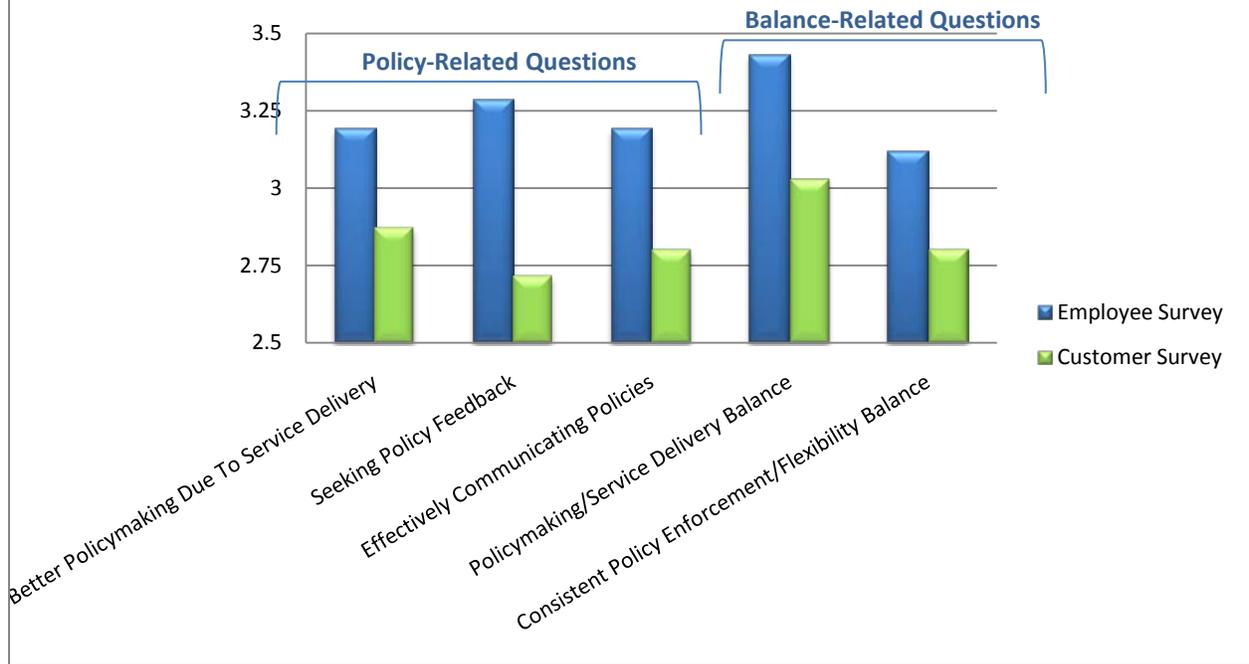
Category	Question (Statement)	Rating
5. Customer Service	Question 44: My division strictly enforces the policies for which it is responsible.	2.99
5. Customer Service	Question 45: My division adapts its strategies and priorities to fit the changing environment.	2.97
2. Job Satisfaction	Question 26: How satisfied are you with your opportunity to get a better job in your division? (Note: 2= dissatisfied, 3=neither satisfied nor dissatisfied)	2.93
9. Leadership	Question 51: To what extent does your division leadership correctly recognize when a change in a situation calls for a change in certain leadership decisions or behavior styles? (Note: 2= to a little extent, 3 = to some extent)	2.82
4. Work Unit & Performance	Question 9: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	2.74

2.5. Comparison Between Customer And Employee On DAS Service Quality

Customers and employees appear to have some discrepancies in their perceptions of DAS performance related to Policy-Service Balance (service delivery, policy enforcement, and balancing both responsibilities).

In general customers rated DAS administrators’ performance meeting policy-service balance lower than employees. The bar graph below illustrates that customers’ ratings on the Policy-Service Balance were mostly below ‘moderate (=3 points),’ whereas employees’ ratings were mostly above the 3 point threshold.

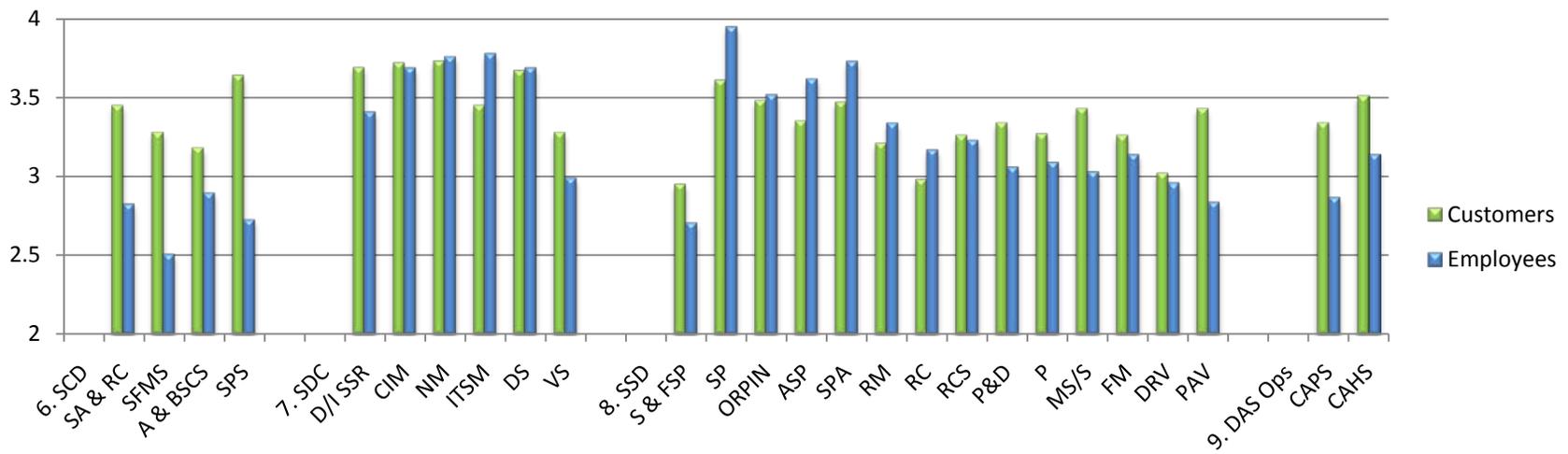
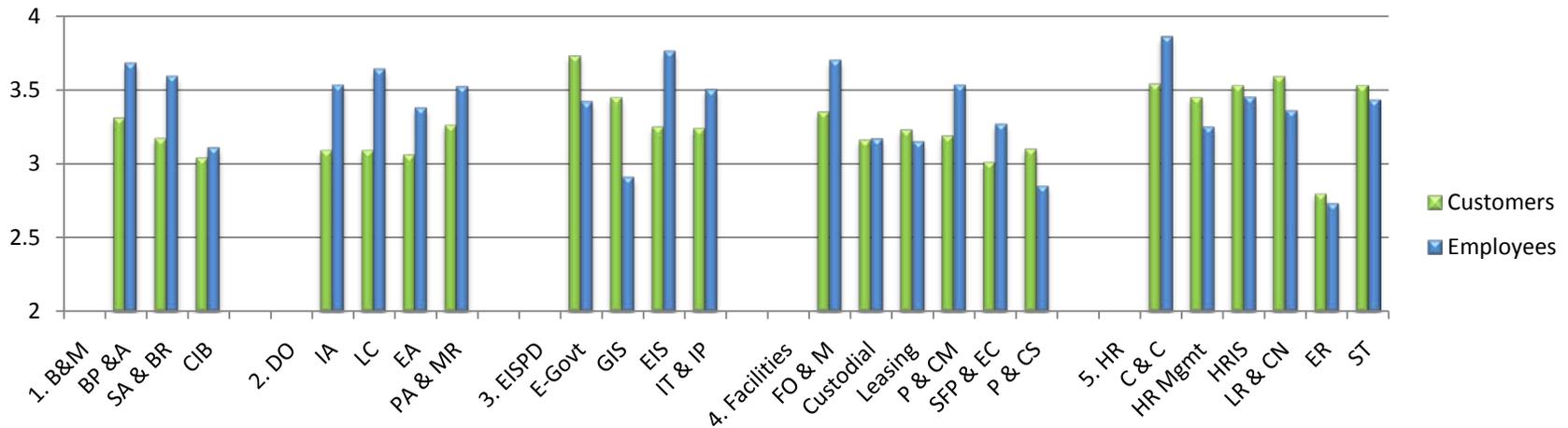
Customer and Employee Comparisons on Policy-Service Balance



On the assessment of **impact** (the degree to which service improvement would help agencies accomplish missions and goals), some services exhibited a discrepancy between the assessment of customers and employees. This discrepancy is illustrated in the bar chart on the following page.

Some services had a discrepancy between customer and employee ratings: customers indicated that the impact of improving the service would be higher (and its improvement should be a high priority), while employees indicated the impact of improving the service would be low (and its improvement should be a low priority). Services that had this type of discrepancy are highlighted in yellow in the table following the graph on Customer and Employee Comparison on Impact Assessment.

Customer and Employee Comparison on Impact Assessment Across All Divisions



Key to Abbreviated Labels in Graph

Graph Label	Division/Service Names
1. B&M	1. Budget & Management
BP & A	Budget Policy & Analysis
SA & BR	Statewide Audit & Budget Reporting
CIB	Capital Investment Budgeting
2. DO	2. Director's Office
IA	Internal Audit
LC	Legislative Coordination
EA	Economic Analysis
PA & MR	Public Affairs and Media Relations
3. EISPD	3. Enterprise Information Strategy & Policy Division
E-Govt	E-Government
GIS	Geographic Information Systems
EIS	Enterprise Information Security
IT & IP	Information Technology and Investment Planning
4. Facilities	4. Facilities
FO & M	Facilities Operations and Maintenance
Custodial	Custodial
Leasing	Leasing
P & CM	Planning and Construction Management
SFP & EC	Statewide Facilities Planning and Energy Conservation
P & CS	Parking and Commuting Services
5. HR	5. Human Resource Services Division
C & C	Classification and Compensation
HR Mgmt	HR Management and Consultation
HRIS	HR Information Systems and Services
LR & CN	Labor Relations and Contract Negotiations
ER	Executive Recruitment
ST	Statewide Training

Graph Label	Division/Service Names
6. SCD	6. State Controller's Division
SA & RC	Statewide Accounting and Reporting Services
SFMS	Statewide Financial Management Services
A & BSCS	Accounting and Budgeting Shared Client Services
SPS	Statewide Payroll Services
7. SDC	7. State Data Center
D/ISSR	Data / Information Systems Service Response (24/7)
CIM	Computing Infrastructure Management
NM	Network Management
ITSM	IT Security Management
DS	Data Storage
VS	Voice Services (telephone)
8. SSD	8. State Services Division (Fleet, Publishing & Distribution, Procurement, Surplus, Risk)
S & FSP	State and Federal Surplus Property
SP	State Procurement (overall)
ORPIN	ORPIN
ASP	Agency Specific Procurement
SPA	Statewide Price Agreements
RM	Risk Management (overall)
RC	Risk Claims
RCS	Risk Consulting Services
P & D	Publishing & Distribution (overall)
P	Printing
MS/S	Mail Services / Shuttle
FM	Fleet Management (overall)
DRV	Daily Rental Vehicles
PAV	Permanently Assigned Vehicles
9. DAS Ops	9. DAS Operations
CAPS	Client Agency Payroll Services
CAHS	Client Agency Helpdesk Services

Impact on Service Improvement: Customer/Employee Comparison

	Customers	Employees	Difference
1. Budget & Management			
Budget Policy & Analysis	3.31	3.68	-0.37
Statewide Audit & Budget Reporting	3.17	3.59	-0.42
Capital Investment Budgeting	3.04	3.11	-0.07
2. Director's Office			
Internal Audit	3.09	3.53	-0.44
Legislative Coordination	3.09	3.64	-0.55
Economic Analysis	3.06	3.38	-0.32
Public Affairs and Media Relations	3.26	3.52	-0.26
3. Enterprise Information Strategy & Policy Division			
E-Government	3.73	3.42	0.31
Geographic Information Systems	3.45	2.91	0.54
Enterprise Information Security	3.25	3.76	-0.51
Information Technology and Investment Planning	3.24	3.5	-0.26
4. Facilities			
Facilities Operations and Maintenance	3.35	3.7	-0.35
Custodial	3.16	3.17	-0.01
Leasing	3.23	3.15	0.08
Planning and Construction Management	3.19	3.53	-0.34
Statewide Facilities Planning and Energy Conservation	3.01	3.27	-0.26
Parking and Commuting Services	3.1	2.85	0.25
5. Human Resource Services Division			
Classification and Compensation	3.54	3.86	-0.32
HR Management and Consultation	3.45	3.25	0.2
HR Information Systems and Services	3.53	3.45	0.08
Labor Relations and Contract Negotiations	3.59	3.36	0.23
Executive Recruitment	2.8	2.73	0.07
Statewide Training	3.53	3.43	0.1

	Customers	Employees	Difference
6. State Controller's Division			
Statewide Accounting and Reporting Services	3.45	2.83	0.62
Statewide Financial Management Services	3.28	2.51	0.77
Accounting and Budgeting Shared Client Services	3.18	2.9	0.28
Statewide Payroll Services	3.64	2.73	0.91
7. State Data Center			
Data / Information Systems Service Response (24/7)	3.69	3.41	0.28
Computing Infrastructure Management	3.72	3.69	0.03
Network Management	3.73	3.76	-0.03
IT Security Management	3.45	3.78	-0.33
Data Storage	3.67	3.69	-0.02
Voice Services (telephone)	3.28	2.99	0.29
8. State Services Division			
State and Federal Surplus Property	2.95	2.71	0.24
State Procurement (overall)	3.61	3.95	-0.34
ORPIN	3.48	3.52	-0.04
Agency Specific Procurement	3.35	3.62	-0.27
Statewide Price Agreements	3.47	3.73	-0.26
Risk Management (overall)	3.21	3.34	-0.13
Risk Claims	2.98	3.17	-0.19
Risk Consulting Services	3.26	3.23	0.03
Publishing & Distribution (overall)	3.34	3.06	0.28
Printing	3.27	3.09	0.18
Mail Services / Shuttle	3.43	3.03	0.4
Fleet Management (overall)	3.26	3.14	0.12
Daily Rental Vehicles	3.02	2.96	0.06
Permanently Assigned Vehicles	3.43	2.84	0.59
9. DAS Operations			
Client Agency Payroll Services	3.34	2.87	0.47
Client Agency Helpdesk Services	3.51	3.14	0.37

Discrepancies between customers and employees in their perception of DAS services suggest a need to improve communication between DAS and customers. In the customers' qualitative comments (included in the appendices) numerous individuals noted that they were not given enough opportunities for input in matters affecting their agencies. Some respondents also

noted that they believed increased communication between customers and DAS employees would benefit their organizations.

3. Suggestions for Improvement

The following are suggested areas of improvement:

1. Improve mechanisms for providing information to the customers. Identify a better communication mechanism.
2. Identify specific service options needed by customers, and provide broader and more flexible service options.
3. Identify ways to improve performance on the KPM dimensions, particularly for services that were rated consistently lower than the DAS average.
4. Target improvement efforts toward services that were identified as having low value, and were also identified as being the highest priority for improvement (high impact).
5. Communicate to customers and provide more information. Services that had high discrepancies between customer and employee perceptions on the need for improvement should emphasize communication with customers and identify the source of discrepancies.
6. Identify ways to address the issue of low performers within DAS and provide opportunities for job advancement.
7. Actively communicate to employees about the DAS transformation initiative and build employee confidence in the future direction of DAS.

In the following chapters, data from the customer survey and the employee survey are presented in detail.

How to Read Charts and Tables

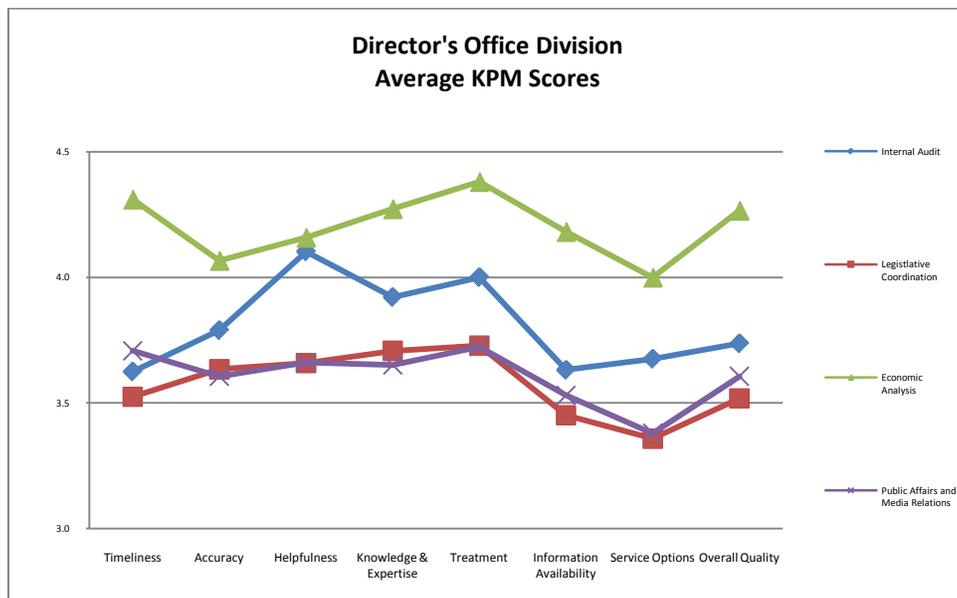
Key Performance Measures (KPM) with 8 performance dimensions were used to assess the quality of services provided by divisions. Following are the definitions of the 8 performance dimensions:

Key Performance Measure (KPM) Definitions

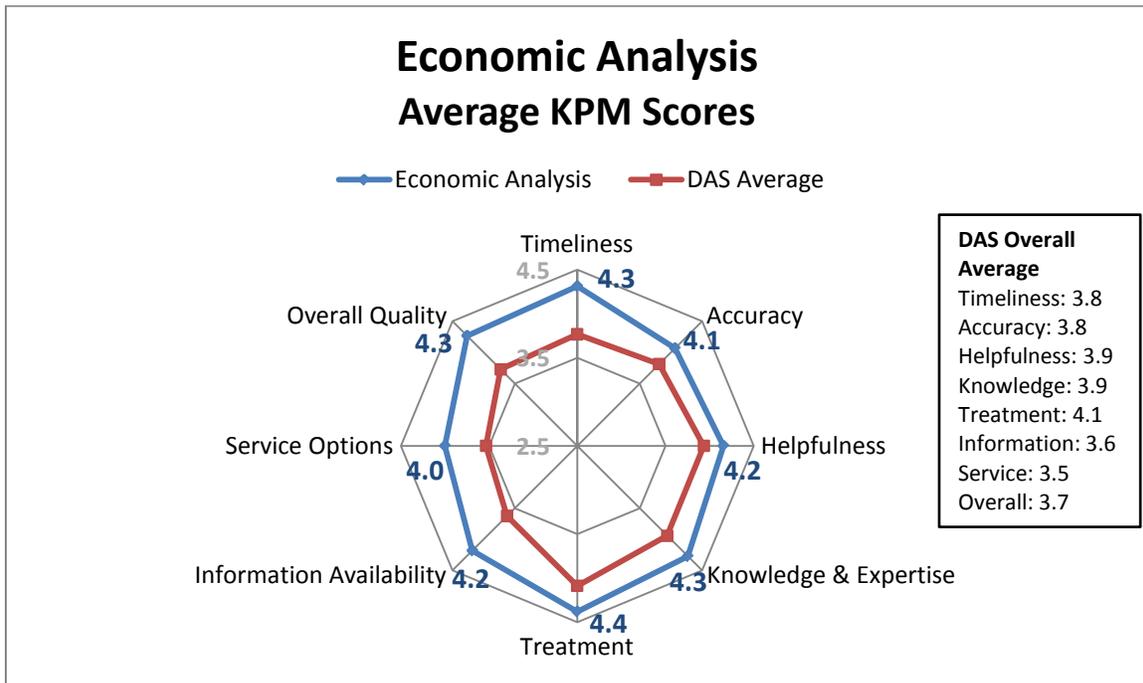
KPM	Definition	KPM	Definition
Timeliness	<i>The timeliness of performance provided.</i>	Treatment	<i>The courtesy and professional treatment provided by employees.</i>
Accuracy	<i>Performing services accurately and correctly the first time.</i>	Information Availability	<i>The availability of information.</i>
Helpfulness	<i>The helpfulness of employees.</i>	Service Options	<i>Offering service options that better fit your division's needs.</i>
Knowledge & Expertise	<i>The knowledge and expertise of employees.</i>	Overall Quality	<i>With the overall quality of this service.</i>

1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied

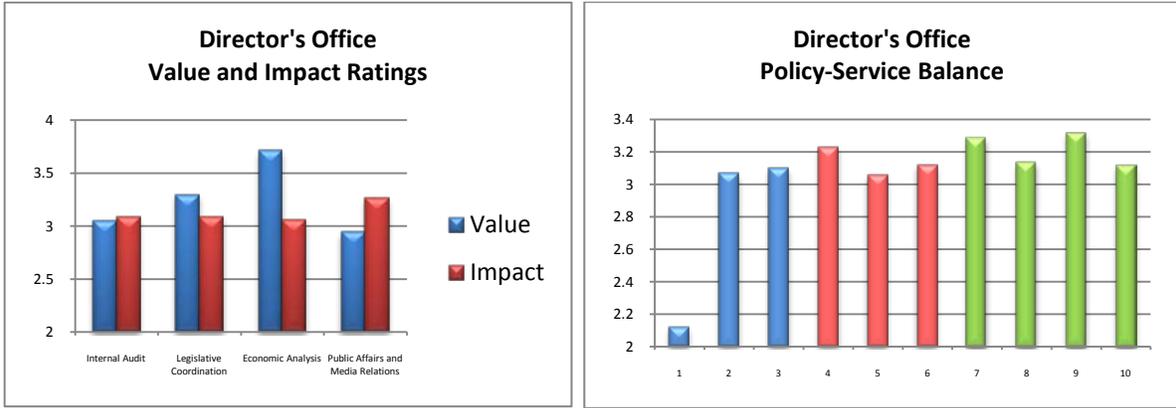
Line graphs are used to compare KPM scores for each service within a division. Mean scores for each KPM are plotted. Each line represents a service.



Spider charts are used to display the average KPM scores for each service, and compare them to the DAS overall average of the KPM scores. Average score for each one of the 8 dimensions of KPM is plotted on a line extending outward from the center of the graph. Points located near the center of the graph represent lower scores, and points toward the perimeter of the graph represent higher scores. The gray background “web” indicates the graph’s scale. The DAS overall average KPM scores are represented by the red line. Average KPM scores of each service are represented by the blue line. For ease of reading, the DAS average scores are listed separately in the legend, while the service level scores are displayed in the spider chart.



Bar charts are used to visually compare mean scores related to the policy vs. service/management balance, assessment of the value of the services, and impact on the agency if the services were improved.



Tables are used to display descriptive statistics for each question. The tables indicate each response option as well as the response frequencies, mean score of the response, and standard deviation.

*Approximately how often do you use **Statewide Audit & Budget Reporting** services?*

Mean: 2.95 (SD: 1.23)

Response	N	%
Rarely or never	13	9.2%
Once or twice a year	47	33.3%
1 to 4 times every 3 months/quarter	35	24.8%
2-4 times a month	28	19.9%
1-3 times a week	15	10.6%
Daily	3	2.1%
Total.....	141	100%

Data Collection Methods and Respondent Profile

Data Collection Methods

The Department of Administrative Services (DAS) contracted the Executive Leadership Institute (ELI) at Portland State University to conduct the customer and employee surveys. The ELI team, together with DAS staff members from the Director's Office and the Office of Transformation, and consultants from Pivotal Resources Inc. developed web-based employee and customer surveys.

The link to the web-based customer survey was sent to State of Oregon employees using an e-mail listserve provided from agencies and boards. Although an accurate count of individuals in the e-mail listserve is unknown, an estimated 15,000 employees and board members received the e-mail inviting them to participate in the customer survey. Agency Heads were also asked to solicit their agency staff members to participate in the survey.

The web-based employee survey link was sent to all DAS employees (approximately 850 people) using the employee e-mail listserve. For those employees (approximately 100) who did not have regular access to a computer terminal, special booths with computers were set up for taking the survey.

The surveys were made available to the respondents from March 15, 2010 to March 29, 2010.

CUSTOMER SURVEY

II. Respondent Profile

Overall, 1,634 customers responded to the DAS survey demographic questions. Survey respondents were asked a series of demographic questions, including their role within the agency, agency size, and agency location. Based on the DAS customer survey demographics, the largest majority of respondents worked in the professional/technical field (43.1%), followed by managers (19.4%) and administrative support (13.5%). The average length of service within Oregon state government is closely distributed between 4-10 years (32.5%) and 11-20 years (30.6%). Overwhelmingly, the largest number of respondents worked in the Salem Metro Area (73.4%), followed by the Portland Metro Area (14.6%). Additionally, the vast majority of respondents reported working in either small (24.8%), medium (38.0%), or large (30.7%) agencies.

Customer Survey Demographic Characteristics					
All Respondents					
	N	%		N	%
Role			Place of work		
Administrative Support	220	13.5%	Portland Metro Area	238	14.6%
Front Line Service Provider	111	6.8%	Salem Metro Area	1199	73.4%
Professional / Technical	704	43.1%	Eugene Metro Area	43	2.6%
Front Line Supervisor or Team Lead	107	6.5%	Central Oregon	27	1.7%
Manager	317	19.4%	Eastern Oregon	57	3.5%
Executive Manager	137	8.4%	Southern Oregon	30	1.8%
Agency Head	38	2.3%	Oregon Coast	39	2.4%
Total	1,634	100.0%	Total	1,633	100.0%
			Length of service in Oregon state government		
Agency Size			0-3 years	224	13.7%
Very Small (25 or fewer employees)	107	6.5%	4-10 years	532	32.5%
Small (between 26 and 250 employees)	405	24.8%	11-20 years	502	30.6%
Medium (between 251 and 2,000)	622	38.0%	More than 20 years	380	23.2%
Large (over 2,000 employees)	502	30.7%	Total	1,638	100.0%
Total	1,636	100.0%			

III. Customer Survey Results: DAS Overall

1. Key Performance Measures (KPM)

Customers assessed the quality of each DAS service on the 8 dimensions of Key Performance Measures (KPM) using a 5 point scale from 1= very dissatisfied to 5= very satisfied. The eight KPM dimensions include: (1) Timeliness, (2) Accuracy, (3) Helpfulness, (4) Knowledge & Expertise, (5) Treatment, (6) Information Availability, (7) Service Options, and (8) Overall Quality. (See table below for the definitions of each KPM dimension.)

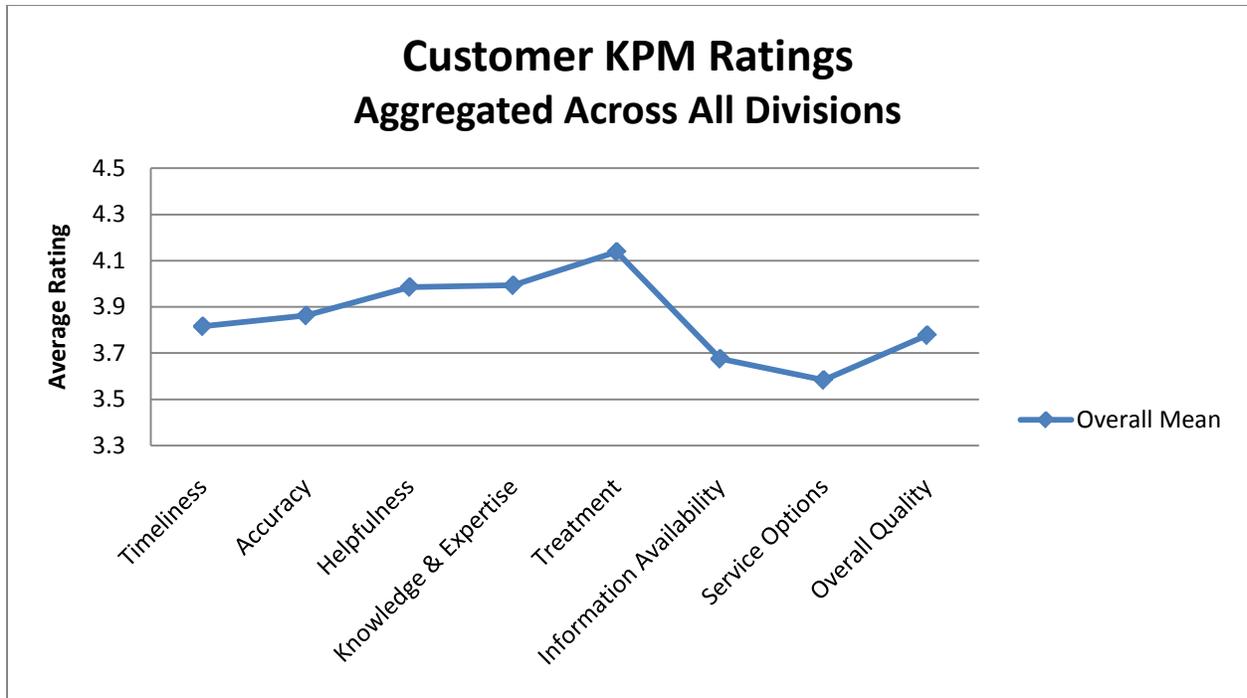
Key Performance Measure (KPM) Definitions

KPM	Definition	KPM	Definition
Timeliness	<i>The timeliness of performance provided.</i>	Treatment	<i>The courtesy and professional treatment provided by employees.</i>
Accuracy	<i>Performing services accurately and correctly the first time.</i>	Information Availability	<i>The availability of information.</i>
Helpfulness	<i>The helpfulness of employees.</i>	Service Options	<i>Offering service options that better fit your division's needs.</i>
Knowledge & Expertise	<i>The knowledge and expertise of employees.</i>	Overall Quality	<i>The overall quality of this service.</i>

1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied

In order to identify overall patterns in the customer assessment of DAS services, KPM ratings across all services in DAS were aggregated and the average rating for each KPM dimension was calculated. The overall average customer KPM ratings for each dimension are displayed in the line graph on the following page.

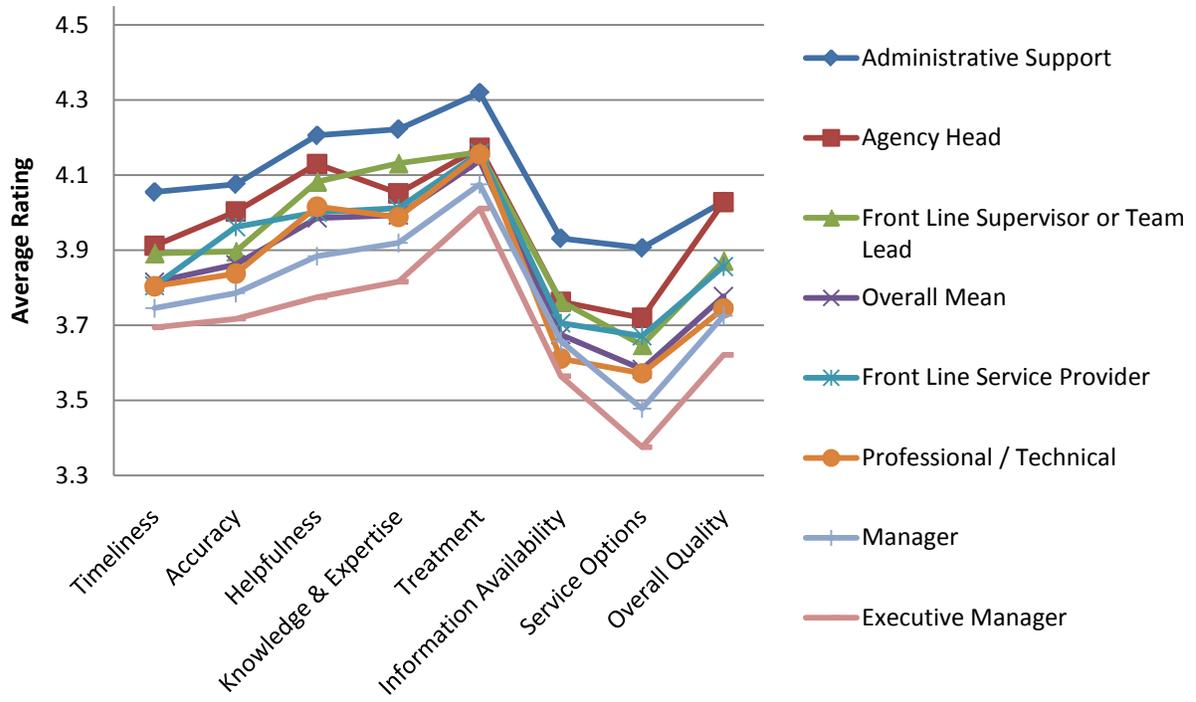
It is clear that Treatment is rated the highest among the 8 KPM dimensions with a score of 4.1, indicating that on average customers are 'satisfied' with the treatment they receive from DAS employees. Information Availability and Service Options are rated relatively low among the 8 dimensions, at 3.6 and 3.5 respectively. These two ratings indicate that, on average, customers feel somewhat satisfied with the way DAS makes information available to customers, and also the service options DAS provides to customers.



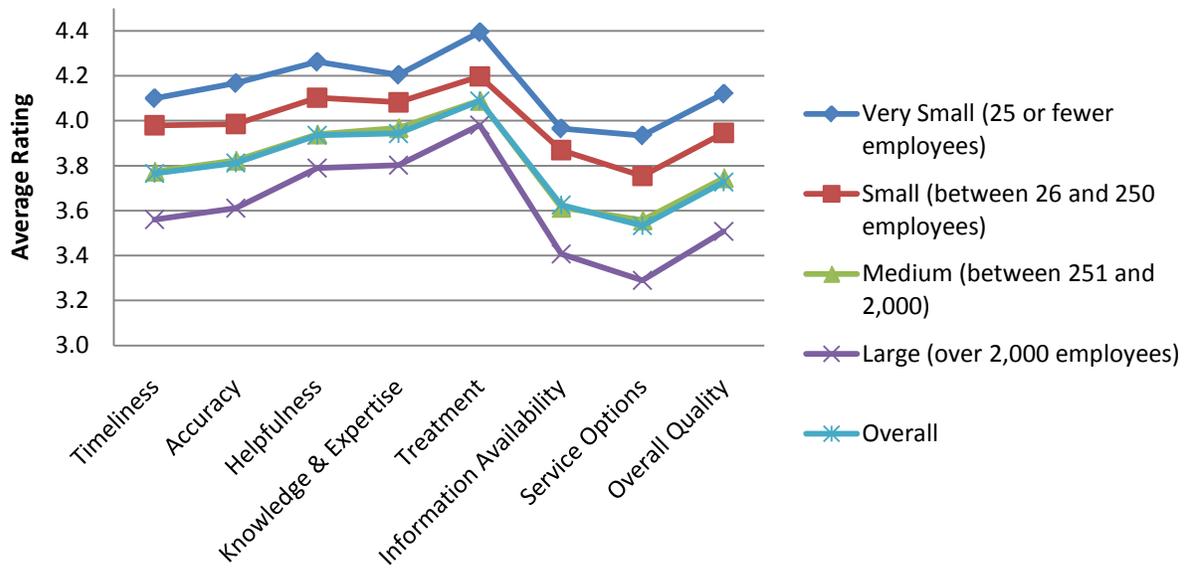
Next, average KPM ratings were examined based on customers' roles in the organization (i.e., administrative support, agency head, front line supervisor, front line service provider, professional/technical staff, manager, and executive manager). Average KPM ratings were also examined by the size of the agency to which the customer belonged.

Customer ratings of DAS services differ based on both the customer's role and the size of the organization. Customers in administrative support ranked all services the highest, ranging from 3.9 to 4.3 (or generally 'satisfied' with DAS services). Managers and executive managers rated DAS services the lowest, ranging between 'neither satisfied nor dissatisfied' to 'satisfied' (between 3 and 4 points). Agency size has a negative relationship with customer satisfaction: as the size of the agency increases, the average ratings decrease. These patterns are displayed in the following two charts.

Customer KPM Ratings by Role



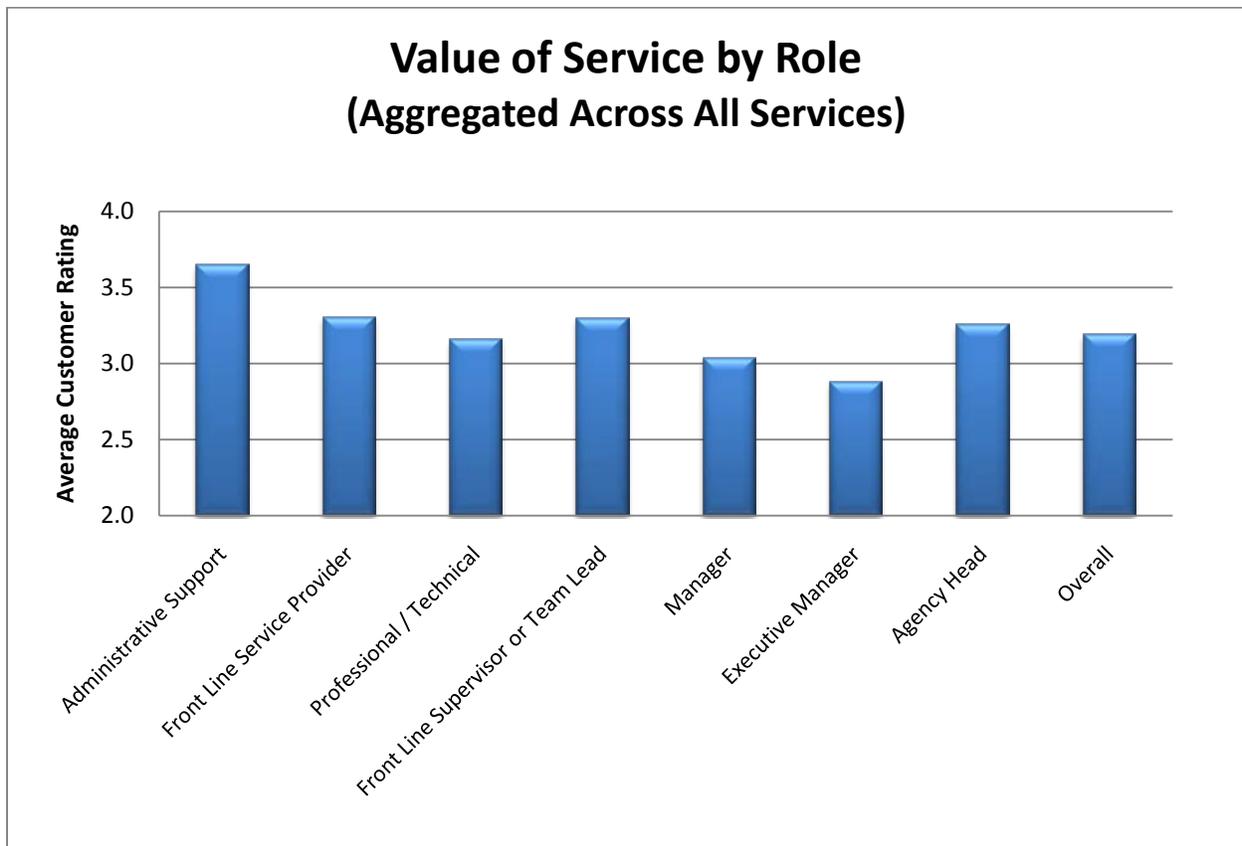
Customer KPM Ratings by Agency Size



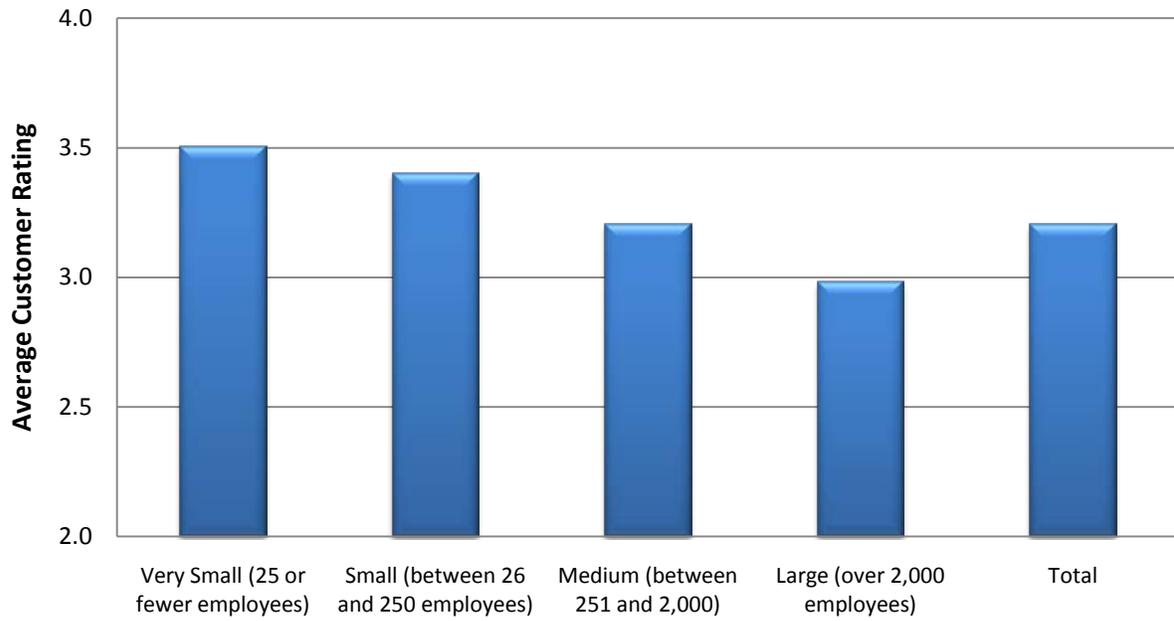
2. Perceived Value of the Services

Customers were asked to assess the value of each service provided by DAS using a 5 point scale (1= a poor value to 5= a great value). In order to identify the overall pattern of customer assessment of the value of DAS services, ratings for each service were aggregated and the overall average rating was calculated.

Ratings were compared based on customer role and agency size. Again, customers in administrative support ranked the value of services higher than all other customers, with an average of 3.7 (or slightly more than halfway between 'neither satisfied nor dissatisfied' and 'satisfied'). Managers and executive managers were also the most negative respondents of the group, valuing services at 3.0 and 2.9, respectively ('neither satisfied nor dissatisfied' and slightly less than 'neither satisfied nor dissatisfied'). A negative correlation between agency size and customer ratings also exists in the assessment of the overall value of DAS services. These patterns can be seen in the following two graphs.



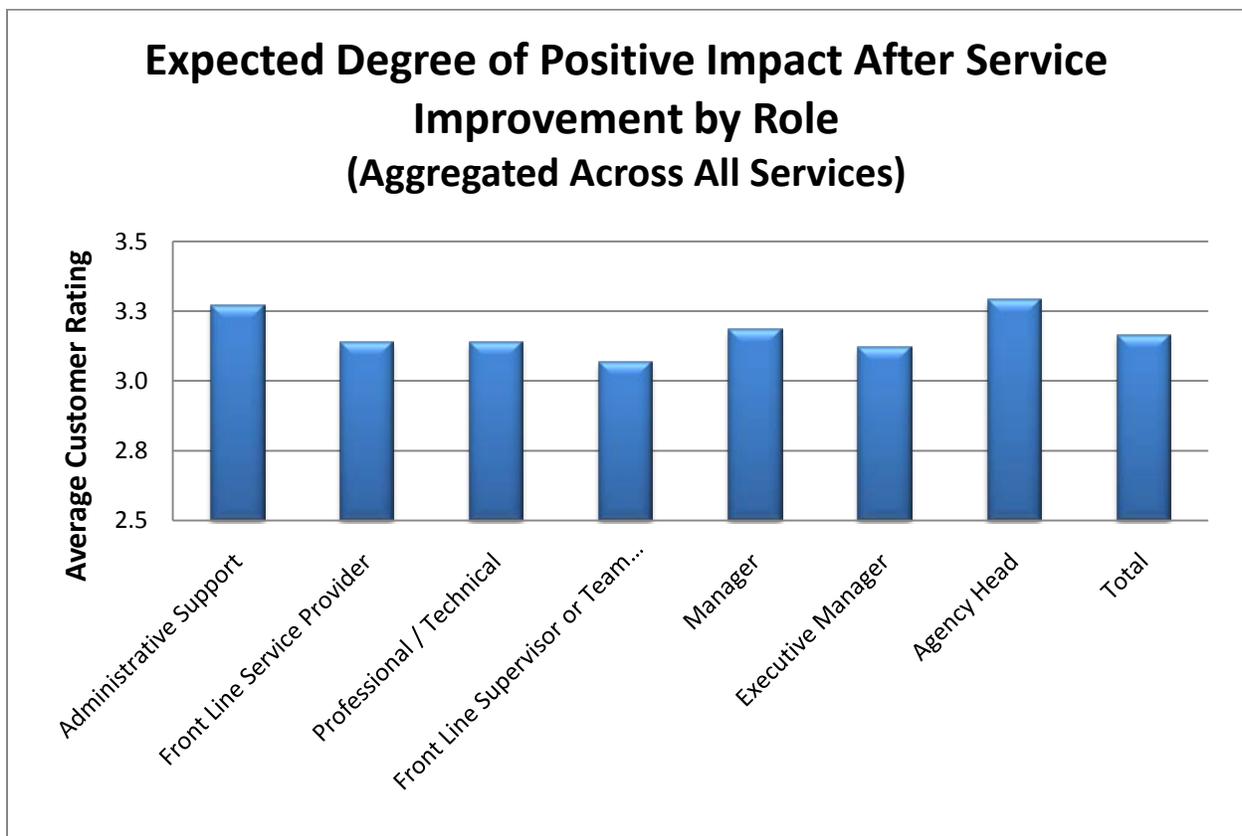
Value of Service by Agency Size (Aggregated Across All Services)



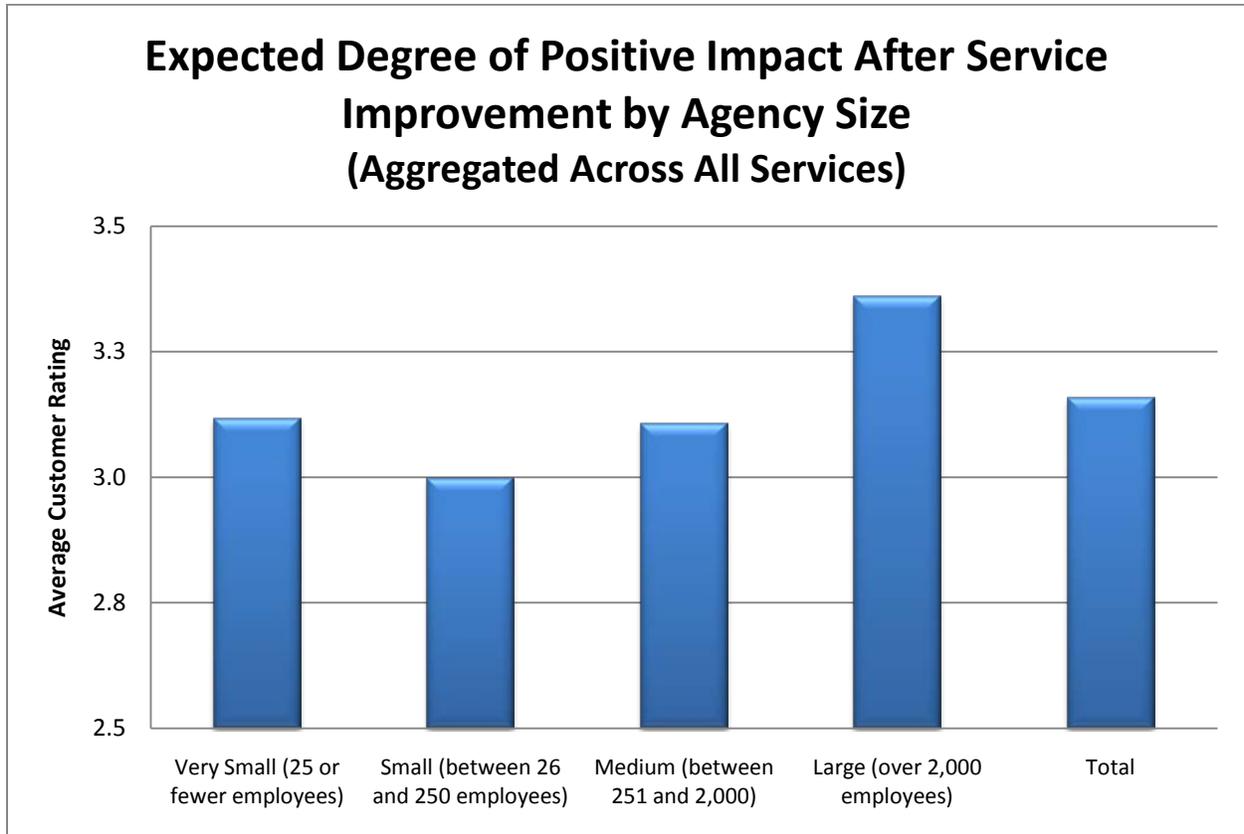
3. Impact of Service Improvement

Customers were also asked to assess how service improvements might impact DAS' ability to accomplish its mission (higher ratings indicate the service should be the first priority for improvement, and lower ratings indicate that the service is a low priority for improvement). In order to identify patterns in the customer assessment of service improvement priorities, ratings of service improvement across all services in DAS were aggregated and the overall average rating was calculated.

Interestingly, both administrative support employees and agency heads ranked the impact of DAS service improvement higher than all others (3.3 for both), indicating they felt more services should be earmarked for improvement. All other customers were similar in their impact assessments, averaging just slightly higher than 3, indicating that service improvements would provide only a moderate impact on DAS accomplishing its mission. These patterns are displayed in the following chart.



Customers' assessment of the impact of DAS service improvements differs based on the customer's agency size. It appears that customers working in large agencies had the strongest opinion that service improvements would make a difference, averaging 3.36 (between 'a moderate impact' and 'high impact'). Customers in medium-sized, small, and very small agencies perceived service improvements to have only a moderate impact on agencies accomplishing their mission. These results are displayed in the following chart.

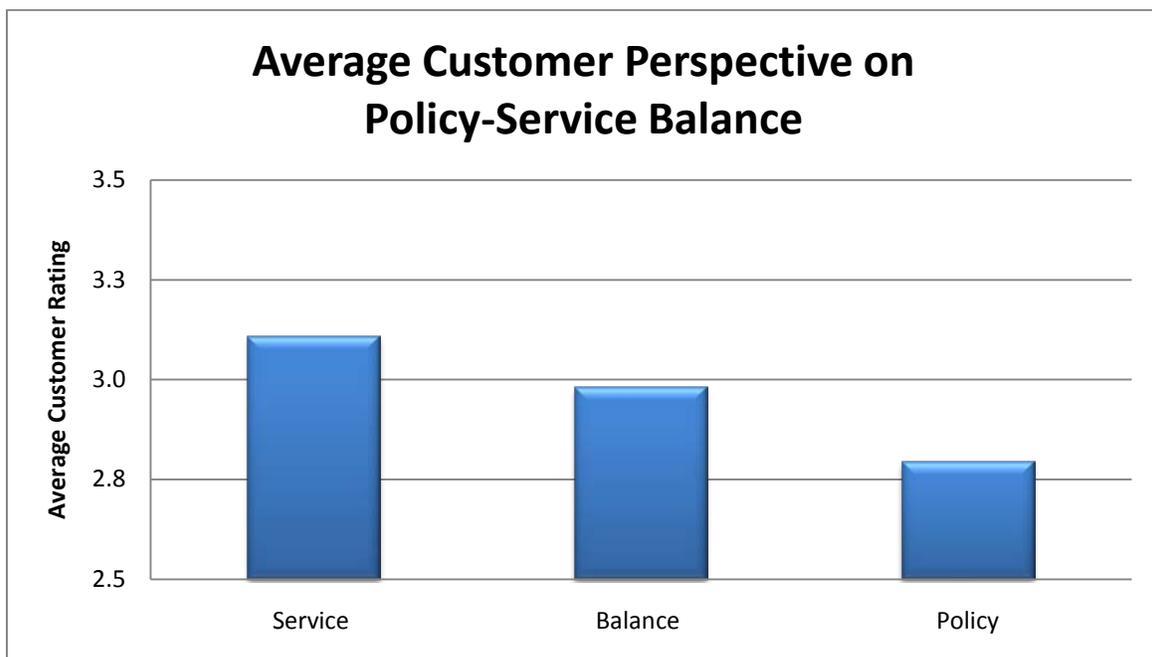


4. Policy-Service Balance

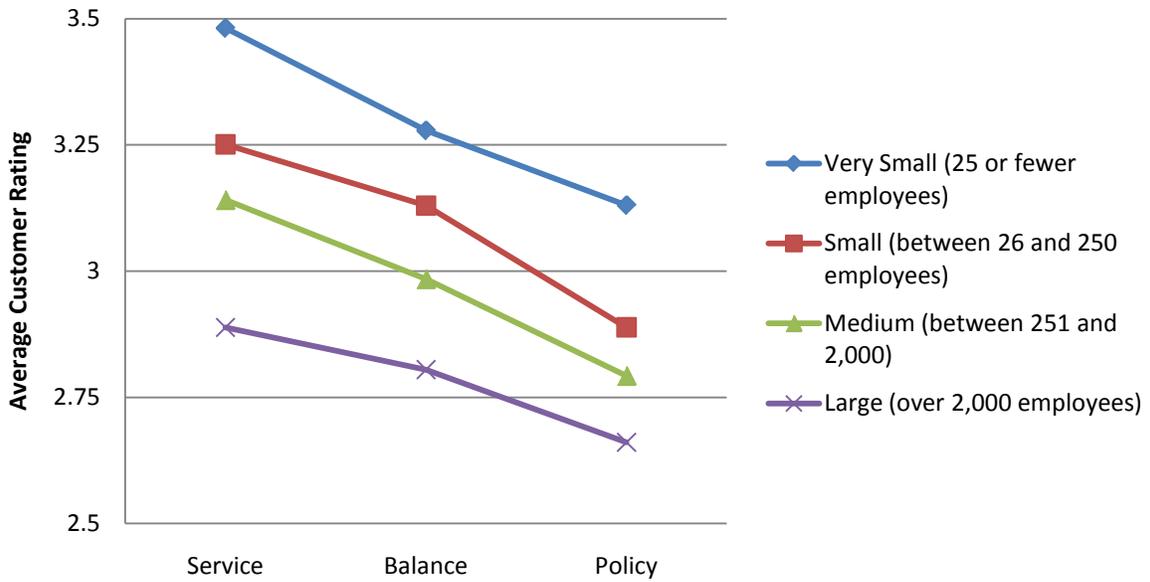
Customers were asked to rate key policy administrators in each of the DAS divisions on ten statements reflecting whether or not administrators were providing valuable services, making good policy decisions, and balancing these two factors appropriately. Overall, customers felt that key policy administrators are moderately meeting these requirements for service delivery and balance (an average of 3.1 and 3.0 out of 5 points), but were slightly less satisfied for policy-related decision making (an average score of 2.8). To further evaluate customer perspective on the Policy-Service Balance, respondents were sorted by their role and the size of the agency for which they work.

Similar to other data sorted by agency size, smaller agencies have more positive perceptions of DAS than do larger agencies. When evaluating customer responses according to their role, administrative support and agency heads generally rated DAS administrators higher than other customers, ranging between 3 and 3.5 (administrators are 'moderately' meeting service-policy requirements or halfway between 'moderately' and 'to a large extent'). Executive managers were the most negative respondents, rating DAS key administrators between 2.7 and 2.8, or slightly less than 'moderately' meeting the service-policy requirements.

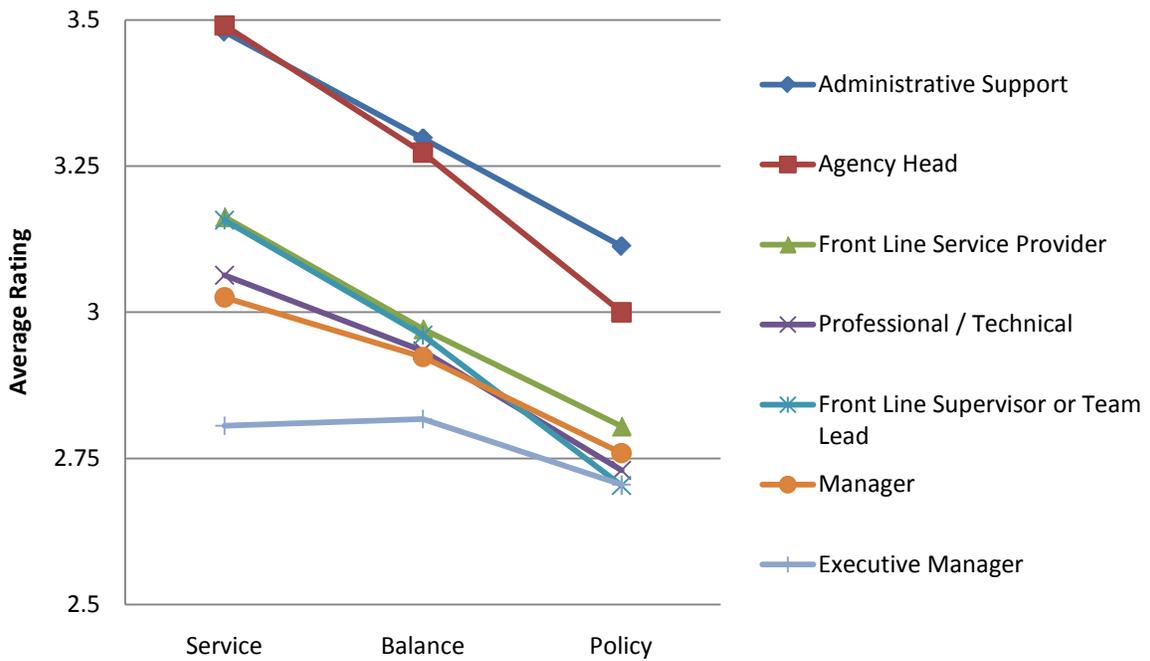
The Policy-Service Balance was compared across divisions. The State Data Center scored the lowest on all three aspects of Policy-Service Balance. The State Controller's Office scored highest on all three aspects. All of these results are displayed in the following four charts.



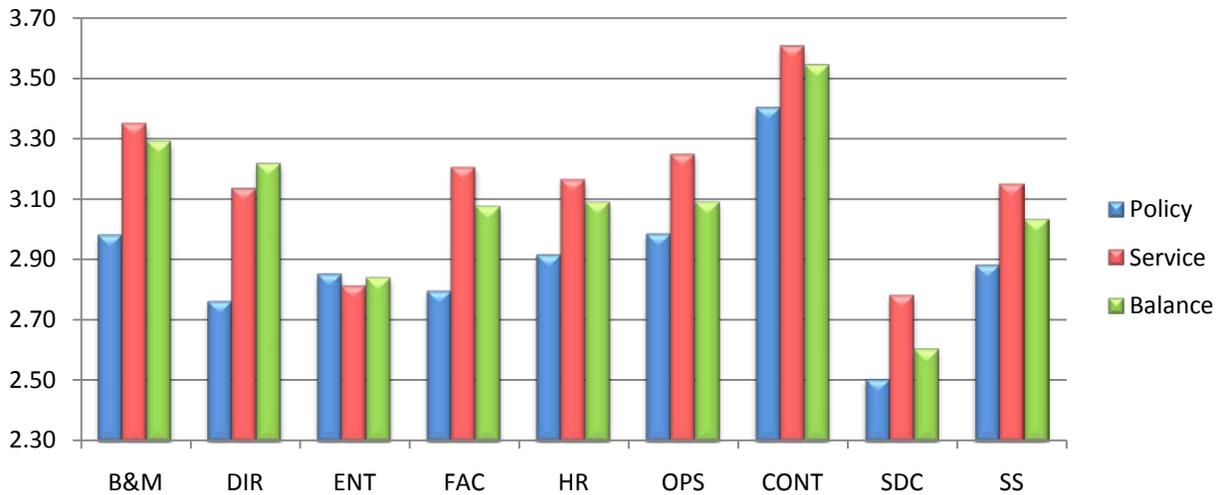
Average Customer Perspective on Policy-Service Balance by Agency Size



Average Customer Perspective on Policy-Service Balance by Role



All DAS Divisions Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

IV. Customer Survey Results: By Division and Services

Customers assessed each service within DAS on KPM dimensions, the perceived value of the service, and the potential impact of improving the service. Customers were also asked to judge how well each division is performing in relation to the Policy-Service Balance (balancing the requirements for policy enforcement and service delivery). The following section outlines the results of the customer survey, organized by division. For each division, an overall summary of the results is presented, including the assessment of Policy-Service Balance. A general summary of service ratings is also provided, followed by a detailed breakdown of the results for each service in the division.

1. Budget & Management

Division Summary

Budget and Management Division has three services: (1) Budget Policy and Analysis, (2) Statewide Audit and Budget Reporting, and (3) Capital Investment Budgeting.

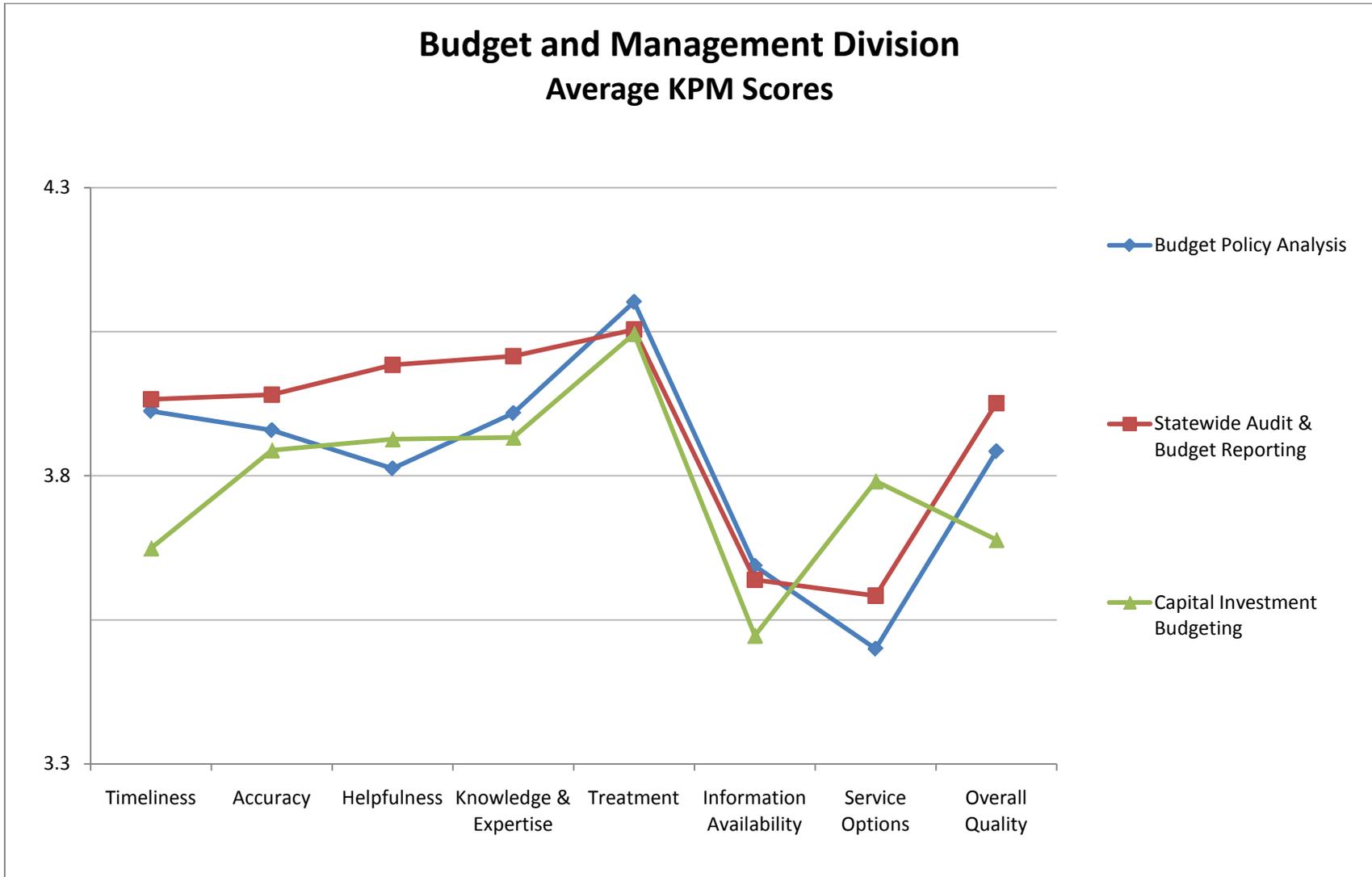
DAS customers rated the quality of each service on the 8 dimensions of Key Performance Measures (KPM) using a 5 point scale (1= very dissatisfied to 5= very satisfied). For all three services, customers rated the level of courtesy and professional treatment provided by DAS employees (Treatment) the highest, indicating that they are generally 'satisfied (=4 points)' with the treatment they get from DAS employees on these services. For Budget Policy & Analysis and Statewide Audit and Budget Reporting, customers rated the success in offering service options to fit the customers' needs (Service Options) the lowest, with ratings of 3.5 and 3.6, respectively. These ratings indicate that, overall, customers are halfway between 'satisfied (=4 points)' and 'neither satisfied nor dissatisfied (=3 points)' with the service options available. For Capital Investment Budgeting, the rating on Information Availability was the lowest (3.5), indicating that customers are halfway between 'satisfied (=4 points)' and 'neither satisfied nor dissatisfied (=3 points)' in the availability of information from Capital Investment Budgeting service. For all three services, the KPM ratings were similar to the overall DAS average. KPM results for each service are compared to the overall DAS average in the KPM spider charts following this summary.

Customers also assessed the value of the services provided in the Budget and Management Division, considering the costs (e.g., financial, human resources, time) and the benefits (e.g., quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). All three services were rated as slightly over 'a good value (=3 points),' and were slightly higher than the overall DAS rating of 3.03.

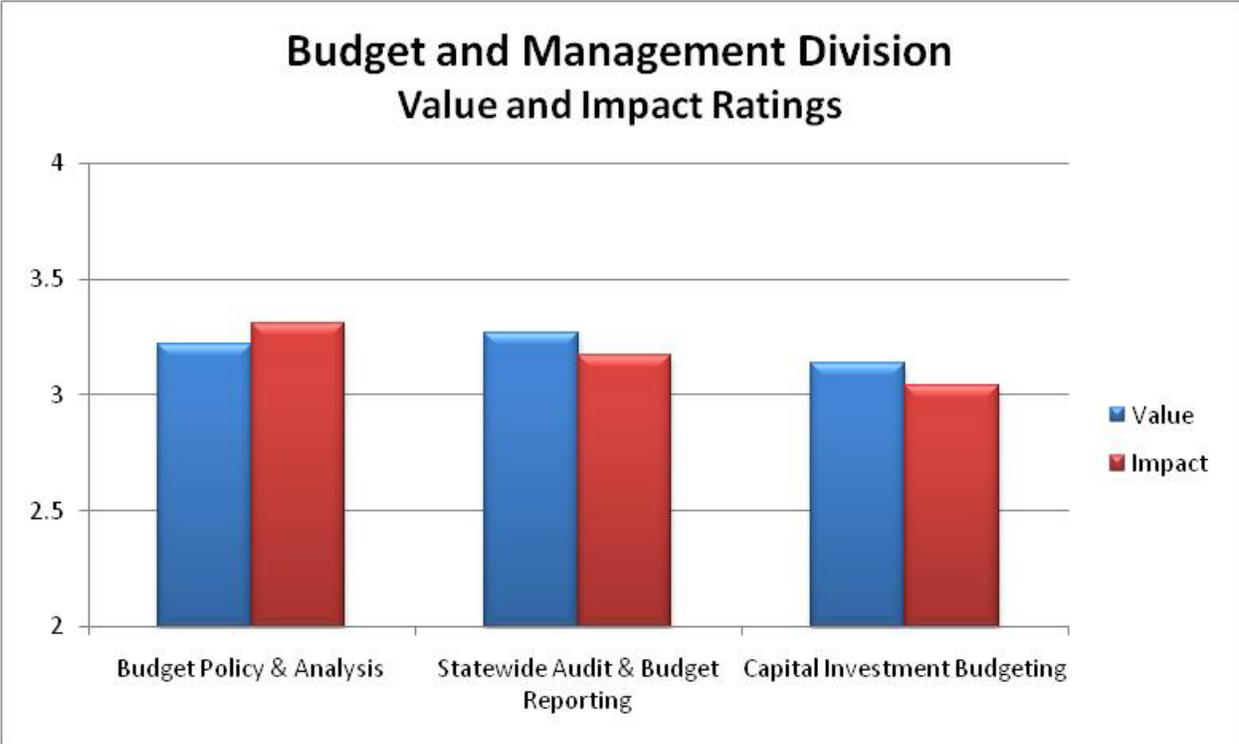
Customers assessed the potential impact of improving a given service (1= little or no impact, low priority to 5= very high impact, high priority). All three services were rated around the 3 point range, indicating that the impact of improving these services would be 'moderate (=3 points).'

Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). In general, customers noted that Budget and Management Division's contribution to policy decision making is close to 'moderate (= 3 points)'; the extent of effectiveness of services they provide is slightly above 'moderate,' falling between 3 and 4 points on the rating scale. Customers noted that the division performed slightly above the 'moderate (=3 points)' level in balancing the requirements for policy enforcement and service delivery.

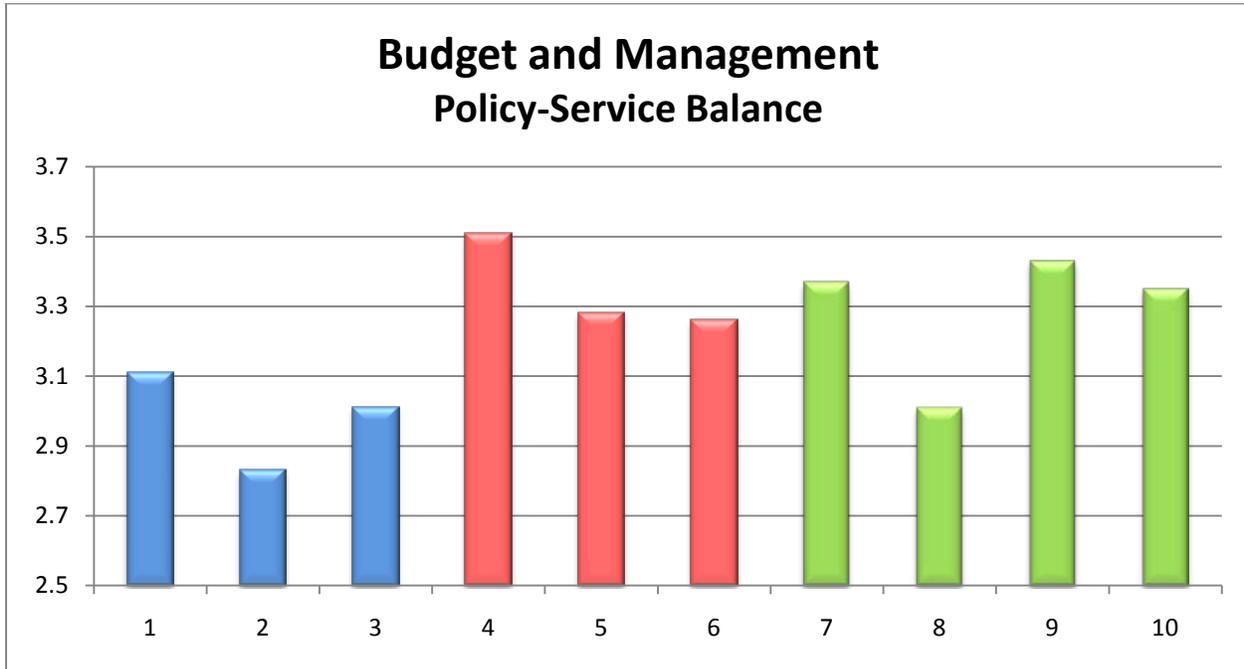
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **Budget & Management Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 3.11 (SD: 1.03)

Response		N	%
No extent	1	14	6.1
To a little extent	2	50	21.6
To a moderate extent	3	81	35.1
To a large extent.....	4	68	29.4
To a great extent	5	18	7.8
Total		231	100.0

*To what extent are the key policy administrators from the **Budget & Management Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 2.83 (SD: 1.11)

Response		N	%
No extent	1	29	11.8
To a little extent	2	70	28.6
To a moderate extent	3	77	31.4
To a large extent.....	4	51	20.8
To a great extent	5	18	7.3
Total		245	100.0

*To what extent are the key policy administrators from the **Budget & Management Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 3.01 (SD: 1.08)

Response		N	%
No extent	1	25	10.1
To a little extent	2	50	20.2
To a moderate extent	3	89	35.9
To a large extent.....	4	66	26.6
To a great extent	5	18	7.3
Total		248	100.0

Service Delivery Questions

*To what extent does the **Budget & Management Division** provide services that are valuable to our agency’s overall effectiveness?*

Mean : 3.51 (SD: 0.96)

Response		N	%
No extent	1	4	1.5
To a little extent	2	36	13.9
To a moderate extent	3	82	31.7
To a large extent.....	4	99	38.2
To a great extent	5	38	14.7
Total		259	100.0

*To what extent does the **Budget & Management Division** provide services we could not effectively perform within our agency?*

Mean : 3.28 (SD: 1.05)

Response		N	%
No extent	1	14	5.5
To a little extent	2	44	17.2
To a moderate extent	3	83	32.4
To a large extent.....	4	86	33.6
To a great extent	5	29	11.3
Total		256	100.0

*To what extent does the **Budget & Management Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 3.26 (SD: 0.97)

Response		N	%
No extent	1	12	4.8
To a little extent	2	36	14.4
To a moderate extent	3	96	38.4
To a large extent.....	4	86	34.4
To a great extent	5	20	8.0
Total		250	100.0

Balance Questions

*To what extent are key policy administrators in the **Budget & Management Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.37 (SD: 0.93)

Response		N	%
No extent	1	8	3.3
To a little extent	2	29	12.1
To a moderate extent	3	91	38.1
To a large extent.....	4	88	36.8
To a great extent	5	23	9.6
Total		239	100.0

*To what extent are key policy administrators in **the Budget & Management Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 3.01 (SD: 1.06)

Response		N	%
No extent	1	18	7.2
To a little extent	2	65	26.1
To a moderate extent	3	80	32.1
To a large extent.....	4	68	27.3
To a great extent	5	18	7.2
Total		249	100.0

*To what extent does the **Budget & Management Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.43 (SD: 1.04)

Response		N	%
No extent	1	10	3.9
To a little extent	2	38	14.8
To a moderate extent	3	77	30.1
To a large extent.....	4	93	36.3
To a great extent	5	38	14.8
Total		256	100.0

To what extent does the **Budget & Management Division** provide services that are not a duplication of other government units?

Mean : 3.35 (SD: 1.09)

Response		N	%
No extent	1	12	4.7
To a little extent	2	48	18.9
To a moderate extent	3	72	28.3
To a large extent.....	4	84	33.1
To a great extent	5	38	15.0
Total		254	100.0

1.1. Budget Policy & Analysis

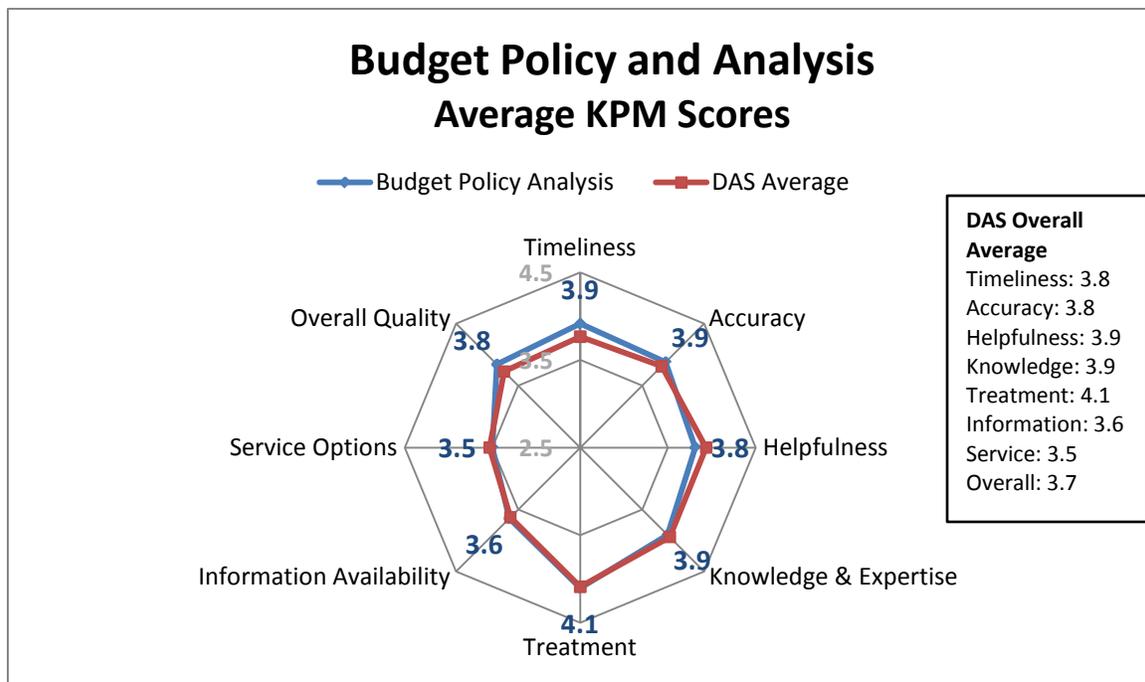
A. Level of Service Usage

*Approximately how often do you use **Budget Policy & Analysis** services?*

Mean: 3.23 (SD: 1.22)

Response	N	%	
Rarely or never	1	21	7.7%
Once or twice a year	2	56	20.7%
1 to 4 times every 3 months/quarter	3	80	29.5%
2-4 times a month	4	72	26.6%
1-3 times a week	5	35	12.9%
Daily	6	7	2.6%
Total.....	271	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 17: Evaluate how satisfied you are on each specific dimension of quality for Budget Policy and Analysis:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	28	36	93	88	251	3.91	1.073
	%	2.4	11.2	14.3	37.1	35.1	100.0		
Accuracy	N	6	26	40	96	80	248	3.88	1.054
	%	2.4	10.5	16.1	38.7	32.3	100.0		
Helpfulness	N	8	24	55	84	80	251	3.81	1.085
	%	3.2	9.6	21.9	33.5	31.9	100.0		
Knowledge & Expertise	N	7	27	44	78	96	252	3.91	1.109
	%	2.8	10.7	17.5	31.0	38.1	100.0		
Treatment	N	5	18	37	73	113	246	4.10	1.039
	%	2.0	7.3	15.0	29.7	45.9	100.0		
Information Availability	N	12	34	48	89	64	247	3.64	1.149
	%	4.9	13.8	19.4	36.0	25.9	100.0		
Service Options	N	10	43	54	77	52	236	3.50	1.147
	%	4.2	18.2	22.9	32.6	22.0	100.0		
Overall	N	5	27	54	85	83	254	3.84	1.059
	%	2.0	10.6	21.3	33.5	32.7	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Budget Policy and Analysis** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.22 (SD: 1.09)

Response		N	%
A poor value	1	11	4.3
A less than good value	2	54	21.3
A good value.....	3	97	38.3
A very good value	4	50	19.8
A great value	5	41	16.2
Total.....		253	100

D. Impact of Service Improvement

If the **Budget Policy and Analysis** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.31 (SD: 0.92)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	10	3.8
Low impact.....	2	34	12.9
Moderate impact.....	3	103	39.2
High impact.....	4	97	36.9
Very high impact (it should be the highest priority).....	5	19	7.2
Total.....		263	100

1.2. Statewide Audit & Budget Reporting

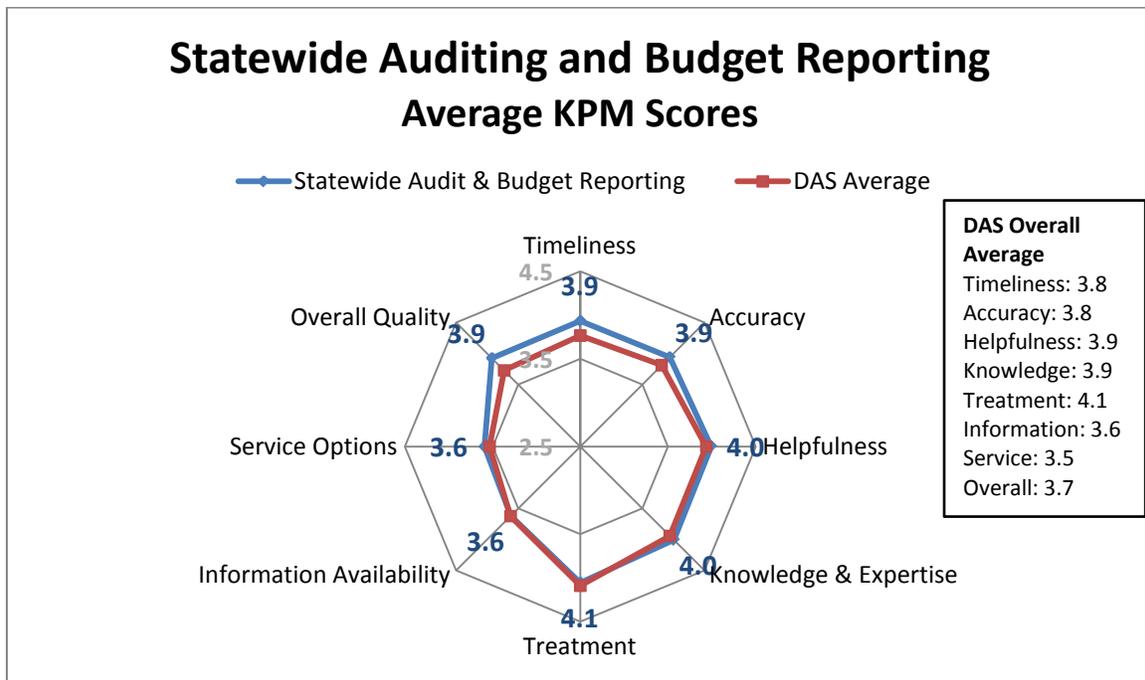
A. Level of Service Usage

*Approximately how often do you use **Statewide Audit & Budget Reporting** services?*

Mean: 2.95 (SD: 1.23)

Response	N	%
Rarely or never	13	9.2%
Once or twice a year	47	33.3%
1 to 4 times every 3 months/quarter	35	24.8%
2-4 times a month	28	19.9%
1-3 times a week	15	10.6%
Daily	3	2.1%
Total.....	141	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 22: Evaluate how satisfied you are on each specific dimension of quality for Statewide Audit and Budget Reporting:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	10	28	49	45	134	3.93	.990
	%	1.5	7.5	20.9	36.6	33.6	100.0		
Accuracy	N	2	10	26	53	44	135	3.94	.976
	%	1.5	7.4	19.3	39.3	32.6	100.0		
Helpfulness	N	2	12	24	42	53	133	3.99	1.041
	%	1.5	9.0	18.0	31.6	39.8	100.0		
Knowledge & Expertise	N	2	9	27	42	52	132	4.01	1.008
	%	1.5	6.8	20.5	31.8	39.4	100.0		
Treatment	N	2	7	24	46	51	130	4.05	.967
	%	1.5	5.4	18.5	35.4	39.2	100.0		
Information Availability	N	5	22	25	49	33	134	3.62	1.136
	%	3.7	16.4	18.7	36.6	24.6	100.0		
Service Options	N	7	15	30	43	30	125	3.59	1.144
	%	5.6	12.0	24.0	34.4	24.0	100.0		
Overall	N	1	12	29	47	46	135	3.93	.990
	%	.7	8.9	21.5	34.8	34.1	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Audit and Budget Reporting** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.27 (SD: 1.07)

Response		N	%
A poor value	1	7	5.5
A less than good value	2	20	15.7
A good value.....	3	51	40.2
A very good value	4	30	23.6
A great value	5	19	15.0
Total.....		127	100

D. Impact of Service Improvement

*If the **Statewide Audit and Budget Reporting** services(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a **positive impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.17 (SD: 0.94)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	7	5.1
Low impact.....	2	22	15.9
Moderate impact.....	3	58	42.0
High impact.....	4	43	31.2
Very high impact (it should be the highest priority).....	5	8	5.8
Total.....		138	100

1.3. Capital Investment Budgeting

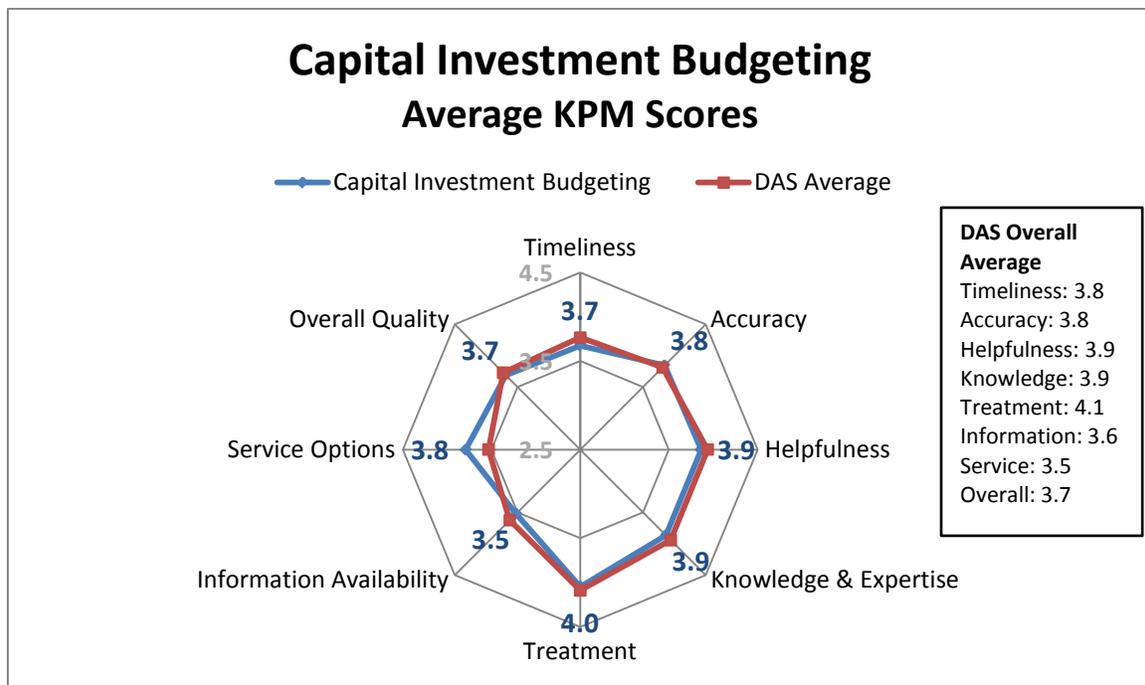
A. Level of Service Usage

Approximately how often do you use Capital Investment Budgeting services?

Mean: 2.60 (SD:1.17)

Response	N	%	
Rarely or never	1	9	19.1%
Once or twice a year	2	13	27.7%
1 to 4 times every 3 months/quarter	3	17	36.2%
2-4 times a month	4	5	10.6%
1-3 times a week	5	2	4.3%
Daily	6	1	2.1%
Total.....	47	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 27: Evaluate how satisfied you are on each specific dimension of quality for Capital Investment Budgeting:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	6	11	13	12	43	3.67	1.107
	%	2.3	14.0	25.6	30.2	27.9	100.0		
Accuracy	N	1	6	7	16	15	45	3.84	1.107
	%	2.2	13.3	15.6	35.6	33.3	100.0		
Helpfulness	N	1	5	6	19	13	44	3.86	1.047
	%	2.3	11.4	13.6	43.2	29.5	100.0		
Knowledge & Expertise	N	1	1	14	16	13	45	3.87	.944
	%	2.2	2.2	31.1	35.6	28.9	100.0		
Treatment	N	1	1	10	14	17	43	4.05	.975
	%	2.3	2.3	23.3	32.6	39.5	100.0		
Information Availability	N	2	7	11	14	10	44	3.52	1.151
	%	4.5	15.9	25.0	31.8	22.7	100.0		
Service Options	N	1	3	12	15	12	43	3.79	1.013
	%	2.3	7.0	27.9	34.9	27.9	100.0		
Overall	N	1	3	12	15	12	43	3.69	1.083
	%	2.3	7.0	27.9	34.9	27.9	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Capital Investment Budgeting** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.14 (SD: 1.15)

Response	N	%
A poor value	1	4 9.3%
A less than good value	2	7 16.3%
A good value.....	3	17 39.5%
A very good value	4	9 20.9%
A great value	5	6 14.0%
Total.....	43	100%

D. Impact of Service Improvement

If the **Capital Investment Budgeting** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.04 (SD: 1.14)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	4 8.5%
Low impact.....	2	12 25.5%
Moderate impact.....	3	14 29.8%
High impact.....	4	12 25.5%
Very high impact (it should be the highest priority).....	5	5 10.6%
Total.....	47	100%

2. Director's Office

Division Summary

The Director's Office has four services: (1) Internal Audit, (2) Legislative Coordination, (3) Economic Analysis, and (4) Public Affairs and Media Relations.

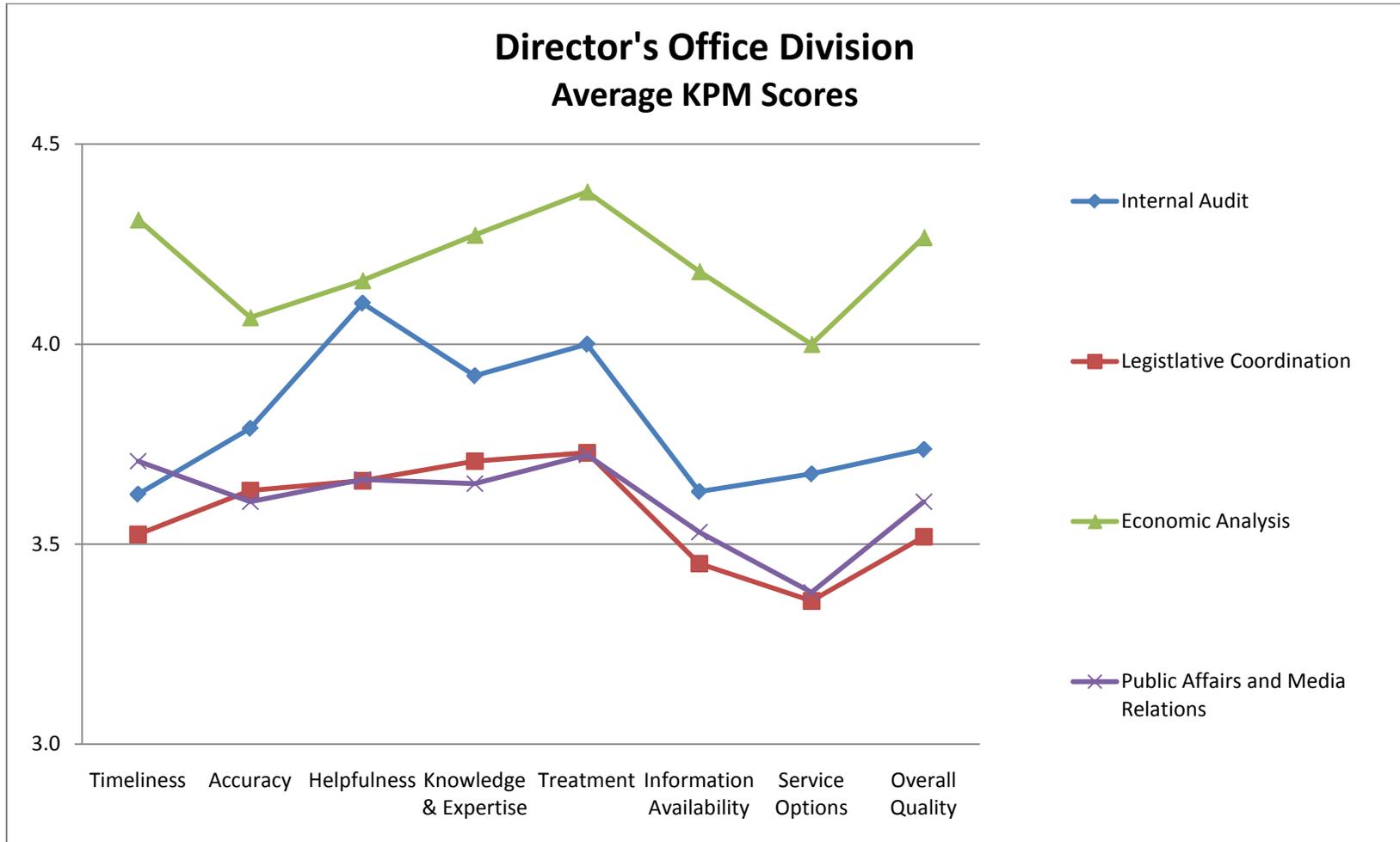
Customers rated the quality of each service on the 8 dimensions of key performance measures (KPMs) using a 5 point scale (1= very dissatisfied to 5= very satisfied). In their assessment, customers rated Economic Analysis as the best performing service in the division, rating each KPM dimension 'satisfied (=4 points)' or higher. Overall, the level of courtesy and professional treatment provided by employees (Treatment) was the highest rated KPM for three of four services in the division, with an average between 3.7 and 4.4. Legislative Coordination and Public Affairs and Media Relations were ranked about the same for all dimensions, with the Service Options KPM ranked lowest: both averaged 3.4, or approximately halfway between 'neither satisfied nor dissatisfied (=3 points)' and 'satisfied (=4 points).' Internal Audit was in the middle of the pack overall, with Timeliness and Information Availability KPMs ranked the lowest (both averaging 3.6). Only Economic Analysis outperformed the overall DAS average, and the remaining three services were similar to the agency-wide average.

Customers also assessed the value of the services provided, considering both the costs (e.g., financial, human resources, time) and the benefits (e.g., quality of service performance in essential areas) for each service in the Director's Office. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). Except for Economic Analysis, the other three services were rated 'a good value (=3 points),' which is in line with the overall DAS rating of 3.03. Economic Analysis was rated higher at 3.7 points, or closer to 'a very good value (=4 points).'

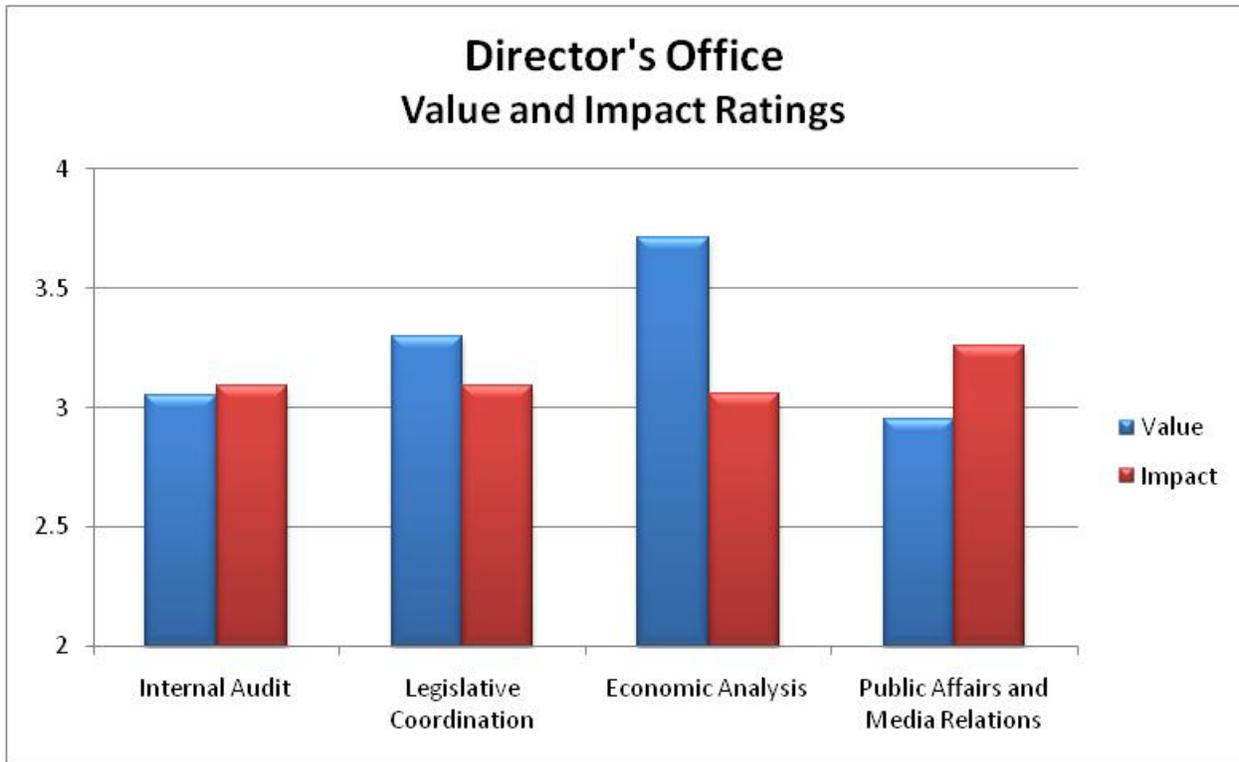
Customers assessed how much impact there could be for the agency if the given services were improved using a five point scale (1= little to no impact to 5= very high impact. The survey instructed customers to assign a 1 to services where improvement should be the lowest priority and a 5 to services where improvement should be given top priority. All four services were rated around 3, indicating that the impact of improving these services would be moderate.

Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). In general, customers noted that the Director's Office's contribution to policy decision making is close to 'moderate (=3 points)' and the effectiveness of the services they provide are slightly above 'moderate (=3 points).' Customers noted that the division performed slightly above the 'moderate (=3 points)' level in balancing the requirements for policy enforcement and service delivery.

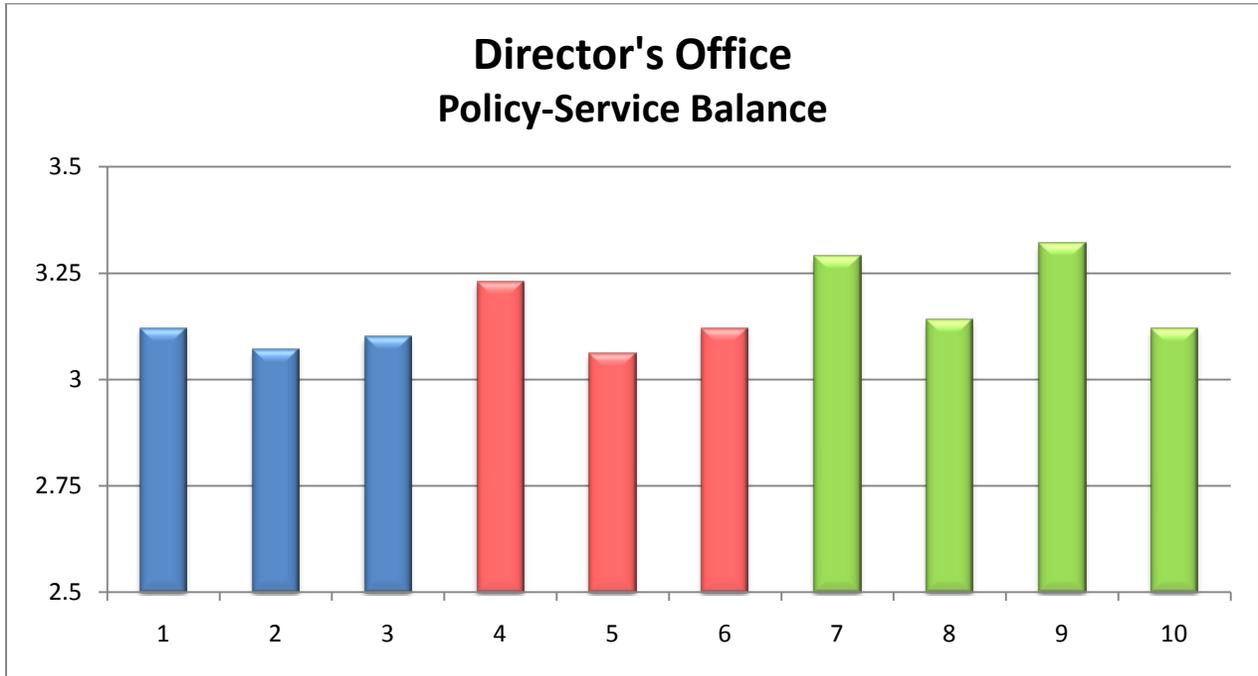
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from **Director’s Office Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 3.12 (SD: 0.98)

Response		N	%
No extent	1	4	3.3
To a little extent	2	29	23.6
To a moderate extent	3	49	39.8
To a large extent.....	4	30	24.4
To a great extent	5	11	8.9
Total		123	100.0

*To what extent are the key policy administrators from the **Director’s Office Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 3.07 (SD: 1.15)

Response		N	%
No extent	1	10	7.8
To a little extent	2	35	27.3
To a moderate extent	3	34	26.6
To a large extent.....	4	34	26.6
To a great extent	5	15	11.7
Total		128	100.0

*To what extent are the key policy administrators from the **Director’s Office Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 3.10 (SD: 1.13)

Response		N	%
No extent	1	10	7.8
To a little extent	2	31	24.2
To a moderate extent	3	37	28.9
To a large extent.....	4	36	28.1
To a great extent	5	14	10.9
Total		128	100.0

Service Delivery Questions

*To what extent does the **Director's Office Division** provide services that are valuable to our agency's overall effectiveness?*

Mean : 3.23 (SD: 0.98)

Response		N	%
No extent	1	4	3.0
To a little extent	2	27	20.0
To a moderate extent	3	52	38.5
To a large extent.....	4	38	28.1
To a great extent	5	14	10.4
Total		135	100.0

*To what extent does the **Director's Office Division** provide services we could not effectively perform within our agency?*

Mean : 3.06 (SD: 0.99)

Response		N	%
No extent	1	6	4.5
To a little extent	2	33	24.8
To a moderate extent	3	51	38.3
To a large extent.....	4	33	24.8
To a great extent	5	10	7.5
Total		133	100.0

*To what extent does **Director's Office Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 3.12 (SD: 0.96)

Response		N	%
No extent	1	5	3.9
To a little extent	2	29	22.5
To a moderate extent	3	48	37.2
To a large extent.....	4	39	30.2
To a great extent	5	8	6.2
Total		129	100.0

Balance Questions

*To what extent are key policy administrators in the **Director’s Office Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.29 (SD: .94)

Response		N	%
No extent	1	1	0.8
To a little extent	2	25	20.0
To a moderate extent	3	50	40.0
To a large extent.....	4	35	28.0
To a great extent	5	14	11.2
Total		125	100.0

*To what extent are key policy administrators in the **Director’s Office Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 3.14 (SD: 1.07)

Response		N	%
No extent	1	8	6.4
To a little extent	2	26	20.8
To a moderate extent	3	44	35.2
To a large extent.....	4	34	27.2
To a great extent	5	13	10.4
Total		125	100.0

*To what extent does **Director’s Office Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.32 (SD: 0.99)

Response		N	%
No extent	1	5	3.8
To a little extent	2	20	15.0
To a moderate extent	3	51	38.3
To a large extent.....	4	41	30.8
To a great extent	5	16	12.0
Total		133	100.0

To what extent does the **Director's Office Division** provide services that are not a duplication of other government units?

Mean : 3.12 (SD: 1.00)

Response		N	%
No extent	1	5	3.8
To a little extent	2	34	25.6
To a moderate extent	3	44	33.1
To a large extent.....	4	40	30.1
To a great extent	5	10	7.5
Total		133	100.0

2.1. Internal Audit

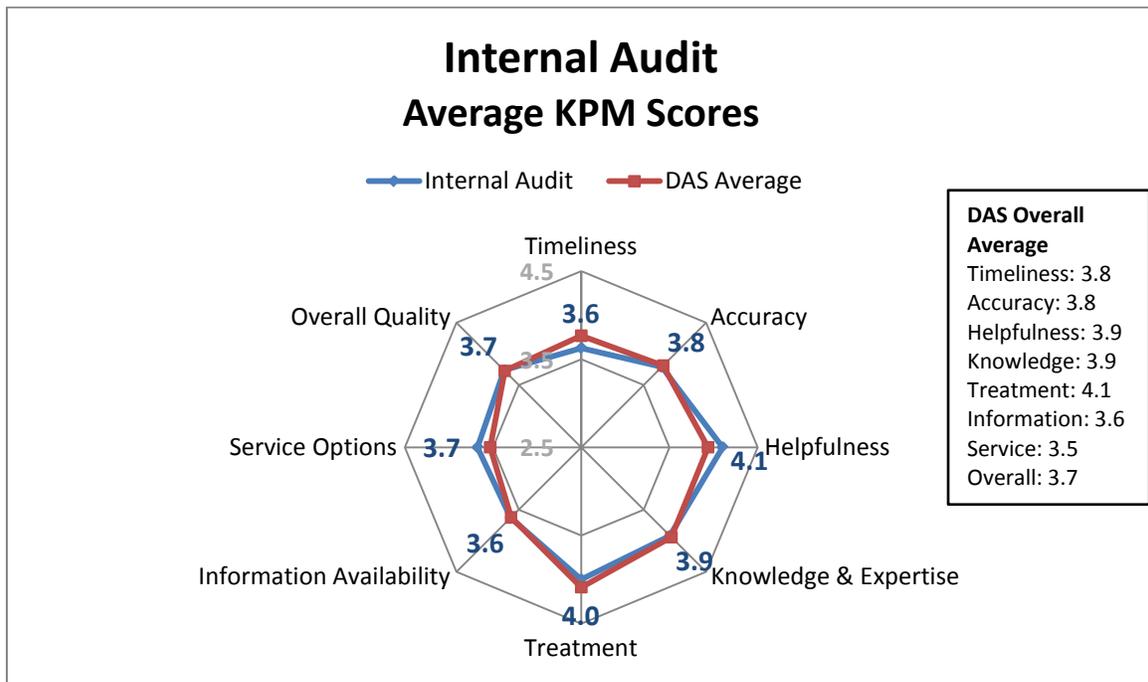
A. Level of Service Usage

Approximately how often do you use **Internal Audit** services?

Mean: 2.53 (SD:1.23)

Response	N	%
Rarely or never	12	25.5
Once or twice a year	11	23.4
1 to 4 times every 3 months/quarter	14	29.8
2-4 times a month	8	17.0
1-3 times a week	5	2.1
Daily	1	2.1
Total.....	47	100

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 32: Evaluate how satisfied you are on each specific dimension of quality for Internal Audit:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	5	13	10	11	40	3.63	1.102
	%	2.5	12.5	32.5	25.0	27.5	100.0		
Accuracy	N	1	5	7	13	12	38	3.79	1.119
	%	2.6	13.2	18.4	34.2	31.6	100.0		
Helpfulness	N	0	2	8	13	16	39	4.10	.912
	%	.0	5.1	20.5	33.3	41.0	100.0		
Knowledge & Expertise	N	0	4	8	13	13	38	3.92	.997
	%	.0	10.5	21.1	34.2	34.2	100.0		
Treatment	N	2	1	7	14	15	39	4.00	1.076
	%	5.1	2.6	17.9	35.9	38.5	100.0		
Information Availability	N	2	4	9	14	9	38	3.63	1.125
	%	5.3	10.5	23.7	36.8	23.7	100.0		
Service Options	N	0	4	11	15	7	37	3.68	.915
	%	.0	10.8	29.7	40.5	18.9	100.0		
Overall	N	2	1	12	13	10	38	3.74	1.057
	%	5.3	2.6	31.6	34.2	26.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Internal Audit** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.05 (SD: 1.13)

Response	N	%
A poor value	1	4 10.0%
A less than good value	2	8 20.0%
A good value.....	3	14 35.0%
A very good value	4	10 25.0%
A great value	5	4 10.0%
Total.....	40	100%

D. Impact of Service Improvement

If the **Internal Audit** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.09(SD: 1.08)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	4 8.9%
Low impact.....	2	9 20.0%
Moderate impact.....	3	14 31.1%
High impact.....	4	15 33.3%
Very high impact (it should be the highest priority).....	5	3 6.7%
Total.....	45	100%

2.2. Legislative Coordination

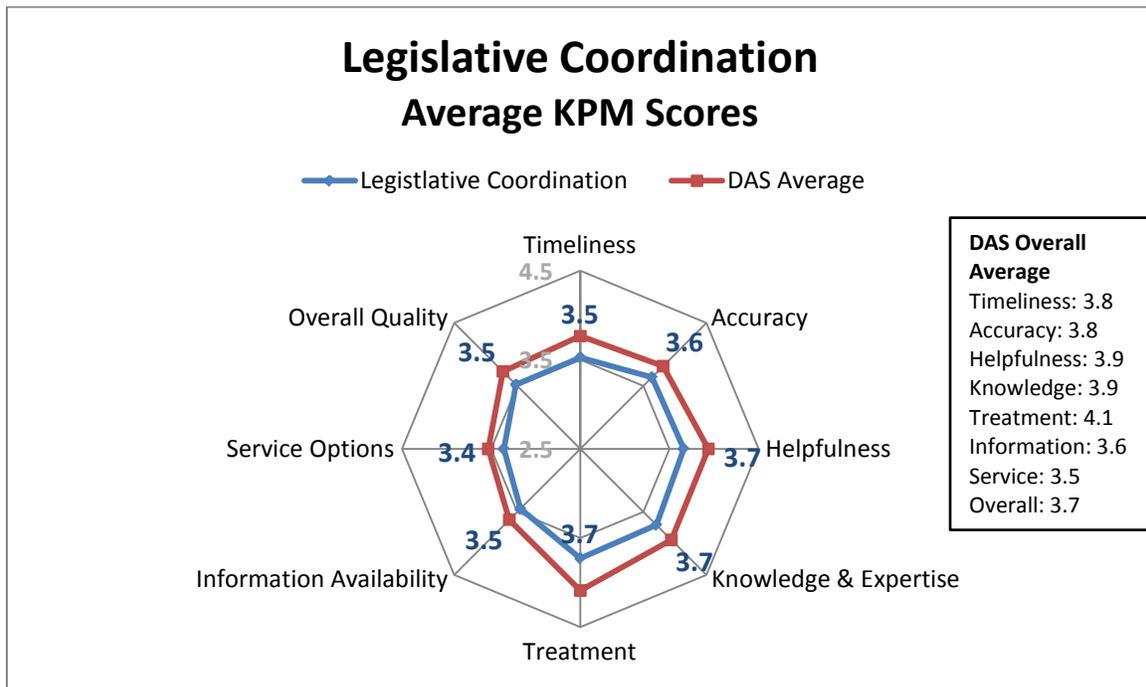
A. Level of Service Usage

*Approximately how often do you use **Legislative Coordination** services?*

Mean: 2.90 (SD:1.30)

Response	N	%	
Rarely or never	1	14	16.7
Once or twice a year	2	18	21.4
1 to 4 times every 3 months/quarter	3	27	32.1
2-4 times a month	4	14	16.7
1-3 times a week	5	9	10.7
Daily	6	2	2.4
Total.....	84	100	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 36: Evaluate how satisfied you are on each specific dimension of quality for Legislative Coordination:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	4	31	39	6	82	3.52	.805
	%	2.4	4.9	37.8	47.6	7.3	100.0		
Accuracy	N	0	6	25	44	7	82	3.63	.746
	%	.0	7.3	30.5	53.7	8.5	100.0		
Helpfulness	N	2	3	24	45	8	82	3.66	.805
	%	2.4	3.7	29.3	54.9	9.8	100.0		
Knowledge & Expertise	N	0	4	22	50	6	82	3.71	.676
	%	.0	4.9	26.8	61.0	7.3	100.0		
Treatment	N	2	2	20	49	8	81	3.73	.775
	%	2.5	2.5	24.7	60.5	9.9	100.0		
Information Availability	N	2	8	29	37	6	82	3.45	.863
	%	2.4	9.8	35.4	45.1	7.3	100.0		
Service Options	N	3	9	36	22	11	81	3.36	.979
	%	3.7	11.1	44.4	27.2	13.6	100.0		
Overall	N	4	4	25	42	6	81	3.52	.896
	%	4.9	4.9	30.9	51.9	7.4	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Legislative Coordination** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.30 (SD: 1.04)

Response	N	%
A poor value	1	3 4.1%
A less than good value	2	14 18.9%
A good value.....	3	24 32.4%
A very good value	4	24 32.4%
A great value	5	9 12.2%
Total.....	74	100%

D. Impact of Service Improvement

If the **Legislative Coordination** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.09 (SD: 0.90)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	4 5.0%
Low impact.....	2	13 16.3%
Moderate impact.....	3	39 48.8%
High impact.....	4	20 25.0%
Very high impact (it should be the highest priority).....	5	4 5.0%
Total.....	80	100%

2.3. Economic Analysis

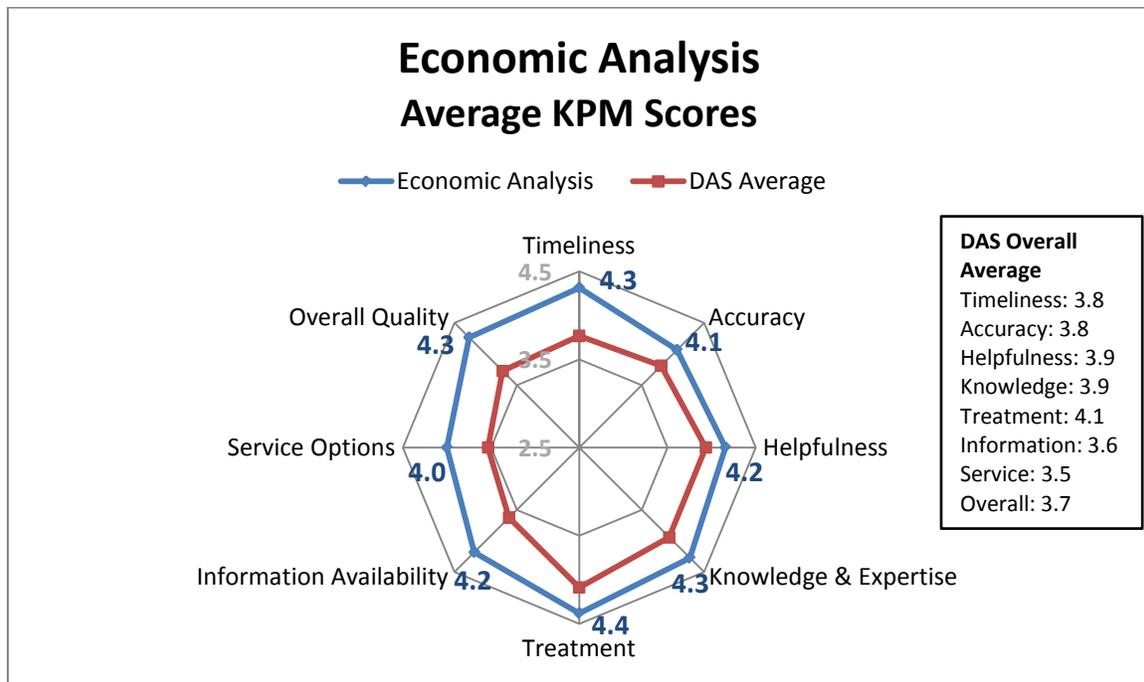
A. Level of Service Usage

Approximately how often do you use **Economic Analysis** services?

Mean: 2.58 (SD:1.13)

Response	N	%
Rarely or never	11	20.0
Once or twice a year	12	21.8
1 to 4 times every 3 months/quarter	25	45.5
2-4 times a month	5	9.1
1-3 times a week	0	0
Daily	2	3.6
Total.....	55	100

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 41: Evaluate how satisfied you are on each specific dimension of quality for Economic Analysis:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	0	2	6	13	24	45	4.31	.874
	%	.0	4.4	13.3	28.9	53.3	100.0		
Accuracy	N	1	3	7	15	19	45	4.07	1.031
	%	2.2	6.7	15.6	33.3	42.2	100.0		
Helpfulness	N	0	4	4	17	19	44	4.16	.939
	%	.0	9.1	9.1	38.6	43.2	100.0		
Knowledge & Expertise	N	2	2	5	8	27	44	4.27	1.128
	%	4.5	4.5	11.4	18.2	61.4	100.0		
Treatment	N	0	3	4	9	26	42	4.38	.936
	%	.0	7.1	9.5	21.4	61.9	100.0		
Information Availability	N	1	2	8	10	23	44	4.18	1.040
	%	2.3	4.5	18.2	22.7	52.3	100.0		
Service Options	N	0	4	10	11	18	43	4.00	1.024
	%	.0	9.3	23.3	25.6	41.9	100.0		
Overall	N	1	3	5	10	26	45	4.27	1.053
	%	2.2	6.7	11.1	22.2	57.8	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Economic Analysis** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.71 (SD: 1.15)

Response	N	%
A poor value	1	2 4.8%
A less than good value	2	4 9.5%
A good value.....	3	11 26.2%
A very good value	4	12 28.6%
A great value	5	13 31.0%
Total.....	42	100%

D. Impact of Service Improvement

If the **Economic Analysis** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.06 (SD: 1.16)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	6 12.2%
Low impact.....	2	8 16.3%
Moderate impact.....	3	17 34.7%
High impact.....	4	13 26.5%
Very high impact (it should be the highest priority).....	5	5 10.2%
Total.....	49	100%

2.4. Public Affairs and Media Relations

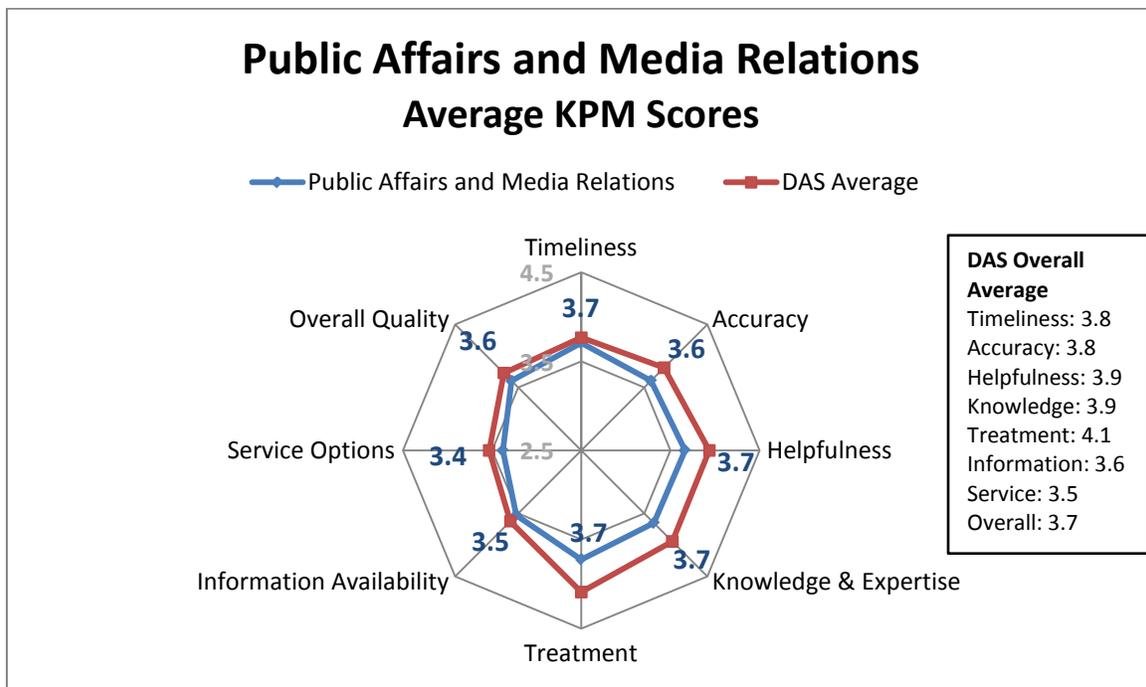
A. Level of Service Usage

*Approximately how often do you use **Public Affairs and Media Relations** services?*

Mean: 2.57 (SD:1.24)

Response	N	%	
Rarely or never	1	17	22.7
Once or twice a year	2	22	29.3
1 to 4 times every 3 months/quarter	3	19	25.3
2-4 times a month	4	10	13.3
1-3 times a week	5	7	9.3
Daily	6	0	0
Total.....	75	100	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 46: Evaluate how satisfied you are on each specific dimension of quality for Public Affairs and Media Relations:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	3	7	16	19	20	65	3.71	1.155
	%	4.6	10.8	24.6	29.2	30.8	100.0		
Accuracy	N	1	9	19	23	14	66	3.61	1.021
	%	1.5	13.6	28.8	34.8	21.2	100.0		
Helpfulness	N	3	8	17	17	20	65	3.66	1.176
	%	4.6	12.3	26.2	26.2	30.8	100.0		
Knowledge & Expertise	N	3	5	22	18	18	66	3.65	1.102
	%	4.5	7.6	33.3	27.3	27.3	100.0		
Treatment	N	3	9	14	16	23	65	3.72	1.218
	%	4.6	13.8	21.5	24.6	35.4	100.0		
Information Availability	N	3	7	23	18	15	66	3.53	1.099
	%	4.5	10.6	34.8	27.3	22.7	100.0		
Service Options	N	4	8	20	14	12	58	3.38	1.167
	%	6.9	13.8	34.5	24.1	20.7	100.0		
Overall	N	3	4	25	18	16	66	3.61	1.065
	%	4.5	6.1	37.9	27.3	24.2	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Public Affairs and Media Relations** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.95 (SD: 1.10)

Response	N	%
A poor value	5	7.7%
A less than good value	17	26.2%
A good value.....	27	41.5%
A very good value	8	12.3%
A great value	8	12.3%
Total.....	65	100%

D. Impact of Service Improvement

If the **Public Affairs and Media Relations** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a **positive impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.26 (SD: 0.97)

Response	N	%
Little or no impact (it should be the lowest priority).....	2	2.9%
Low impact.....	13	19.1%
Moderate impact.....	24	35.3%
High impact.....	23	33.8%
Very high impact (it should be the highest priority).....	6	8.8%
Total.....	68	100%

3. Enterprise Information Strategy & Policy Division

Division Summary

The Enterprise Information Strategy and Policy Division has four services: (1) Geographic Information Systems (GIS), (2) Enterprise Information Security, (3) Information Technology and Investment Planning, and (4) E-Government.

Customers rated the quality of each service on the 8 dimensions of key performance measures (KPMs) using a 5 point scale (1= very dissatisfied to 5= very satisfied). In their assessment, customers rated Geographic Information Systems as the best performing service in the division, ranging from 3.3 to 3.9 , or between 'neither satisfied nor dissatisfied (=3 points)' and 'satisfied (=4 points).' However, all four services were relatively similar. E-Government was rated the lowest service, ranging from 2.7 to 3.8, which is consistent with some of the qualitative commentary that mentioned dissatisfaction with E-Government. Many customers noted that more forms and procedures should be available in an electronic format for customers. Treatment was the top rated KPM for all services, with each averaging higher than 3.5 points. Service Options was ranked lowest, ranging from 2.7 to 3.3. All services ranked significantly below the agency-wide average, indicating that Enterprise Information Strategy and Policy Division was one of the lower performing divisions overall.

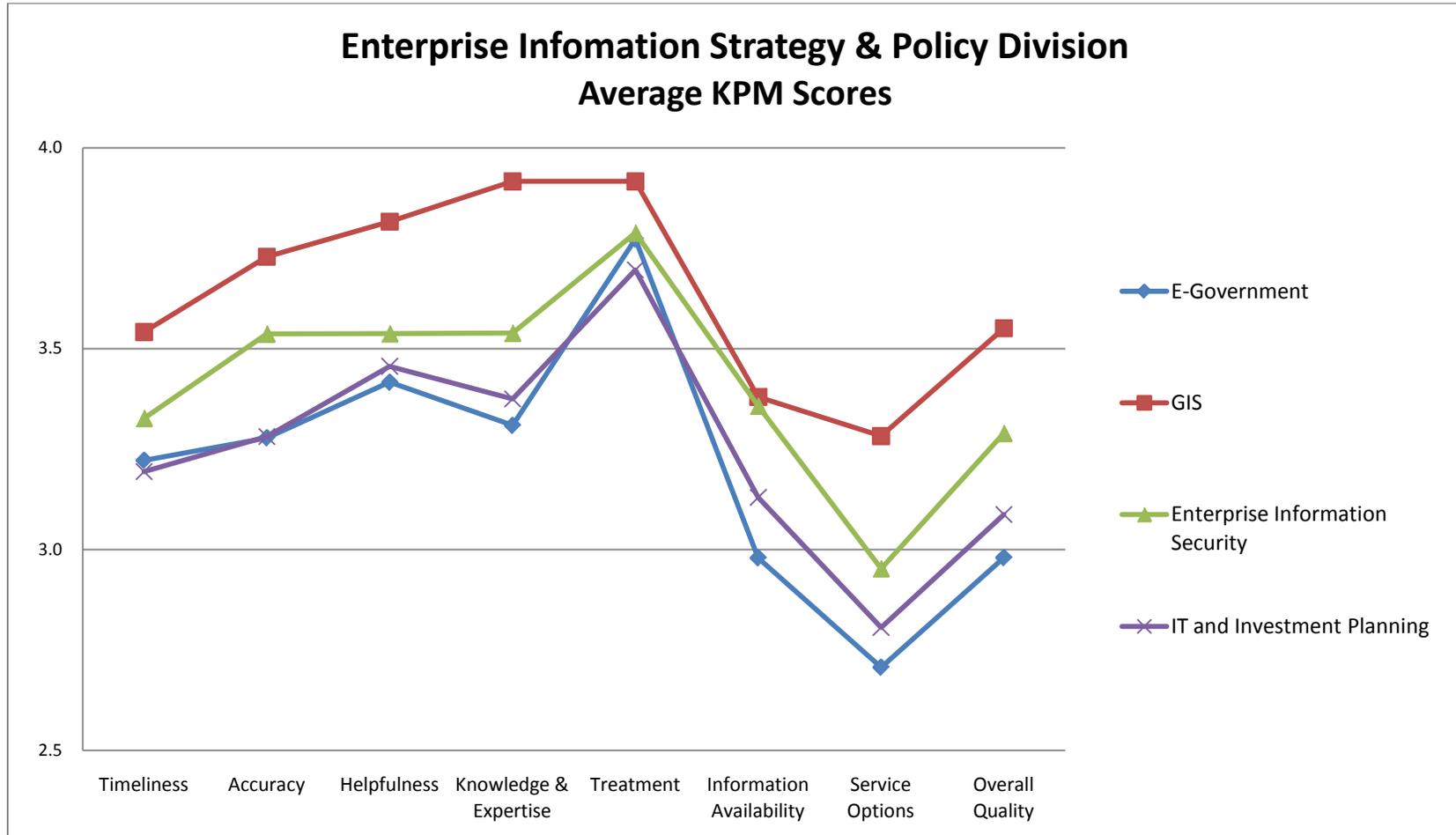
Customers also assessed the value of the services provided, considering both the costs (e.g., financial, human resources, time) and the benefits (e.g., quality of service performance in essential areas) for each service in the Enterprise Information Strategy and Policy Division. Value was assessed on a 5 point scale (1= a poor value to 5= a great value).The values for three of the four services were significantly lower than the overall DAS average of 3.03, ranging from 2.3 to 2.6, indicating that customers felt the value of services provided in the division was less than 'a good value (=3 points).' Only GIS was perceived well by customers, with a mean score of 3.2.

Customers assessed the potential impact of improving a given service, again using a 5 point scale (1= little or no impact to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. The perceived impact of improving services in the division was relatively high; ranging from 3.2 to 3.7, 'moderate (=3 points)' to 'high (=4 points)' impact.

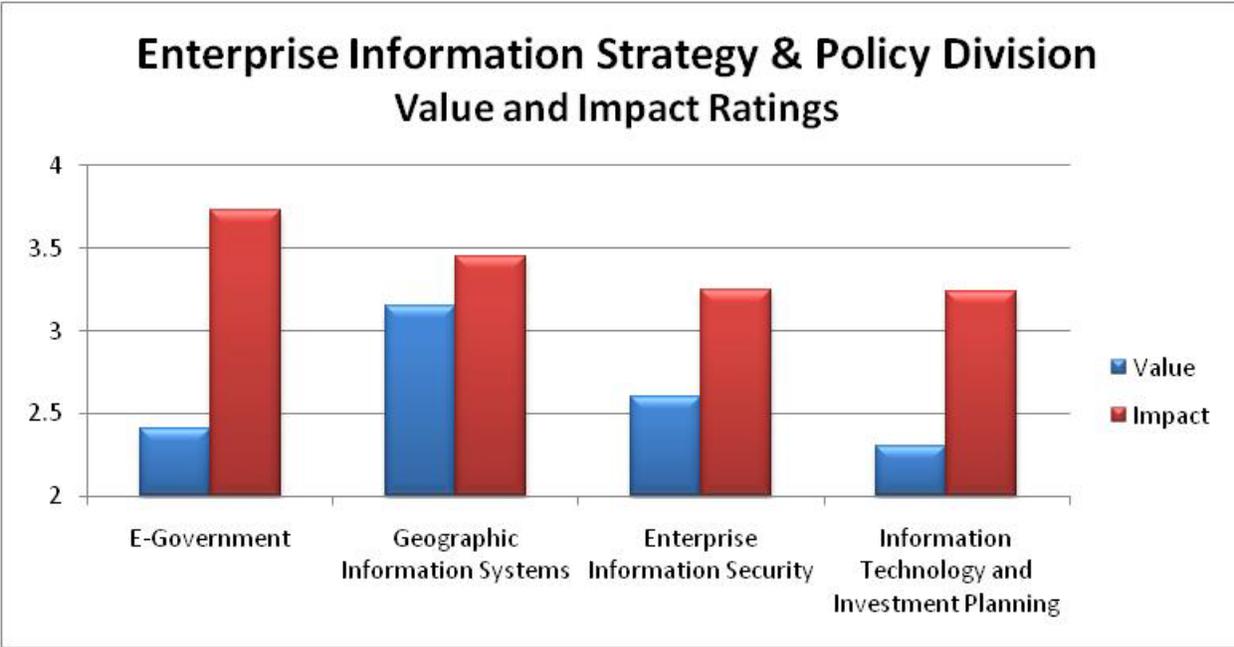
Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). Customers indicated that the Enterprise Information Strategy and

Policy Division's performance related to the Policy-Service Balance is generally below the 'moderate (=3 points)' level.

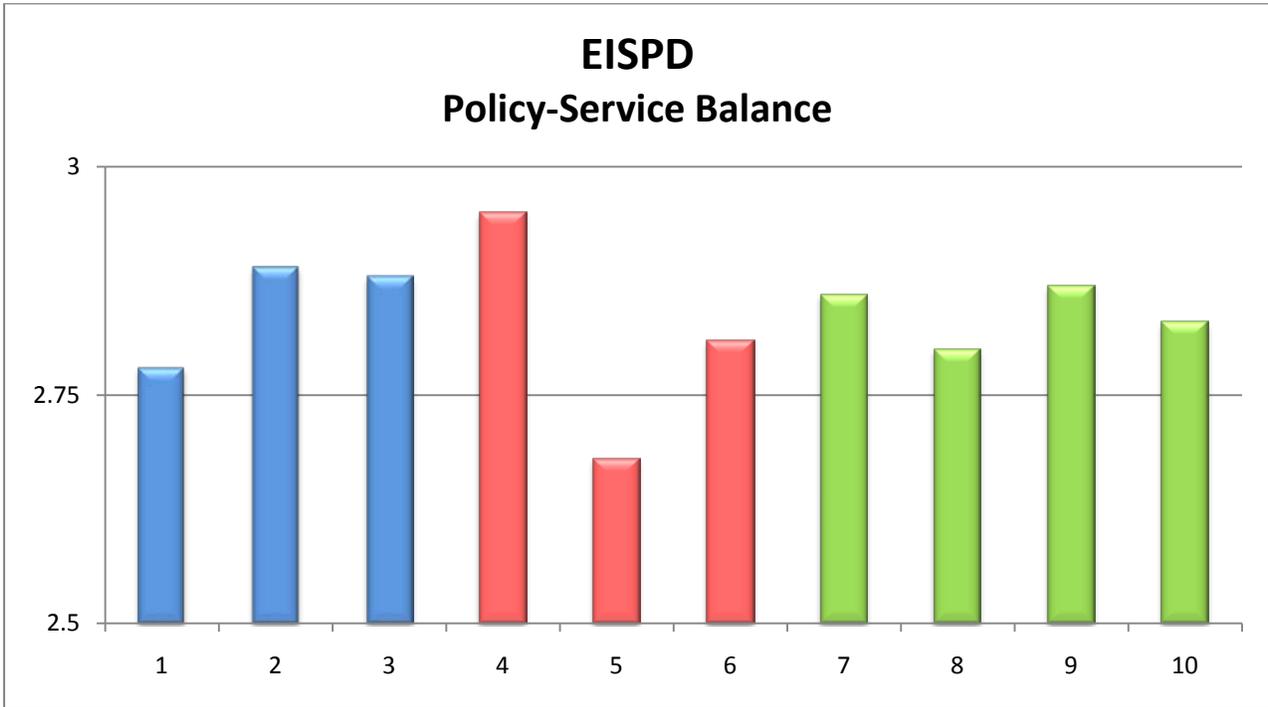
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **Enterprise Information Strategy & Policy Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 2.79 (SD: 0.98)

Response		N	%
No extent	1	11	7.6
To a little extent	2	45	31.3
To a moderate extent	3	60	41.7
To a large extent.....	4	19	13.2
To a great extent	5	9	6.3
Total		144	100.0

*To what extent are the key policy administrators from the **Enterprise Information Strategy & Policy Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 2.89 (SD: 1.21)

Response		N	%
No extent	1	17	11.4
To a little extent	2	47	31.5
To a moderate extent	3	41	27.5
To a large extent.....	4	24	16.1
To a great extent	5	20	13.4
Total		149	100.0

*To what extent are the key policy administrators from the **Enterprise Information Strategy & Policy Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 2.88 (SD: 1.14)

Response		N	%
No extent	1	18	11.7
To a little extent	2	46	29.9
To a moderate extent	3	35	22.7
To a large extent.....	4	46	29.9
To a great extent	5	9	5.8
Total		154	100.0

Service Delivery Questions

*To what extent does the **Enterprise Information Strategy & Policy Division** provide services that are valuable to our agency's overall effectiveness?*

Mean : 2.95 (SD: 1.06)

Response		N	%
No extent	1	12	7.5
To a little extent	2	43	27.0
To a moderate extent	3	59	37.1
To a large extent.....	4	31	19.5
To a great extent	5	14	8.8
Total		159	100.0

*To what extent does the **Enterprise Information Strategy & Policy Division** provide services we could not effectively perform within our agency?*

Mean : 2.68 (SD: 1.18)

Response		N	%
No extent	1	26	16.5
To a little extent	2	50	31.6
To a moderate extent	3	46	29.1
To a large extent.....	4	21	13.3
To a great extent	5	15	9.5
Total		158	100.0

*To what extent does the **Enterprise Information Strategy & Policy Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 2.81 (SD: 1.02)

Response		N	%
No extent	1	14	9.1
To a little extent	2	46	29.9
To a moderate extent	3	60	39.0
To a large extent.....	4	24	15.6
To a great extent	5	10	6.5
Total		154	100.0

Balance Questions

*To what extent are key policy administrators in the **Enterprise Information Strategy & Policy Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 2.86 (SD: 0.98)

Response		N	%
No extent	1	9	6.0
To a little extent	2	45	30.0
To a moderate extent	3	65	43.3
To a large extent.....	4	20	13.3
To a great extent	5	11	7.3
Total		150	100.0

*To what extent are key policy administrators in the **Enterprise Information Strategy & Policy Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 2.80 (SD: 1.10)

Response		N	%
No extent	1	16	10.8
To a little extent	2	49	33.1
To a moderate extent	3	40	27.0
To a large extent.....	4	34	23.0
To a great extent	5	9	6.1
Total		148	100.0

*To what extent does the **Enterprise Information Strategy & Policy Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 2.87 (SD: 1.15)

Response		N	%
No extent	1	19	12.2
To a little extent	2	44	28.2
To a moderate extent	3	45	28.8
To a large extent.....	4	35	22.4
To a great extent	5	13	8.3
Total		156	100.0

To what extent does the **Enterprise Information Strategy & Policy Division** provide services that are not a duplication of other government units?

Mean : 2.83 (SD: 1.10)

Response		N	%
No extent	1	17	11.3
To a little extent	2	45	30.0
To a moderate extent	3	45	30.0
To a large extent.....	4	33	22.0
To a great extent	5	10	6.7
Total		150	100.0

3.1. E-Government

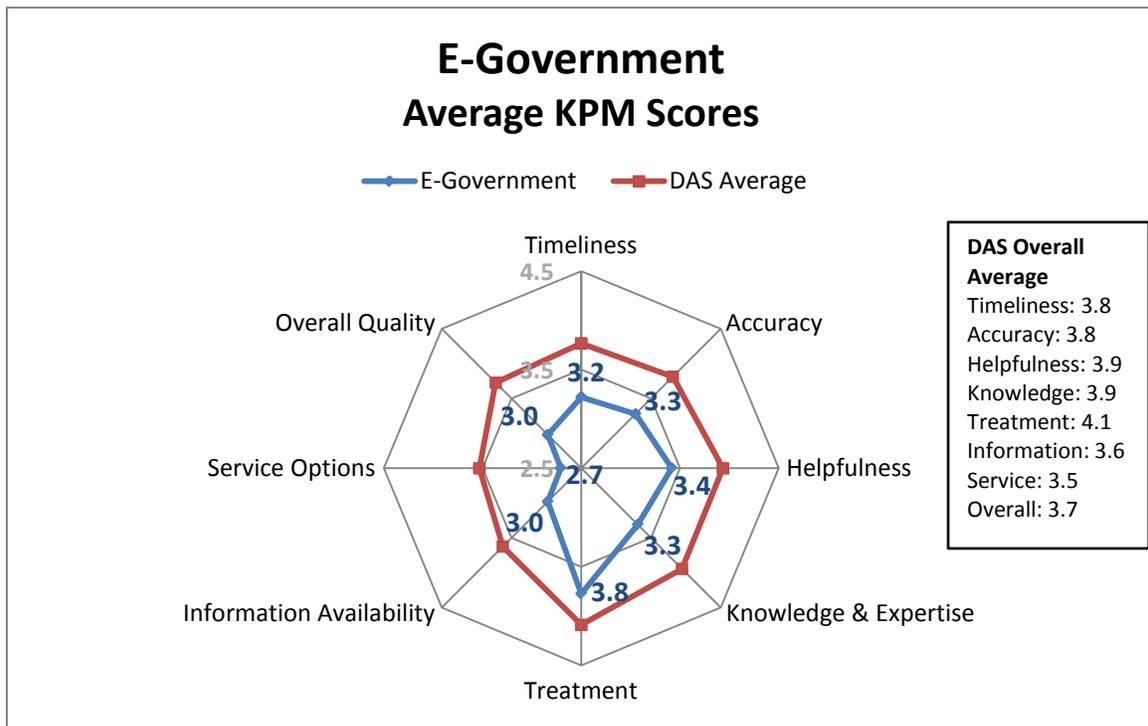
A. Level of Service Usage

Approximately how often do you use E-Government services?

Mean: 4.08 (SD:1.64)

Response	N	%	
Rarely or never	1	9	8.6
Once or twice a year	2	11	10.5
1 to 4 times every 3 months/quarter	3	19	18.1
2-4 times a month	4	19	18.1
1-3 times a week	5	17	16.2
Daily	6	30	28.6
Total.....	105	100	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 51: Evaluate how satisfied you are on each specific dimension of quality for E-Government:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	22	27	32	12	99	3.22	1.112
	%	6.1	22.2	27.3	32.3	12.1	100.0		
Accuracy	N	6	18	28	33	12	97	3.28	1.097
	%	6.2	18.6	28.9	34.0	12.4	100.0		
Helpfulness	N	6	18	24	26	22	96	3.42	1.211
	%	6.3	18.8	25.0	27.1	22.9	100.0		
Knowledge & Expertise	N	6	18	29	28	16	97	3.31	1.140
	%	6.2	18.6	29.9	28.9	16.5	100.0		
Treatment	N	4	6	24	37	26	97	3.77	1.046
	%	4.1	6.2	24.7	38.1	26.8	100.0		
Information Availability	N	7	31	27	21	11	97	2.98	1.136
	%	7.2	32.0	27.8	21.6	11.3	100.0		
Service Options	N	14	34	29	11	11	99	2.71	1.180
	%	14.1	34.3	29.3	11.1	11.1	100.0		
Overall	N	10	29	25	25	11	100	2.98	1.180
	%	10.0	29.0	25.0	25.0	11.0	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the E-Government service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.41 (SD: 1.06)

Response	N	%
A poor value	18	19.8
A less than good value	36	39.6
A good value.....	23	25.3
A very good value	10	11.0
A great value	4	4.4
Total.....	91	100

D. Impact of Service Improvement

*If the E-Government service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.73 (SD: 1.06)

Response	N	%
Little or no impact (it should be the lowest priority).....	4	4.0
Low impact.....	9	8.9
Moderate impact.....	22	21.8
High impact.....	41	40.6
Very high impact (it should be the highest priority).....	25	24.8
Total.....	101	100

3.2. Geographic Information Systems

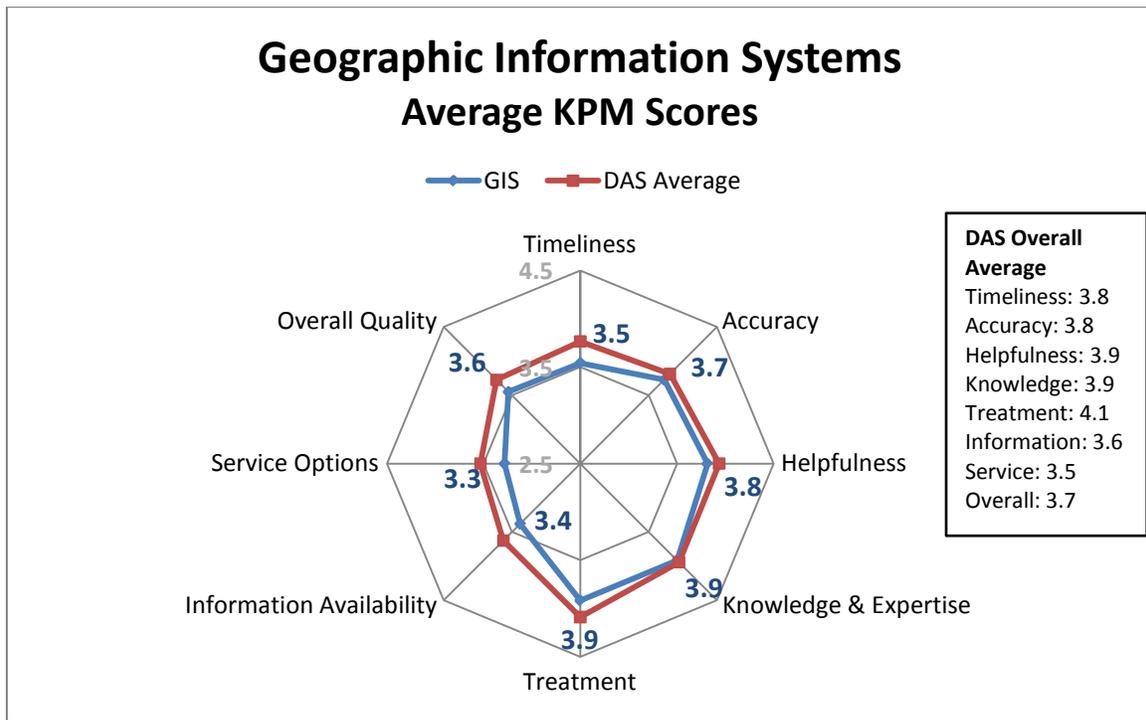
A. Level of Service Usage

*Approximately how often do you use **Geographic Information Systems** services?*

Mean: 3.69 (SD:1.67)

Response	N	%	
Rarely or never	1	8	14.5
Once or twice a year	2	6	10.9
1 to 4 times every 3 months/quarter	3	11	20.0
2-4 times a month	4	9	16.4
1-3 times a week	5	12	21.8
Daily	6	9	16.4
Total.....	55	100	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 56: Evaluate how satisfied you are on each specific dimension of quality for Geographic Information Systems:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	3	4	17	12	12	48	3.54	1.148
	%	6.3	8.3	35.4	25.0	25.0	100.0		
Accuracy	N	1	6	13	13	15	48	3.73	1.106
	%	2.1	12.5	27.1	27.1	31.3	100.0		
Helpfulness	N	1	6	13	10	19	49	3.82	1.149
	%	2.0	12.2	26.5	20.4	38.8	100.0		
Knowledge & Expertise	N	1	3	12	15	17	48	3.92	1.028
	%	2.1	6.3	25.0	31.3	35.4	100.0		
Treatment	N	1	5	9	15	18	48	3.92	1.088
	%	2.1	10.4	18.8	31.3	37.5	100.0		
Information Availability	N	2	12	15	7	14	50	3.38	1.244
	%	4.0	24.0	30.0	14.0	28.0	100.0		
Service Options	N	5	4	21	5	11	46	3.28	1.241
	%	10.9	8.7	45.7	10.9	23.9	100.0		
Overall	N	1	9	16	8	15	49	3.55	1.174
	%	2.0	18.4	32.7	16.3	30.6	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the GIS service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.15 (SD: 1.29)

Response	N	%
A poor value	5	10.6%
A less than good value	10	21.3%
A good value.....	15	31.9%
A very good value	7	14.9%
A great value	10	21.3%
Total.....	47	100%

D. Impact of Service Improvement

*If GIS service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.45 (SD: 1.10)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	1.9%
Low impact.....	12	22.6%
Moderate impact.....	12	22.6%
High impact.....	18	34.0%
Very high impact (it should be the highest priority).....	10	18.9%
Total.....	53	100%

3.3. Enterprise Information Security

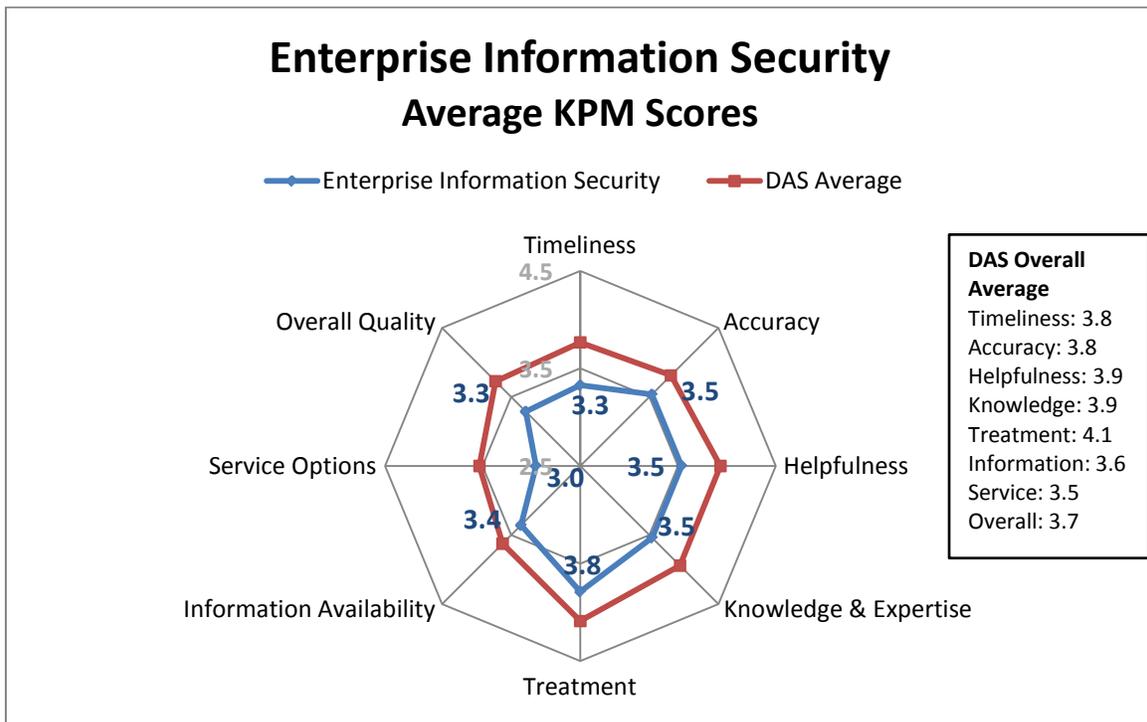
A. Level of Service Usage

Approximately how often do you use Enterprise Information Security services?

Mean: 3.10 (SD:1.26)

Response	N	%	
Rarely or never	1	11	9.3%
Once or twice a year	2	26	22.0%
1 to 4 times every 3 months/quarter	3	42	35.6%
2-4 times a month	4	25	21.2%
1-3 times a week	5	7	5.9%
Daily	6	7	5.9%
Total.....	118	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 61: Evaluate how satisfied you are on each specific dimension of quality for Enterprise Information Security:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	8	22	20	41	16	107	3.33	1.180
	%	7.5	20.6	18.7	38.3	15.0	100.0		
Accuracy	N	3	18	27	38	22	108	3.54	1.080
	%	2.8	16.7	25.0	35.2	20.4	100.0		
Helpfulness	N	7	13	29	30	27	106	3.54	1.189
	%	6.6	12.3	27.4	28.3	25.5	100.0		
Knowledge & Expertise	N	6	13	25	36	22	102	3.54	1.140
	%	5.9	12.7	24.5	35.3	21.6	100.0		
Treatment	N	5	7	28	29	35	104	3.79	1.129
	%	4.8	6.7	26.9	27.9	33.7	100.0		
Information Availability	N	10	21	23	30	25	109	3.36	1.280
	%	9.2	19.3	21.1	27.5	22.9	100.0		
Service Options	N	12	29	29	24	12	106	2.95	1.190
	%	11.3	27.4	27.4	22.6	11.3	100.0		
Overall	N	8	22	29	27	21	107	3.29	1.213
	%	7.5	20.6	27.1	25.2	19.6	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Enterprise Information Security** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.60 (SD: 1.11)

Response		N	%
A poor value	1	18	17.8
A less than good value	2	29	28.7
A good value.....	3	35	34.7
A very good value	4	13	12.9
A great value	5	6	5.9
Total.....		101	100

D. Impact of Service Improvement

If the **Enterprise Information Security** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.25 (SD: 1.04)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	8	7.3
Low impact.....	2	16	14.5
Moderate impact.....	3	34	30.9
High impact.....	4	44	40.0
Very high impact (it should be the highest priority).....	5	8	7.3
Total.....		110	100

3.4. Information Technology and Investment Planning

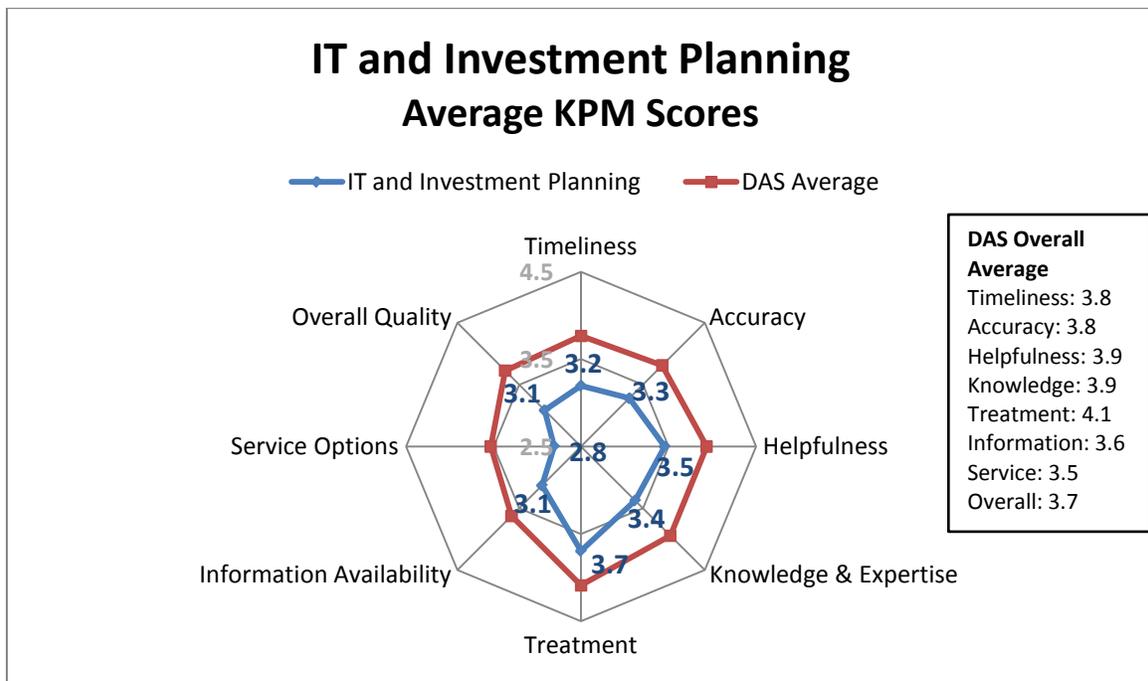
A. Level of Service Usage

Approximately how often do you use Information Technology and Investment Planning services?

Mean: 2.82 (SD:1.30)

Response	N	%
Rarely or never	1	15
Once or twice a year	2	35
1 to 4 times every 3 months/quarter	3	45
2-4 times a month	4	9
1-3 times a week	5	4
Daily	6	9
Total.....	117	100

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 66: Evaluate how satisfied you are on each specific dimension of quality for IT and Investment Planning:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	5	20	38	30	10	103	3.19	1.020
	%	4.9	19.4	36.9	29.1	9.7	100.0		
Accuracy	N	6	16	34	37	10	103	3.28	1.033
	%	5.8	15.5	33.0	35.9	9.7	100.0		
Helpfulness	N	5	13	37	26	22	103	3.46	1.109
	%	4.9	12.6	35.9	25.2	21.4	100.0		
Knowledge & Expertise	N	8	15	30	32	19	104	3.38	1.167
	%	7.7	14.4	28.8	30.8	18.3	100.0		
Treatment	N	4	7	30	36	25	102	3.70	1.042
	%	3.9	6.9	29.4	35.3	24.5	100.0		
Information Availability	N	10	16	35	29	10	100	3.13	1.116
	%	10.0	16.0	35.0	29.0	10.0	100.0		
Service Options	N	13	27	38	17	8	103	2.81	1.103
	%	12.6	26.2	36.9	16.5	7.8	100.0		
Overall	N	8	23	35	26	11	103	3.09	1.104
	%	7.8	22.3	34.0	25.2	10.7	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Information Technology and Investment Planning** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.30 (SD: 1.06)

Response	N	%	
A poor Value	1	22	21.6
A less than good value	2	44	43.1
A good value.....	3	26	25.5
A very good value	4	3	2.9
A great value	5	7	6.9
Total.....	102	100	

D. Impact of Service Improvement

If the **Information Technology and Investment Planning** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.24 (SD: 1.08)

Response	N	%	
Little or no impact (it should be the lowest priority).....	1	9	8.0
Low impact.....	2	17	15.2
Moderate impact.....	3	35	31.3
High impact.....	4	40	35.7
Very high impact (it should be the highest priority).....	5	11	9.8
Total.....	112	100	

4. Facilities Division

Division Summary

Facilities Division has six services: (1) Facilities Operations and Maintenance, (2) Custodial, (3) Leasing, (4) Planning and Construction Management, (5) Statewide Facilities Planning and Energy Conservation, and (6) Parking and Commuting Services.

DAS customers rated the qualities of each service on the 8 dimensions of Key Performance Measures (KPM) using a 5 point scale (1= very dissatisfied to 5= very satisfied). Customers rated the level of courtesy and professional treatment provided by employees (Treatment) the highest, indicating that they are generally 'satisfied (=4 points)' with the treatment they get from DAS employees on these services. For all the services in the division except Leasing, customers rated their level of offering service options to fit the customers' needs (Service Options) the lowest, indicating they are 'neither satisfied or dissatisfied (=3 points).' For Leasing, the rating on the Timeliness of performance provided was the lowest. Leasing services, Planning and Construction Management, and Statewide Facilities Planning & Energy Conservation are much lower than the DAS overall average on the 8 KPM ratings. For the other three services, the KPM ratings were similar to the overall DAS average. The KPM spider charts below show a comparison of Facilities services with the overall DAS average.

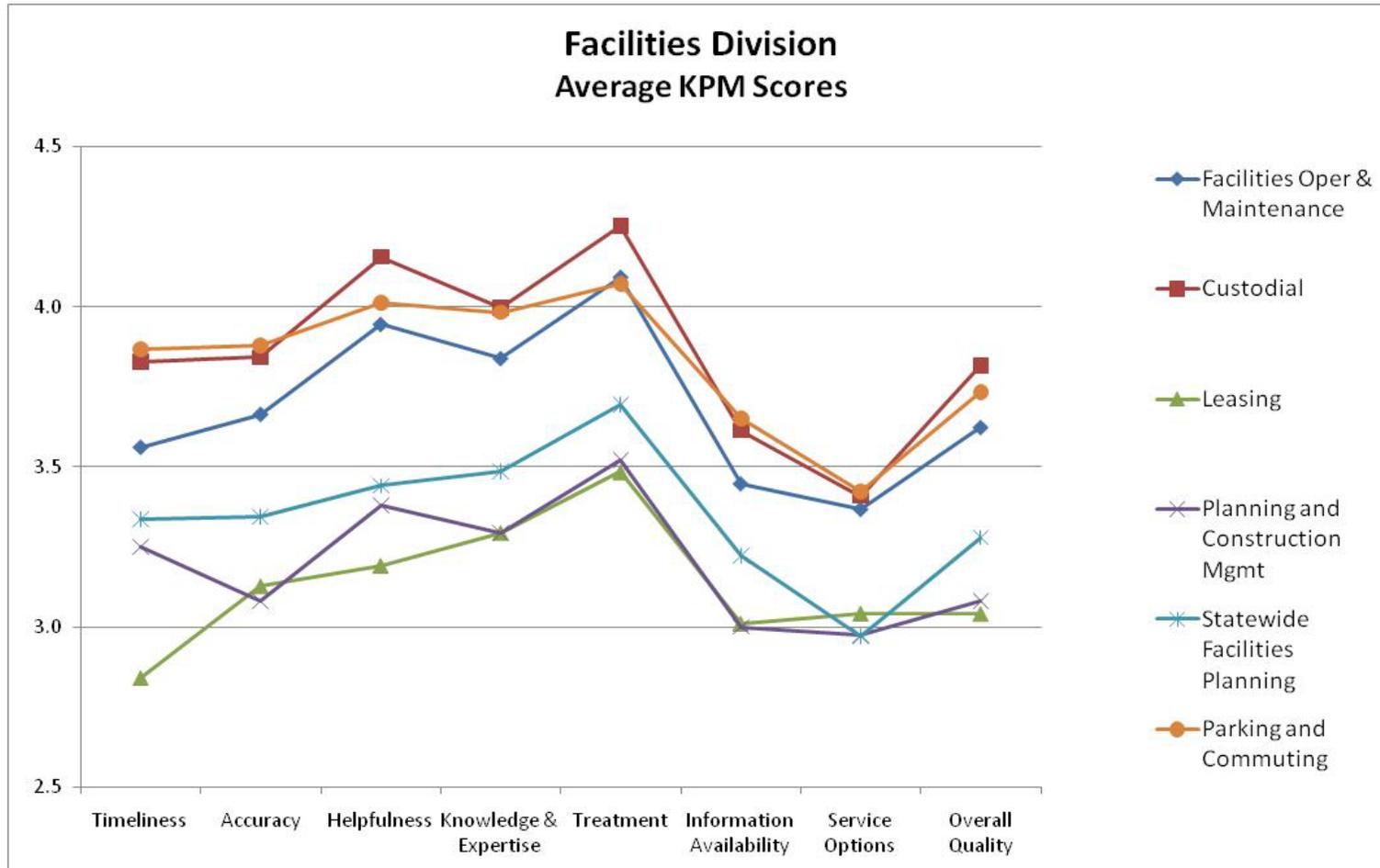
Customers also assessed the value of the services provided in the Facilities Division, considering the costs (e.g. financial, human resources, time) and the benefits (e.g. quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). Facilities' services were generally rated between 'a less than good value (=2 points' and 'a good value (=3 points),' and were slightly lower than the overall DAS rating of 3.03.

Customers rated the potential impact of improving each given service (1=little or no impact to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. All three services were rated around the 3 point level, indicating that improving these services would have a moderate impact.

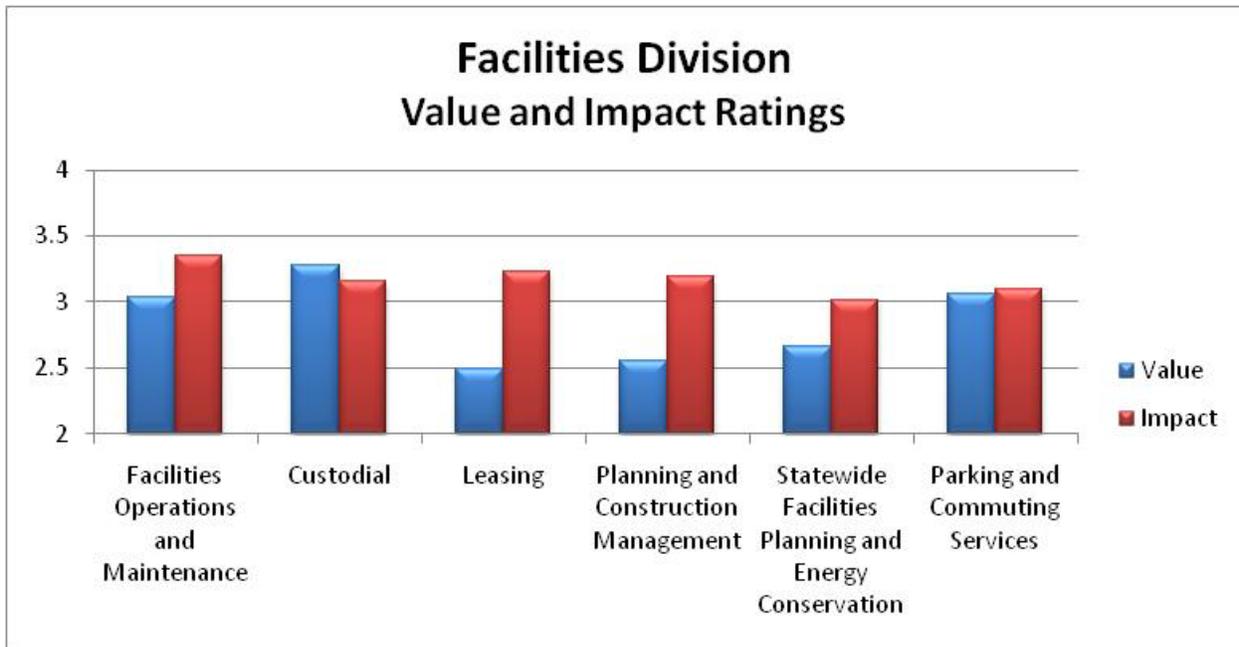
Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). Customers indicated that the Facilities division's contribution to policy decision making is slightly below the 'moderate (=3 points)' level. The effectiveness of services provided were near the 'moderate (= 3 points)' level. Customers noted that the division

performed slightly below 'moderate (=3 points)' in balancing the requirements for policy enforcement and service delivery.

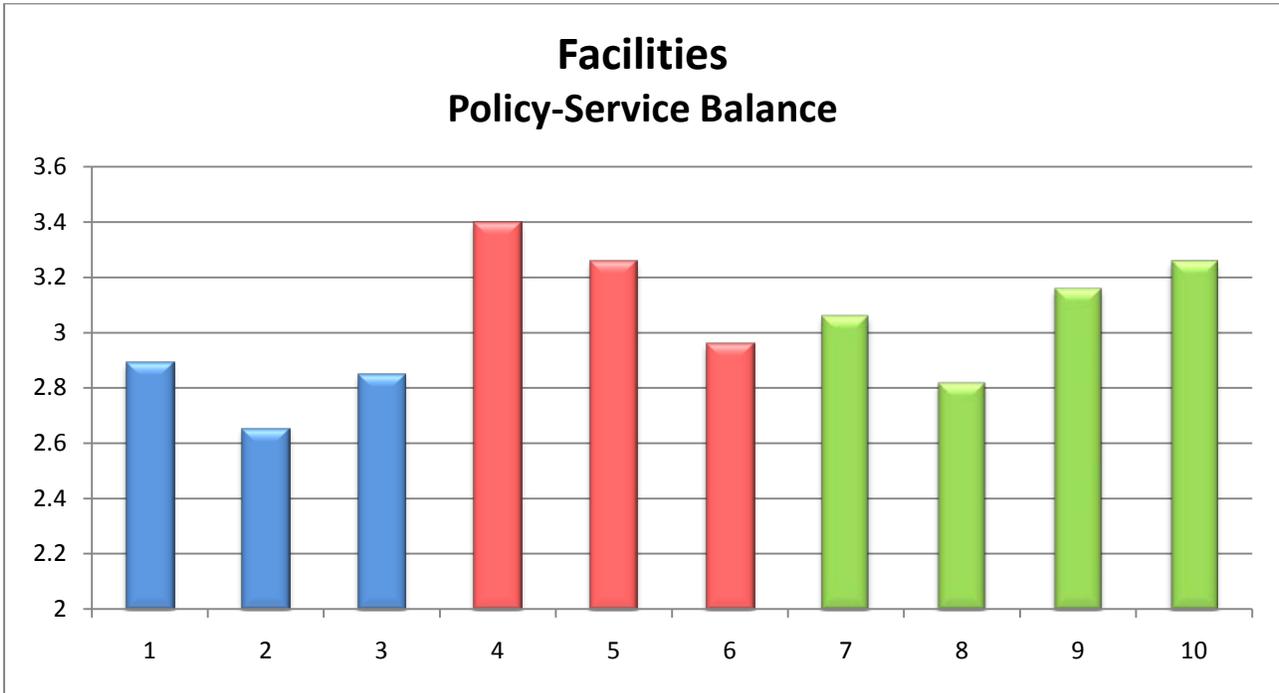
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **Facilities Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 2.89 (SD: 0.91)

Response		N	%
No extent	1	23	6.3
To a little extent	2	93	25.3
To a moderate extent	3	164	44.7
To a large extent.....	4	75	20.4
To a great extent	5	12	3.3
Total		367	100.0

*To what extent are the key policy administrators from the **Facilities Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 2.65 (SD: 1.04)

Response		N	%
No extent	1	56	14.5
To a little extent	2	111	28.7
To a moderate extent	3	149	38.5
To a large extent.....	4	53	13.7
To a great extent	5	18	4.7
Total		387	100.0

*To what extent are the key policy administrators from the **Facilities Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 2.85 (SD: 1.08)

Response		N	%
No extent	1	48	11.7
To a little extent	2	104	25.4
To a moderate extent	3	141	34.5
To a large extent.....	4	92	22.5
To a great extent	5	24	5.9
Total		409	100.0

Service Delivery Questions

*To what extent does the **Facilities Division** provide services that are valuable to our agency's overall effectiveness?*

Mean : 3.40 (SD: 0.98)

Response		N	%
No extent	1	16	3.6
To a little extent	2	62	13.8
To a moderate extent	3	148	33.0
To a large extent.....	4	172	38.3
To a great extent	5	51	11.4
Total		449	100.0

*To what extent does the **Facilities Division** provide services we could not effectively perform within our agency?*

Mean : 3.26 (SD: 1.12)

Response		N	%
No extent	1	33	7.5
To a little extent	2	78	17.7
To a moderate extent	3	129	29.3
To a large extent.....	4	143	32.5
To a great extent	5	57	13.0
Total		440	100.0

*To what extent does the **Facilities Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 2.96 (SD: 0.93)

Response		N	%
No extent	1	25	6.1
To a little extent	2	100	24.3
To a moderate extent	3	165	40.0
To a large extent.....	4	110	26.7
To a great extent	5	12	2.9
Total		412	100.0

Balance Questions

*To what extent are key policy administrators in the **Facilities Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.06 (SD: .86)

Response		N	%
No extent	1	14	3.7
To a little extent	2	80	20.9
To a moderate extent	3	172	45.0
To a large extent.....	4	100	26.2
To a great extent	5	16	4.2
Total		382	100.0

*To what extent are key policy administrators in the **Facilities Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 2.82 (SD: 1.02)

Response		N	%
No extent	1	42	10.9
To a little extent	2	98	25.5
To a moderate extent	3	150	39.1
To a large extent.....	4	77	20.1
To a great extent	5	17	4.4
Total		384	100.0

*To what extent does the **Facilities Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.16 (SD: 1.08)

Response		N	%
No extent	1	38	9.1
To a little extent	2	72	17.2
To a moderate extent	3	127	30.3
To a large extent.....	4	150	35.8
To a great extent	5	32	7.6
Total		419	100.0

To what extent does the **Facilities Division** provide services that are not a duplication of other government units?

Mean : 3.26 (SD: 1.07)

Response		N	%
No extent	1	28	6.6
To a little extent	2	70	16.5
To a moderate extent	3	135	31.8
To a large extent.....	4	144	34.0
To a great extent	5	47	11.1
Total		424	100.0

4.1. Facilities Operations and Maintenance

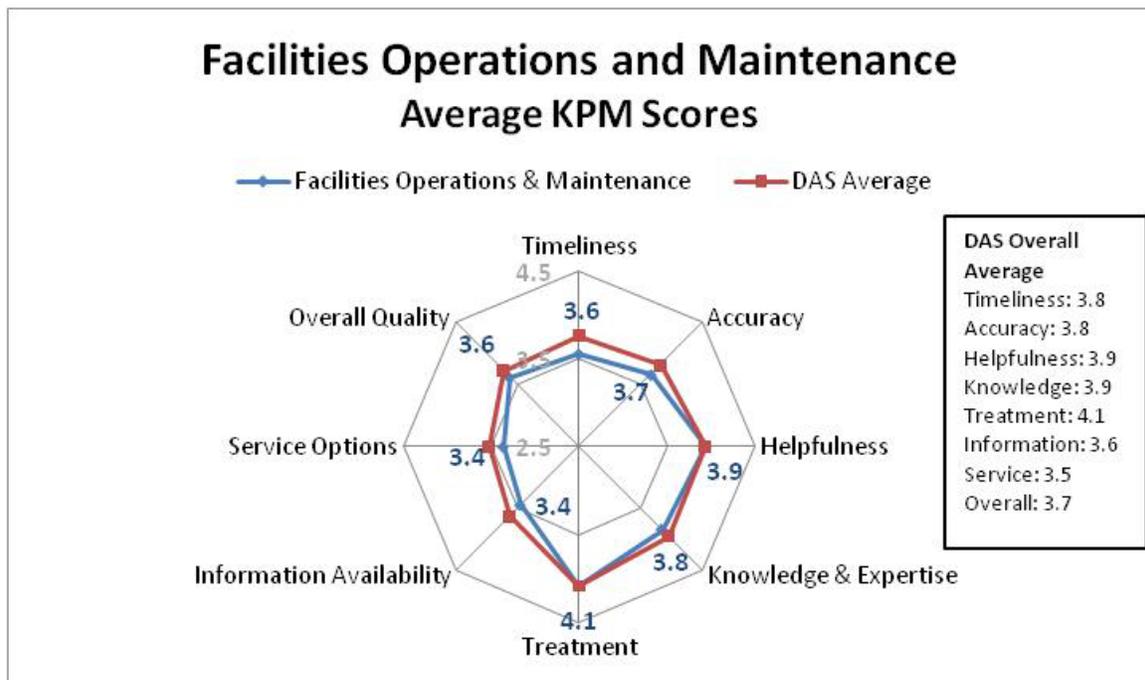
A. Level of Service Usage

Approximately how often do you use Facilities Operations and Maintenance services?

Mean: 3.86 (SD:1.57)

Response	N	%	
Rarely or never	1	20	5.4%
Once or twice a year	2	60	16.1%
1 to 4 times every 3 months/quarter	3	96	25.8%
2-4 times a month	4	65	17.5%
1-3 times a week	5	39	10.5%
Daily	6	92	24.7%
Total.....	372	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 71: Evaluate how satisfied you are on each specific dimension of quality for Facilities Operations and Maintenance:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	12	69	60	153	73	367	3.56	1.104
	%	3.3	18.8	16.3	41.7	19.9	100.0		
Accuracy	N	9	55	63	158	78	363	3.66	1.052
	%	2.5	15.2	17.4	43.5	21.5	100.0		
Helpfulness	N	11	27	62	132	129	361	3.94	1.050
	%	3.0	7.5	17.2	36.6	35.7	100.0		
Knowledge & Expertise	N	9	35	64	147	103	358	3.84	1.030
	%	2.5	9.8	17.9	41.1	28.8	100.0		
Treatment	N	10	20	50	128	153	361	4.09	1.014
	%	2.8	5.5	13.9	35.5	42.4	100.0		
Information Availability	N	13	64	88	125	61	351	3.45	1.089
	%	3.7	18.2	25.1	35.6	17.4	100.0		
Service Options	N	22	51	98	118	51	340	3.37	1.106
	%	6.5	15.0	28.8	34.7	15.0	100.0		
Overall	N	16	46	76	150	78	366	3.62	1.085
	%	4.4	12.6	20.8	41.0	21.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Facilities Operations and Maintenance** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.03 (SD: 1.13)

Response		N	%
A poor value	1	33	10.1
A less than good value	2	67	20.4
A good value.....	3	126	38.4
A very good value	4	62	18.9
A great value	5	40	12.2
Total.....		328	100

D. Impact of Service Improvement

If the **Facilities Operations and Maintenance** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a **positive impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.35 (SD: 0.85)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	8	2.2
Low impact.....	2	42	11.5
Moderate impact.....	3	153	41.8
High impact.....	4	139	38.0
Very high impact (it should be the highest priority).....	5	24	6.6
Total.....		366	100

4.2. Custodial

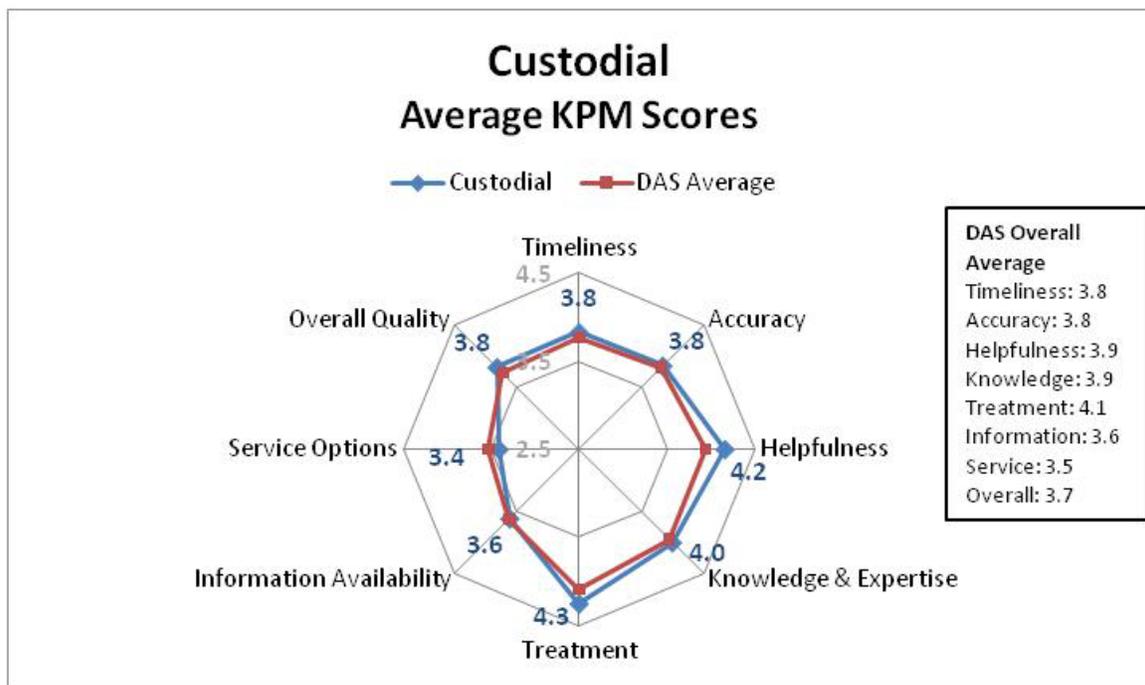
A. Level of Service Usage

Approximately how often do you use **Custodial** services?

Mean: 5.47 (SD:1.17)

Response	N	%	
Rarely or never	1	11	3.1%
Once or twice a year	2	5	1.4%
1 to 4 times every 3 months/quarter	3	13	3.7%
2-4 times a month	4	18	5.1%
1-3 times a week	5	36	10.2%
Daily	6	270	76.5%
Total.....	353	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 76: Evaluate how satisfied you are on each specific dimension of quality for Custodial:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	14	51	38	119	123	345	3.83	1.182
	%	4.1	14.8	11.0	34.5	35.7	100.0		
Accuracy	N	17	36	43	134	112	342	3.84	1.140
	%	5.0	10.5	12.6	39.2	32.7	100.0		
Helpfulness	N	9	25	35	101	164	334	4.16	1.057
	%	2.7	7.5	10.5	30.2	49.1	100.0		
Knowledge & Expertise	N	8	21	56	116	121	322	4.00	1.019
	%	2.5	6.5	17.4	36.0	37.6	100.0		
Treatment	N	8	18	32	100	177	335	4.25	.996
	%	2.4	5.4	9.6	29.9	52.8	100.0		
Information Availability	N	12	31	80	97	67	287	3.61	1.084
	%	4.2	10.8	27.9	33.8	23.3	100.0		
Service Options	N	22	54	72	77	71	296	3.41	1.240
	%	7.4	18.2	24.3	26.0	24.0	100.0		
Overall	N	17	46	42	111	123	339	3.82	1.205
	%	5.0	13.6	12.4	32.7	36.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Custodial** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.28 (SD: 1.20)

Response		N	%
A poor value	1	25	8.0
A less than good value	2	55	17.7
A good value.....	3	99	31.8
A very good value	4	71	22.8
A great value	5	61	19.6
Total.....		311	100

D. Impact of Service Improvement

If the **Custodial** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.16 (SD: 0.95)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	14	4.1
Low impact.....	2	62	18.0
Moderate impact.....	3	148	42.9
High impact.....	4	95	27.5
Very high impact (it should be the highest priority).....	5	26	7.5
Total.....		345	100

4.3. Leasing

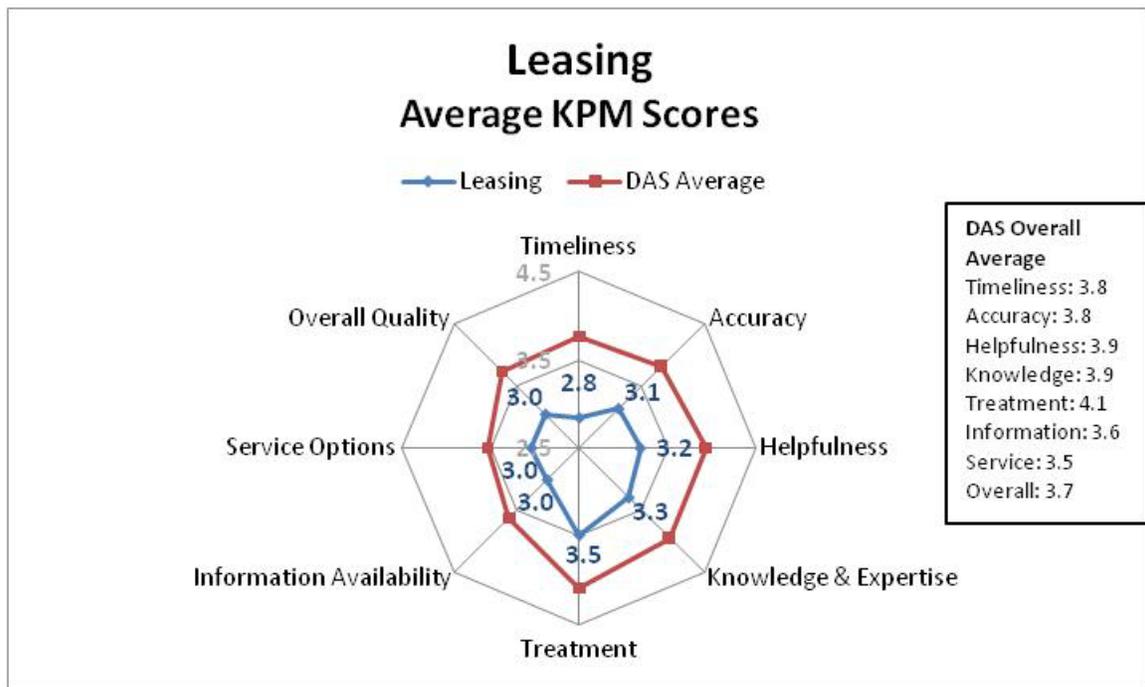
A. Level of Service Usage

*Approximately how often do you use **Leasing** services?*

Mean: 2.80 (SD:1.50)

Response	N	%	
Rarely or never	1	19	17.9%
Once or twice a year	2	37	34.9%
1 to 4 times every 3 months/quarter	3	22	20.8%
2-4 times a month	4	13	12.3%
1-3 times a week	5	4	3.8%
Daily	6	11	10.4%
Total.....	106	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 81: Evaluate how satisfied you are on each specific dimension of quality for Leasing:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	14	24	28	19	9	94	2.84	1.194
	%	14.9	25.5	29.8	20.2	9.6	100.0		
Accuracy	N	11	19	28	19	17	94	3.13	1.263
	%	11.7	20.2	29.8	20.2	18.1	100.0		
Helpfulness	N	7	19	33	19	16	94	3.19	1.167
	%	7.4	20.2	35.1	20.2	17.0	100.0		
Knowledge & Expertise	N	7	17	32	19	20	95	3.29	1.202
	%	7.4	17.9	33.7	20.0	21.1	100.0		
Treatment	N	6	14	23	29	21	93	3.48	1.185
	%	6.5	15.1	24.7	31.2	22.6	100.0		
Information Availability	N	9	23	33	18	12	95	3.01	1.153
	%	9.5	24.2	34.7	18.9	12.6	100.0		
Service Options	N	10	22	30	20	13	95	3.04	1.193
	%	10.5	23.2	31.6	21.1	13.7	100.0		
Overall	N	11	21	34	17	15	98	3.04	1.209
	%	11.2	21.4	34.7	17.3	15.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Leasing** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.49 (SD: 1.21)

Response	N	%
A poor Value	1	20 23.8%
A less than good value	2	25 29.8%
A good value.....	3	25 29.8%
A very good value	4	6 7.1%
A great value	5	8 9.5%
Total.....	84	100%

D. Impact of Service Improvement

If the **Leasing** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.23 (SD: 1.04)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	7 7.3%
Low impact.....	2	13 13.5%
Moderate impact.....	3	36 37.5%
High impact.....	4	31 32.3%
Very high impact (it should be the highest priority).....	5	9 9.4%
Total.....	96	100%

4.4. Planning and Construction Management

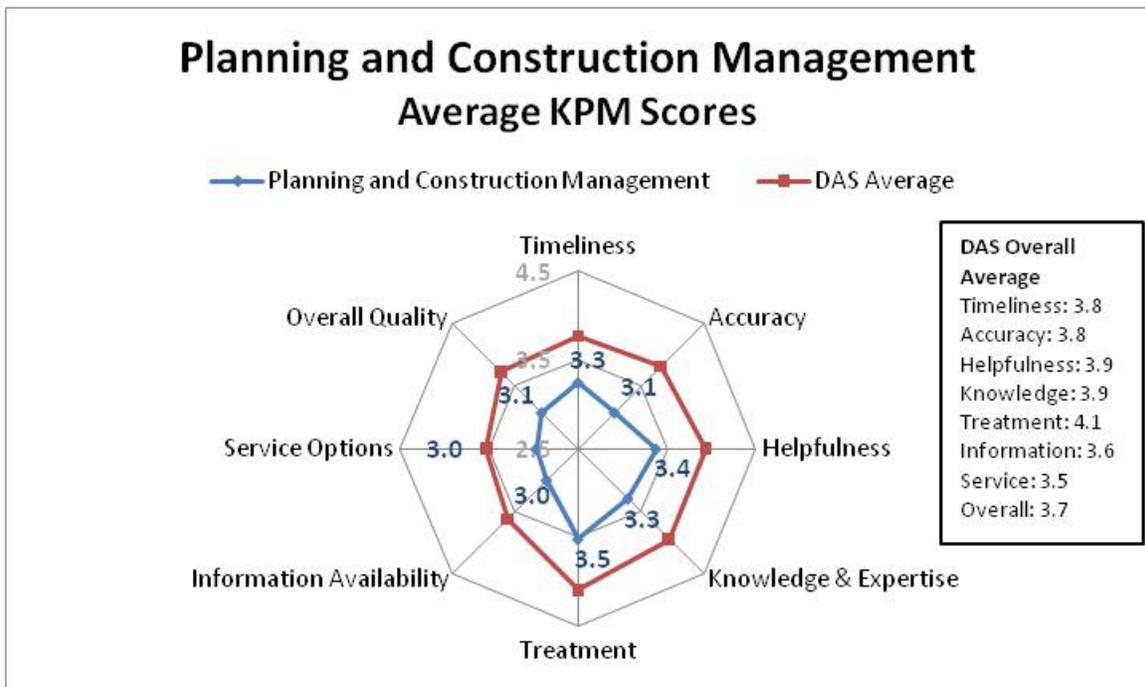
A. Level of Service Usage

*Approximately how often do you use **Planning and Construction Management** services?*

Mean: 2.60 (SD:1.22)

Response	N	%
Rarely or never	1	14 17.5%
Once or twice a year	2	28 35.0%
1 to 4 times every 3 months/quarter	3	22 27.5%
2-4 times a month	4	11 13.8%
1-3 times a week	5	2 2.5%
Daily	6	3 3.8%
Total.....	80	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 86: Evaluate how satisfied you are on each specific dimension of quality for Planning and Construction Management:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	7	15	26	11	14	73	3.14	1.228
	%	9.6	20.5	35.6	15.1	19.2	100.0		
Accuracy	N	7	20	23	10	15	75	3.08	1.260
	%	9.3	26.7	30.7	13.3	20.0	100.0		
Helpfulness	N	5	11	25	17	16	74	3.38	1.179
	%	6.8	14.9	33.8	23.0	21.6	100.0		
Knowledge & Expertise	N	8	13	22	13	19	75	3.29	1.313
	%	10.7	17.3	29.3	17.3	25.3	100.0		
Treatment	N	8	5	23	18	21	75	3.52	1.267
	%	10.7	6.7	30.7	24.0	28.0	100.0		
Information Availability	N	10	20	18	12	14	74	3.00	1.324
	%	13.5	27.0	24.3	16.2	18.9	100.0		
Service Options	N	11	19	17	15	12	74	2.97	1.314
	%	14.9	25.7	23.0	20.3	16.2	100.0		
Overall	N	10	17	20	13	15	75	3.08	1.323
	%	13.3	22.7	26.7	17.3	20.0	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Planning and Construction Management** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.55 (SD: 1.23)

Response	N	%
A poor value	15	22.4%
A less than good value	20	29.9%
A good value.....	19	28.4%
A very good value	6	9.0%
A great value	7	10.4%
Total.....	67	100%

D. Impact of Service Improvement

If the **Planning and Construction Management** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.19 (SD: 1.08)

Response	N	%
Little or no impact (it should be the lowest priority).....	7	9.1%
Low impact.....	10	13.0%
Moderate impact.....	28	36.4%
High impact.....	25	32.5%
Very high impact (it should be the highest priority).....	7	9.1%
Total.....	77	100%

4.5. Statewide Facilities Planning and Energy Conservation

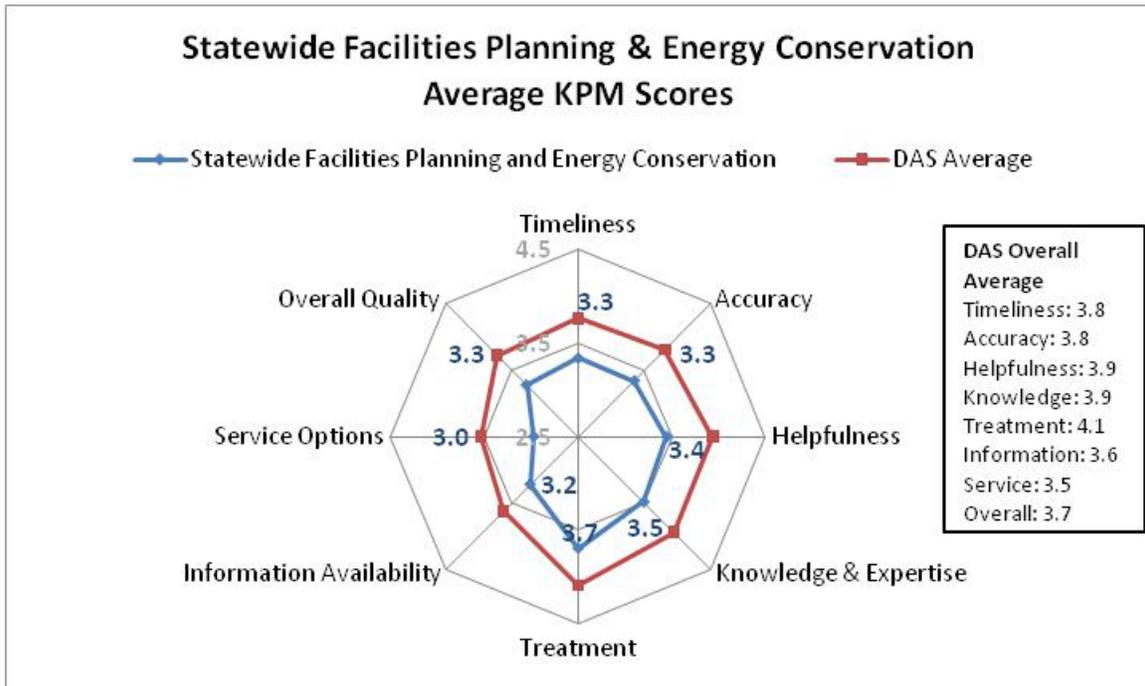
A. Level of Service Usage

Approximately how often do you use **Statewide Facilities Planning and Energy Conservation** services?

Mean: 2.94 (SD:1.56)

Response	N	%	
Rarely or never	1	23	19.2%
Once or twice a year	2	29	24.2%
1 to 4 times every 3 months/quarter	3	35	29.2%
2-4 times a month	4	14	11.7%
1-3 times a week	5	3	2.5%
Daily	6	16	13.3%
Total.....	120	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 91: Evaluate how satisfied you are on each specific dimension of quality for Statewide Facilities Planning and Energy Conservation:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	5	15	35	33	13	101	3.34	1.042
	%	5.0	14.9	34.7	32.7	12.9	100.0		
Accuracy	N	2	17	39	32	12	102	3.34	.960
	%	2.0	16.7	38.2	31.4	11.8	100.0		
Helpfulness	N	4	15	35	28	20	102	3.44	1.086
	%	3.9	14.7	34.3	27.5	19.6	100.0		
Knowledge & Expertise	N	3	16	29	32	19	99	3.48	1.073
	%	3.0	16.2	29.3	32.3	19.2	100.0		
Treatment	N	3	8	27	42	21	101	3.69	.987
	%	3.0	7.9	26.7	41.6	20.8	100.0		
Information Availability	N	8	20	32	29	15	104	3.22	1.149
	%	7.7	19.2	30.8	27.9	14.4	100.0		
Service Options	N	10	28	33	21	12	104	2.97	1.153
	%	9.6	26.9	31.7	20.2	11.5	100.0		
Overall	N	3	20	38	31	12	104	3.28	1.000
	%	2.9	19.2	36.5	29.8	11.5	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Facilities Planning and Energy Conservation** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.66 (SD: 1.05)

Response	N	%
A poor value	1	9.3
A less than good value	2	39
A good value.....	3	34
A very good value	4	6
A great value	5	9
Total.....	97	100

D. Impact of Service Improvement

If the **Statewide Facilities Planning and Energy Conservation** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.01 (SD: 1.05)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	11
Low impact.....	2	22
Moderate impact.....	3	40
High impact.....	4	33
Very high impact (it should be the highest priority).....	5	6
Total.....	112	100

4.6. Parking and Commuting Services

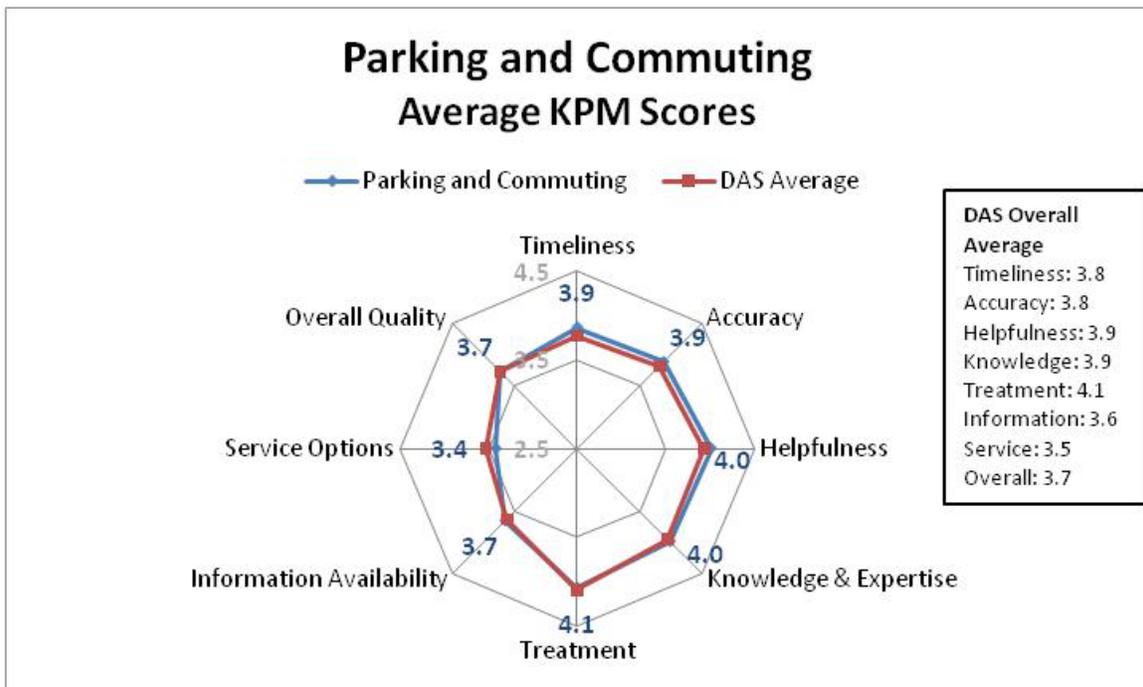
A. Level of Service Usage

Approximately how often do you use Parking and Commuting Services?

Mean: 4.65 (SD:1.65)

Response	N	%	
Rarely or never	1	8	2.5%
Once or twice a year	2	44	13.8%
1 to 4 times every 3 months/quarter	3	46	14.4%
2-4 times a month	4	28	8.8%
1-3 times a week	5	21	6.6%
Daily	6	173	54.1%
Total.....	320	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 96: Evaluate how satisfied you are on each specific dimension of quality for Parking and Commuting:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	13	24	53	100	101	291	3.87	1.117
	%	4.5	8.2	18.2	34.4	34.7	100.0		
Accuracy	N	10	23	55	108	96	292	3.88	1.063
	%	3.4	7.9	18.8	37.0	32.9	100.0		
Helpfulness	N	13	24	33	104	124	298	4.01	1.116
	%	4.4	8.1	11.1	34.9	41.6	100.0		
Knowledge & Expertise	N	10	14	58	96	111	289	3.98	1.046
	%	3.5	4.8	20.1	33.2	38.4	100.0		
Treatment	N	9	22	35	105	127	298	4.07	1.053
	%	3.0	7.4	11.7	35.2	42.6	100.0		
Information Availability	N	15	47	46	98	84	290	3.65	1.202
	%	5.2	16.2	15.9	33.8	29.0	100.0		
Service Options	N	29	46	61	77	74	287	3.42	1.301
	%	10.1	16.0	21.3	26.8	25.8	100.0		
Overall	N	14	38	58	99	95	304	3.73	1.162
	%	4.6	12.5	19.1	32.6	31.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Parking and Commuting** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.06 (SD: 1.14)

Response		N	%
A poor value	1	28	10.0
A less than good value	2	49	17.5
A good value.....	3	120	42.9
A very good value	4	43	15.4
A great value	5	40	14.3
Total.....		280	100

D. Impact of Service Improvement

If the **Parking and Commuting** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.10 (SD: 1.07)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	26	8.4
Low impact.....	2	50	16.2
Moderate impact.....	3	133	43.0
High impact.....	4	66	21.4
Very high impact (it should be the highest priority).....	5	34	11.0
Total.....		309	100

5. Human Resource Services Division

Division Summary

Human Resources Division has six services: (1) Classification and Compensation, (2) HR Management and Consultation, (3) HR Information Systems and Services, (4) Labor Relations and Contract Negotiations, (5) Executive Recruitment, and (6) Statewide Training.

Customers rated the quality of each service on the 8 dimensions of service key performance measures (KPM) using 5 point scale (1= very dissatisfied to 5= very satisfied). Customers rated the level of courtesy and professional treatment provided by employees (Treatment) the highest within Classification and Compensation, HR Management and Consultation, HR Information Systems and Services, and Statewide Training, indicating that they were slightly less than 'satisfied (=4 points).' Labor Relations and Contract Negotiation, and Management and Consultation services were both rated highest for conveying knowledge and expertise regarding services. Executive Recruitment was rated highest for helpfulness, at 3.5, indicating that customers typically fell somewhere between 'neither satisfied nor dissatisfied (=3 points),' and 'satisfied (=4 points).' For all the services in the division, customers rated their ability to fit service offerings to the customers' needs (Service Options) the lowest. However, the services still received scores indicating customers were 'neither satisfied nor dissatisfied (=3 points).' For Classification and Compensation, Labor Relations and Contract Negotiations, and Executive Recruitment, all KPM ratings are lower than the DAS overall average. For the other three services, the KPM ratings were similar to the overall DAS average, illustrated by the spider charts below.

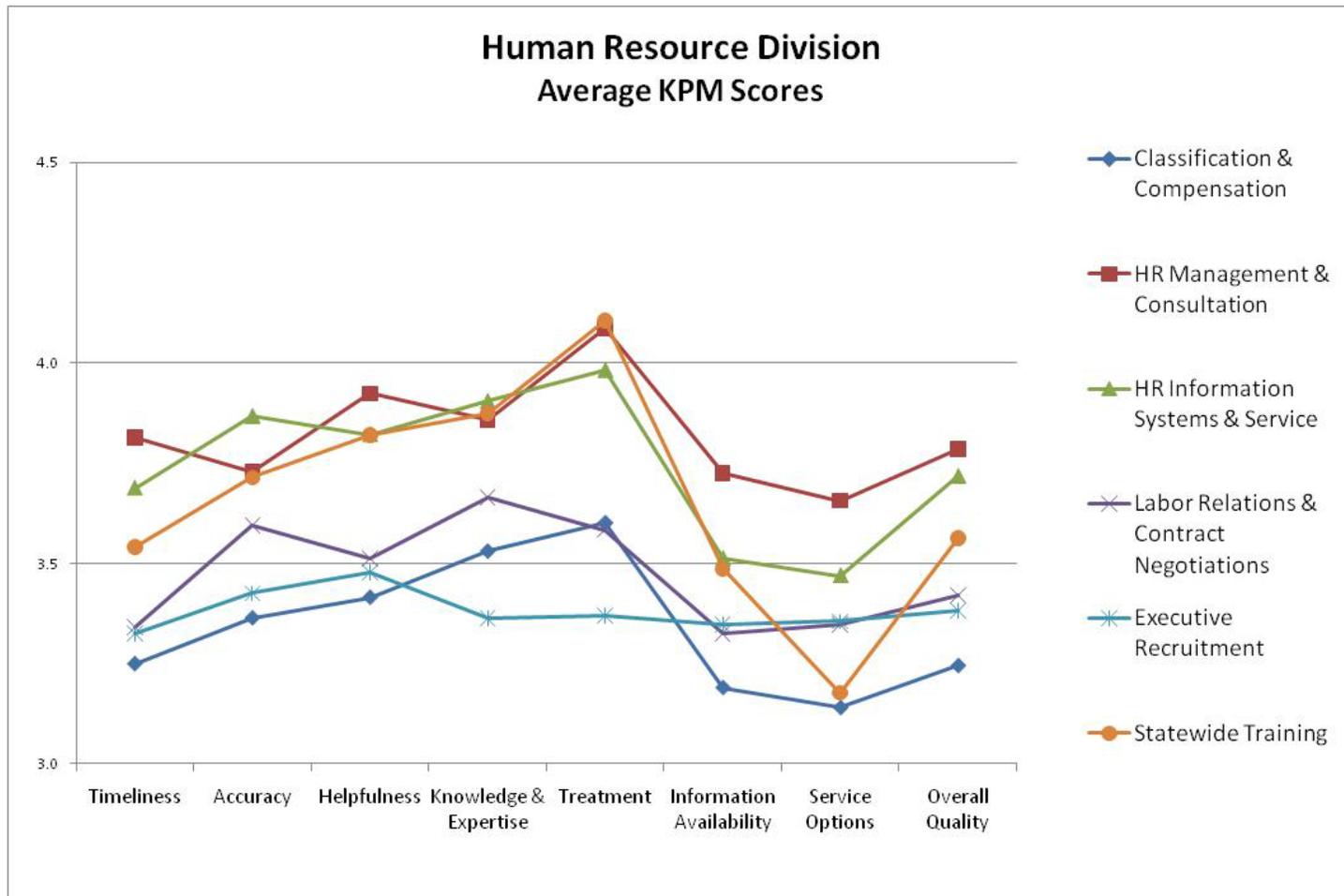
Customers also assessed the value of the services provided in the Human Resource Division, considering the costs (e.g. financial, human resources, time) and the benefits (e.g. quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). All three services were rated as slightly over 'a good value (=3 points),' and were slightly higher than the overall DAS rating of 3.03.

Customers rated the potential impact of improving a given service (1= little or no impact, to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. All three services were rated around 3.5 points, indicating that the impact of improving these services would be slightly greater than 'moderate (=3 points).'

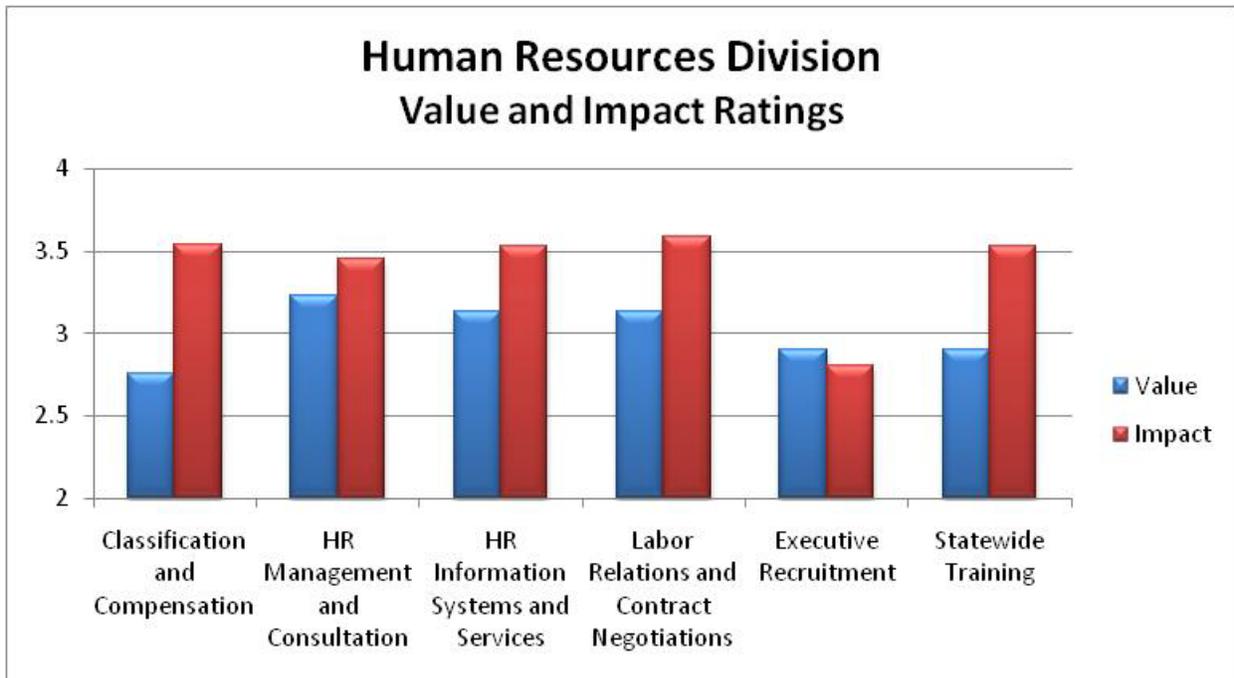
Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). In general, customers noted that the Human Resource Division's

contribution to policy decision-making is close to 'moderate (= 3 points).' The effectiveness of services they provide are also near 'moderate (=3 points).' The customers noted that the HR division performed slightly above the 'moderate (=3 points)' level in balancing the requirements for policy enforcement and service delivery, with means ranging between 3 and 3.5.

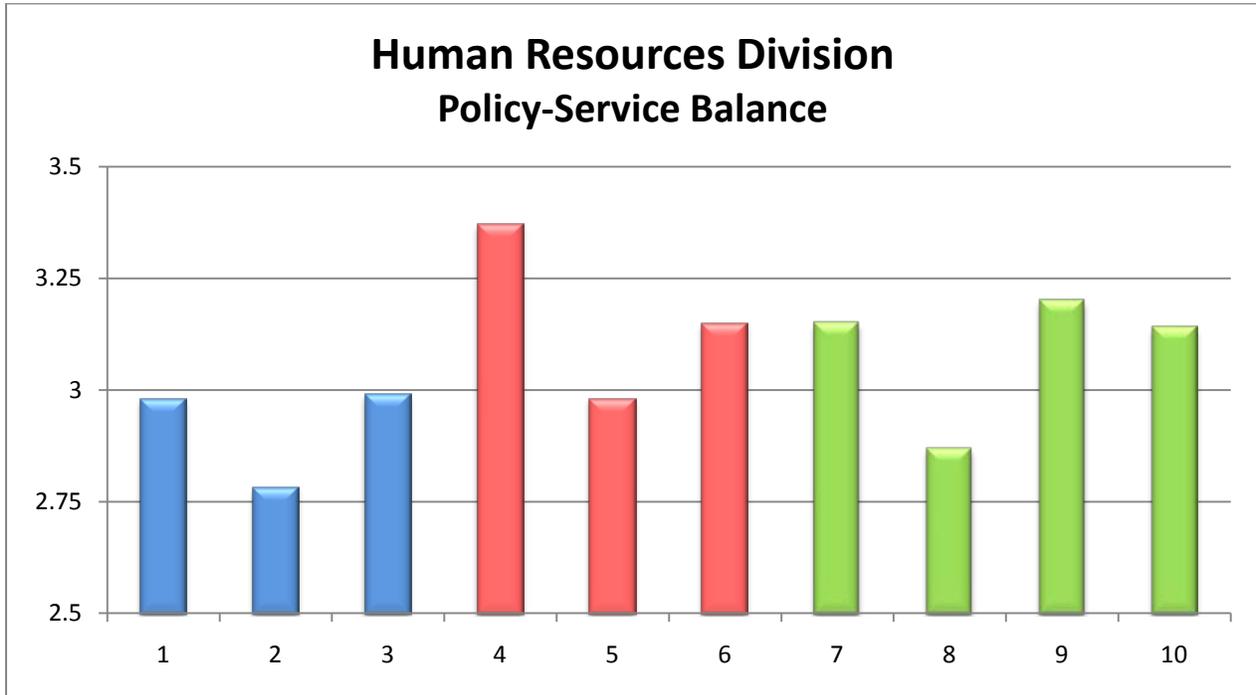
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **Human Resources Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 2.98 (SD: 1.02)

Response		N	%
No extent	1	26	7.2
To a little extent	2	90	24.9
To a moderate extent	3	137	38.0
To a large extent.....	4	83	23.0
To a great extent	5	25	6.9
Total		361	100.0

*To what extent are the key policy administrators from the **Human Resources Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 2.78 (SD: 1.14)

Response		N	%
No extent	1	55	14.6
To a little extent	2	99	26.3
To a moderate extent	3	126	33.5
To a large extent.....	4	67	17.8
To a great extent	5	29	7.7
Total		376	100.0

*To what extent are the key policy administrators from the **Human Resources Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 2.99 (SD: 1.09)

Response		N	%
No extent	1	36	9.3
To a little extent	2	93	24.0
To a moderate extent	3	129	33.3
To a large extent.....	4	97	25.1
To a great extent	5	32	8.3
Total		387	100.0

Service Delivery Questions

*To what extent does the **Human Resources Division** provide services that are valuable to our agency's overall effectiveness?*

Mean : 3.37 (SD: 1.09)

Response		N	%
No extent	1	20	4.9
To a little extent	2	68	16.6
To a moderate extent	3	125	30.5
To a large extent.....	4	131	32.0
To a great extent	5	66	16.1
Total		410	100.0

*To what extent does the **Human Resources Division** provide services we could not effectively perform within our agency?*

Mean : 2.98 (SD: 1.18)

Response		N	%
No extent	1	55	13.7
To a little extent	2	77	19.2
To a moderate extent	3	128	31.9
To a large extent.....	4	102	25.4
To a great extent	5	39	9.7
Total		401	100.0

*To what extent does the **Human Resources Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 3.15 (SD: 1.08)

Response		N	%
No extent	1	27	6.8
To a little extent	2	83	21.0
To a moderate extent	3	128	32.4
To a large extent.....	4	116	29.4
To a great extent	5	41	10.4
Total		395	100.0

Balance Questions

*To what extent are key policy administrators in the **Human Resources Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.15 (SD: .97)

Response		N	%
No extent	1	14	3.7
To a little extent	2	76	20.3
To a moderate extent	3	156	41.6
To a large extent.....	4	97	25.9
To a great extent	5	32	8.5
Total		375	100.0

*To what extent are key policy administrators in the **Human Resources Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 2.87 (SD: 1.08)

Response		N	%
No extent	1	43	11.5
To a little extent	2	89	23.7
To a moderate extent	3	138	36.8
To a large extent.....	4	81	21.6
To a great extent	5	24	6.4
Total		375	100.0

*To what extent does the **Human Resources Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.20 (SD: 1.18)

Response		N	%
No extent	1	43	11.0
To a little extent	2	61	15.6
To a moderate extent	3	114	29.2
To a large extent.....	4	121	30.9
To a great extent	5	52	13.3
Total		391	100.0

To what extent does the **Human Resources Division** provide services that are not a duplication of other government units?

Mean : 3.14 (SD: 1.11)

Response		N	%
No extent	1	34	8.7
To a little extent	2	73	18.6
To a moderate extent	3	130	33.2
To a large extent.....	4	112	28.6
To a great extent	5	43	11.0
Total		392	100.0

5.1. Classification and Compensation

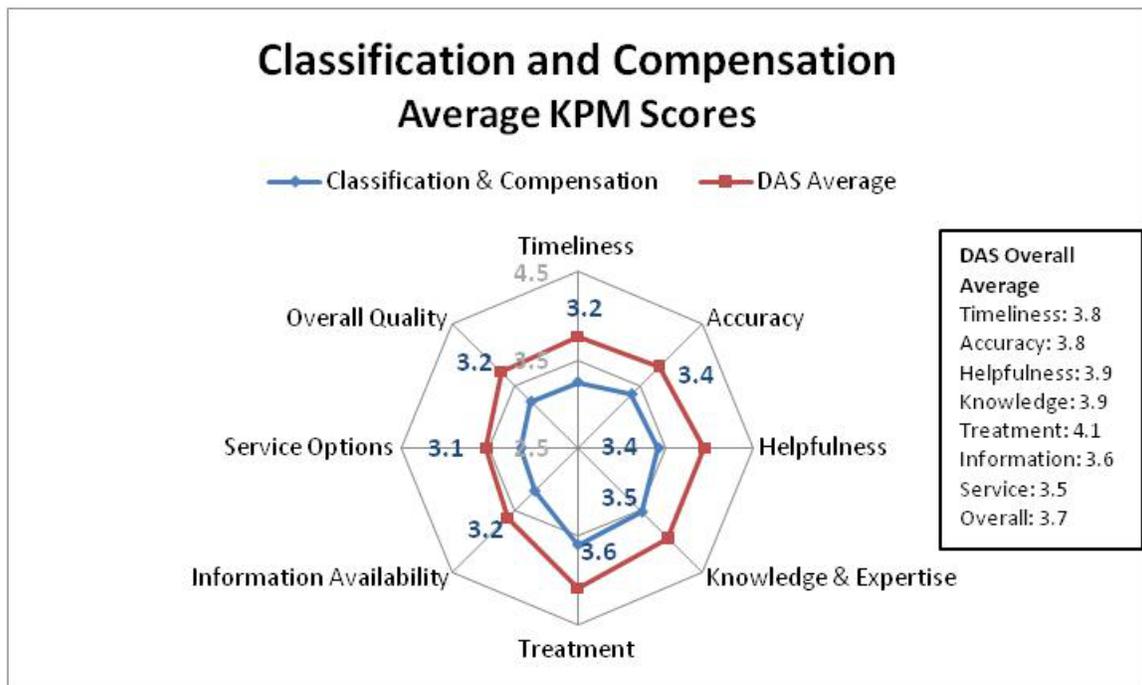
A. Level of Service Usage

*Approximately how often do you use **Classification and Compensation** services?*

Mean: 2.80 (SD:1.22)

Response	N	%	
Rarely or never	1	40	14.2%
Once or twice a year	2	81	28.8%
1 to 4 times every 3 months/quarter	3	88	31.3%
2-4 times a month	4	49	17.4%
1-3 times a week	5	14	5.0%
Daily	6	9	3.2%
Total.....	281	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 101: Evaluate how satisfied you are on each specific dimension of quality for Classification and Compensation:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	22	57	60	78	44	261	3.25	1.213
	%	8.4	21.8	23.0	29.9	16.9	100.0		
Accuracy	N	17	43	71	80	45	256	3.36	1.150
	%	6.6	16.8	27.7	31.3	17.6	100.0		
Helpfulness	N	22	38	64	79	55	258	3.41	1.217
	%	8.5	14.7	24.8	30.6	21.3	100.0		
Knowledge & Expertise	N	14	36	66	73	62	251	3.53	1.171
	%	5.6	14.3	26.3	29.1	24.7	100.0		
Treatment	N	13	33	60	83	64	253	3.60	1.149
	%	5.1	13.0	23.7	32.8	25.3	100.0		
Information Availability	N	26	56	63	80	39	264	3.19	1.212
	%	9.8	21.2	23.9	30.3	14.8	100.0		
Service Options	N	21	52	78	71	29	251	3.14	1.128
	%	8.4	20.7	31.1	28.3	11.6	100.0		
Overall	N	27	46	65	84	40	262	3.24	1.210
	%	10.3	17.6	24.8	32.1	15.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Classification and Compensation** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.76 (SD: 1.23)

Response	N	%	
A poor value	1	41	16.7
A less than good value	2	68	27.6
A good value.....	3	76	30.9
A very good value	4	30	12.2
A great value	5	31	12.6
Total.....	246	100	

D. Impact of Service Improvement

If the **Classification and Compensation** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.54 (SD: 0.91)

Response	N	%	
Little or no impact (it should be the lowest priority).....	1	8	2.9
Low impact.....	2	22	8.0
Moderate impact.....	3	90	33.1
High impact.....	4	119	43.8
Very high impact (it should be the highest priority).....	5	33	12.1
Total.....	272	100	

5.2. HR Management and Consultation

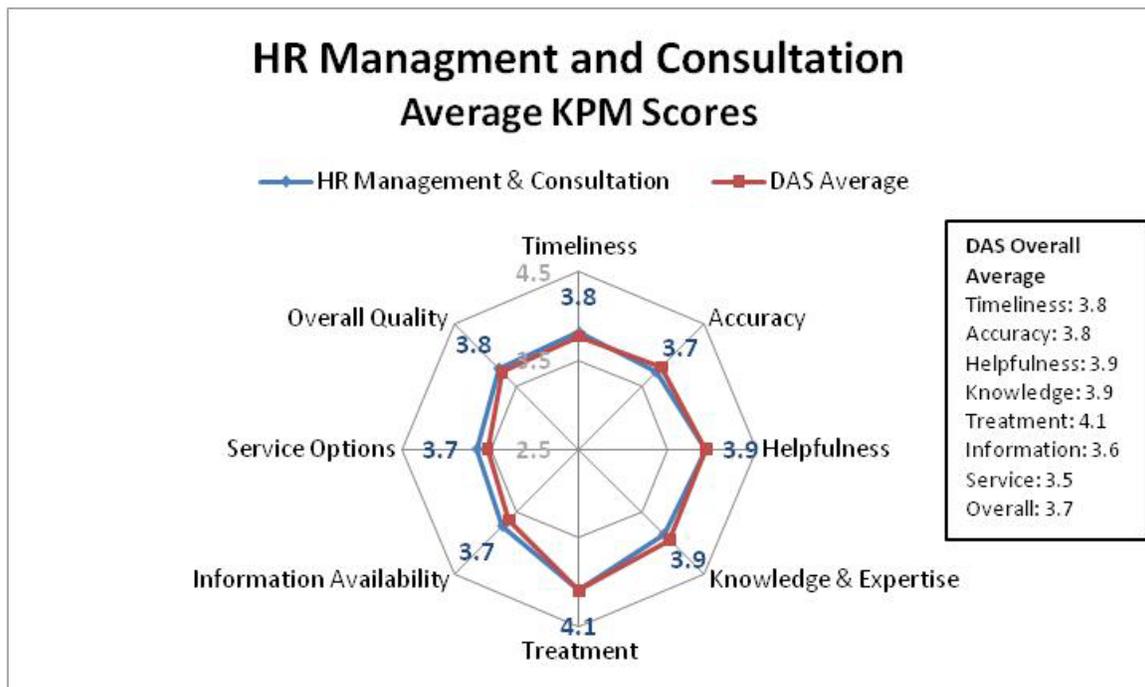
A. Level of Service Usage

Approximately how often do you use HR Management and Consultation services?

Mean: 3.12 (SD:1.24)

Response	N	%	
Rarely or never	1	26	10.1%
Once or twice a year	2	59	22.9%
1 to 4 times every 3 months/quarter	3	70	27.1%
2-4 times a month	4	73	28.3%
1-3 times a week	5	21	8.1%
Daily	6	9	3.5%
Total.....	258	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 106: Evaluate how satisfied you are on each specific dimension of quality for Human Resources Management and Consultation:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	8	28	43	91	77	247	3.81	1.096
	%	3.2	11.3	17.4	36.8	31.2	100.0		
Accuracy	N	10	36	45	76	80	247	3.73	1.177
	%	4.0	14.6	18.2	30.8	32.4	100.0		
Helpfulness	N	7	30	38	74	100	249	3.92	1.135
	%	2.8	12.0	15.3	29.7	40.2	100.0		
Knowledge & Expertise	N	8	29	47	68	94	246	3.86	1.150
	%	3.3	11.8	19.1	27.6	38.2	100.0		
Treatment	N	10	14	30	83	109	246	4.09	1.075
	%	4.1	5.7	12.2	33.7	44.3	100.0		
Information Availability	N	12	27	57	72	79	247	3.72	1.164
	%	4.9	10.9	23.1	29.1	32.0	100.0		
Service Options	N	9	36	48	69	68	230	3.66	1.171
	%	3.9	15.7	20.9	30.0	29.6	100.0		
Overall	N	11	28	48	77	84	248	3.79	1.159
	%	4.4	11.3	19.4	31.0	33.9	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **HR Management Consultation** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.23 (SD: 1.22)

Response		N	%
A poor value	1	20	8.4
A less than good value	2	45	18.9
A good value.....	3	84	35.3
A very good value	4	39	16.4
A great value	5	50	21.0
Total.....		238	100

D. Impact of Service Improvement

*If the **HR Management Consultation** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.45 (SD: .99)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	10	4.0
Low impact.....	2	30	12.0
Moderate impact.....	3	81	32.3
High impact.....	4	98	39.0
Very high impact (it should be the highest priority).....	5	32	12.7
Total.....		251	100

5.3. HR Information Systems and Services

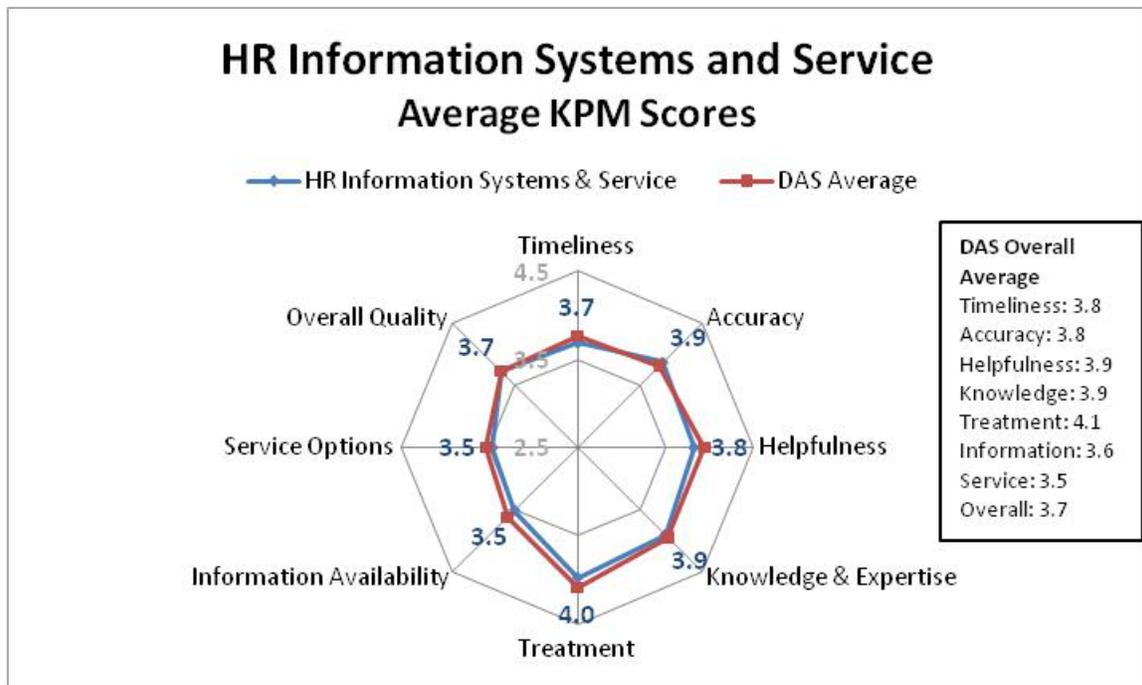
A. Level of Service Usage

Approximately how often do you use HR Information Systems and Service?

Mean: 3.46 (SD:1.36)

Response	N	%	
Rarely or never	1	9	5.0%
Once or twice a year	2	41	22.7%
1 to 4 times every 3 months/quarter	3	43	23.8%
2-4 times a month	4	53	29.3%
1-3 times a week	5	15	8.3%
Daily	6	20	11.0%
Total.....	181	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 111: Evaluate how satisfied you are on each specific dimension of quality for Human Resources Information Systems and Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	25	25	74	40	170	3.69	1.095
	%	3.5	14.7	14.7	43.5	23.5	100.0		
Accuracy	N	5	13	27	75	46	166	3.87	1.006
	%	3.0	7.8	16.3	45.2	27.7	100.0		
Helpfulness	N	8	18	27	58	57	168	3.82	1.155
	%	4.8	10.7	16.1	34.5	33.9	100.0		
Knowledge & Expertise	N	1	20	26	68	53	168	3.90	.998
	%	.6	11.9	15.5	40.5	31.5	100.0		
Treatment	N	3	14	30	59	64	170	3.98	1.023
	%	1.8	8.2	17.6	34.7	37.6	100.0		
Information Availability	N	12	28	29	57	40	166	3.51	1.230
	%	7.2	16.9	17.5	34.3	24.1	100.0		
Service Options	N	12	26	34	54	36	162	3.47	1.212
	%	7.4	16.0	21.0	33.3	22.2	100.0		
Overall	N	8	17	34	67	44	170	3.72	1.100
	%	4.7	10.0	20.0	39.4	25.9	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **HR Information Systems and Services** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.13 (SD: 1.19)

Response	N	%
A poor value	12	7.6
A less than good value	35	22.3
A good value.....	60	38.2
A very good value	20	12.7
A great value	30	19.1
Total.....	157	100

D. Impact of Service Improvement

*If the **HR Information Systems and Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.53 (SD: .87)

Response	N	%
Little or no impact (it should be the lowest priority).....	2	1.2
Low impact.....	15	8.7
Moderate impact.....	66	38.4
High impact.....	67	39.0
Very high impact (it should be the highest priority).....	22	12.8
Total.....	172	100

5.4. Labor Relations and Contract Negotiations

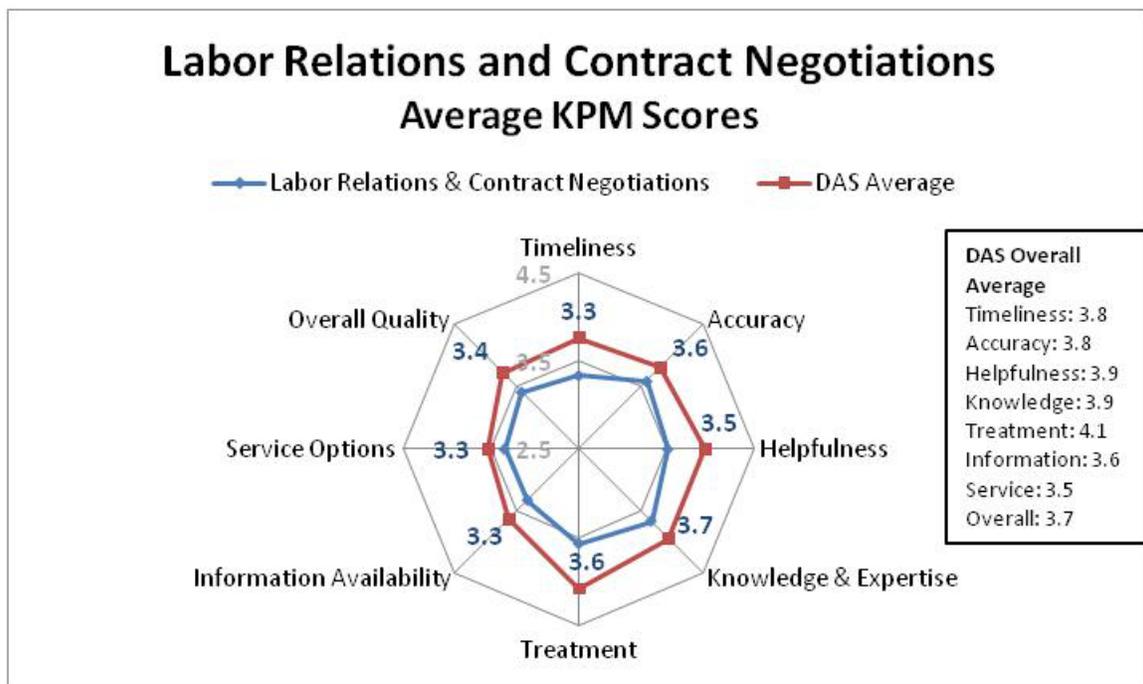
A. Level of Service Usage

Approximately how often do you use **Labor Relations and Contract Negotiations** services?

Mean: 2.85 (SD:1.25)

Response	N	%
Rarely or never	23	13.9%
Once or twice a year	52	31.3%
1 to 4 times every 3 months/quarter	37	22.3%
2-4 times a month	38	22.9%
1-3 times a week	13	7.8%
Daily	3	1.8%
Total.....	166	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 116: Evaluate how satisfied you are on each specific dimension of quality for Labor Relations and Contract Negotiations:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	13	25	37	56	24	155	3.34	1.170
	%	8.4	16.1	23.9	36.1	15.5	100.0		
Accuracy	N	11	14	37	55	36	153	3.59	1.155
	%	7.2	9.2	24.2	35.9	23.5	100.0		
Helpfulness	N	14	18	38	43	41	154	3.51	1.254
	%	9.1	11.7	24.7	27.9	26.6	100.0		
Knowledge & Expertise	N	10	17	36	44	48	155	3.66	1.208
	%	6.5	11.0	23.2	28.4	31.0	100.0		
Treatment	N	15	16	32	49	44	156	3.58	1.265
	%	9.6	10.3	20.5	31.4	28.2	100.0		
Information Availability	N	16	26	32	52	28	154	3.32	1.247
	%	10.4	16.9	20.8	33.8	18.2	100.0		
Service Options	N	17	16	36	60	21	150	3.35	1.187
	%	11.3	10.7	24.0	40.0	14.0	100.0		
Overall	N	17	20	33	54	33	157	3.42	1.256
	%	10.8	12.7	21.0	34.4	21.0	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Labor Relations & Contract Negotiations** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.13 (SD: 1.20)

Response	N	%
A poor value	14	9.3
A less than good value	33	21.9
A good value.....	47	31.1
A very good value	33	21.9
A great value	24	15.9
Total.....	151	100

D. Impact of Service Improvement

*If the **Labor Relations & Contract Negotiations** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a **positive impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.59 (SD: 1.03)

Response	N	%
Little or no impact (it should be the lowest priority).....	5	3.1
Low impact.....	16	10.1
Moderate impact.....	51	32.1
High impact.....	54	34.0
Very high impact (it should be the highest priority).....	33	20.8
Total.....	159	100

5.5. Executive Recruitment

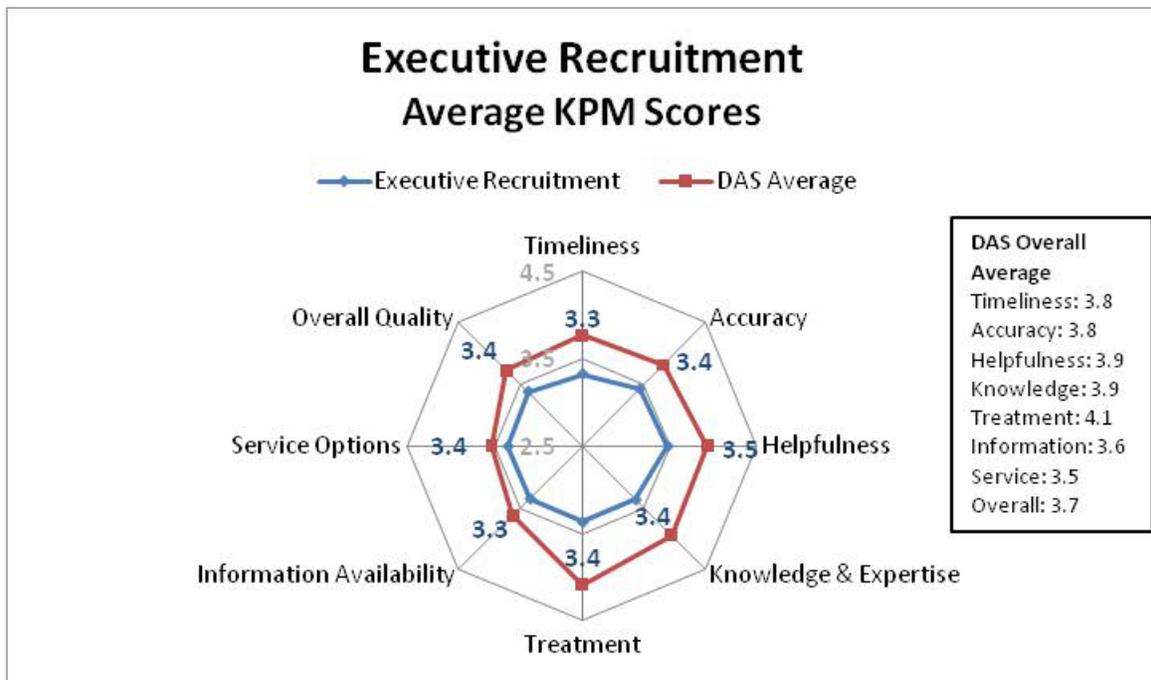
A. Level of Service Usage

Approximately how often do you use Executive Recruitment services?

Mean: 1.93 (SD:1.23)

Response	N	%
Rarely or never	1	31 52.5%
Once or twice a year	2	13 22.0%
1 to 4 times every 3 months/quarter	3	6 10.2%
2-4 times a month	4	6 10.2%
1-3 times a week	5	3 5.1%
Daily	6	0 0%
Total.....	59	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 121: Evaluate how satisfied you are on each specific dimension of quality for Executive Recruitment:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	6	19	13	6	46	3.33	1.012
	%	4.3	13.0	41.3	28.3	13.0	100.0		
Accuracy	N	2	8	16	10	11	47	3.43	1.156
	%	4.3	17.0	34.0	21.3	23.4	100.0		
Helpfulness	N	2	6	18	8	12	46	3.48	1.150
	%	4.3	13.0	39.1	17.4	26.1	100.0		
Knowledge & Expertise	N	2	8	16	8	10	44	3.36	1.163
	%	4.5	18.2	36.4	18.2	22.7	100.0		
Treatment	N	4	6	15	11	10	46	3.37	1.218
	%	8.7	13.0	32.6	23.9	21.7	100.0		
Information Availability	N	2	9	15	11	9	46	3.35	1.140
	%	4.3	19.6	32.6	23.9	19.6	100.0		
Service Options	N	3	6	18	8	10	45	3.36	1.171
	%	6.7	13.3	40.0	17.8	22.2	100.0		
Overall	N	3	7	17	9	11	47	3.38	1.190
	%	6.4	14.9	36.2	19.1	23.4	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Executive Recruitment** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.90 (SD: 1.18)

Response	N	%
A poor value	5	12.2%
A less than good value	10	24.4%
A good value.....	15	36.6%
A very good value	6	14.6%
A great value	5	12.2%
Total.....	41	100%

D. Impact of Service Improvement

*If the **Executive Recruitment** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 2.80 (SD: 1.18)

Response	N	%
Little or no impact (it should be the lowest priority).....	9	17.6%
Low impact.....	11	21.6%
Moderate impact.....	15	29.4%
High impact.....	13	25.5%
Very high impact (it should be the highest priority).....	3	5.9%
Total.....	51	100%

5.6. Statewide Training

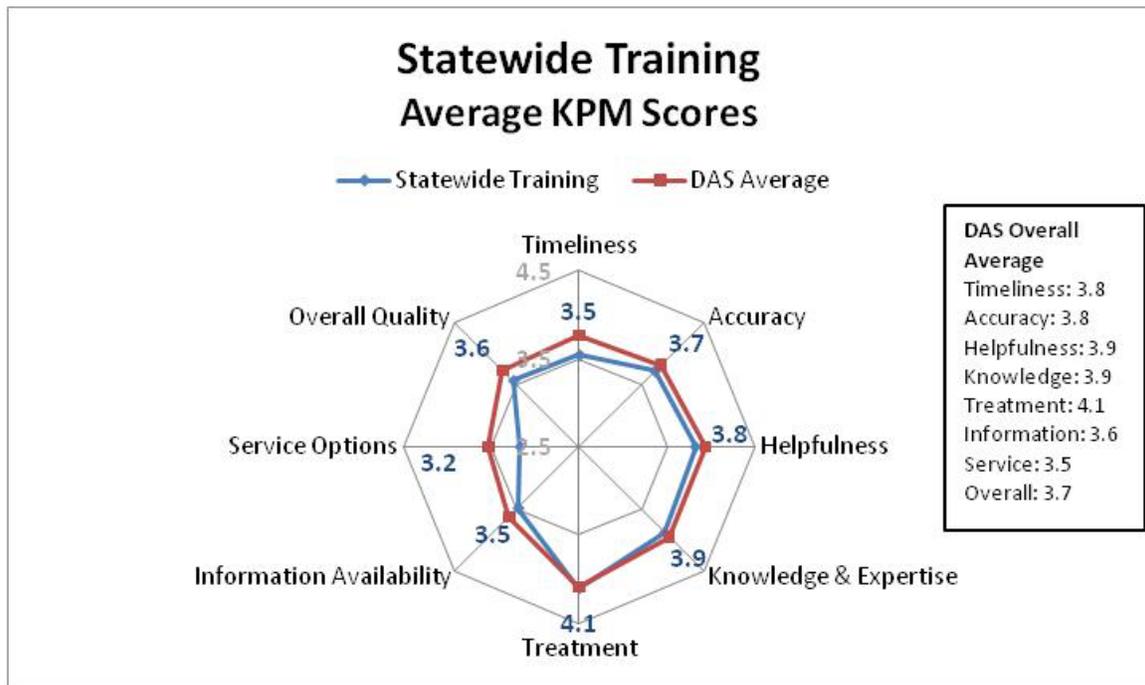
A. Level of Service Usage

*Approximately how often do you use **Statewide Training** services?*

Mean: 2.68 (SD:1.14)

Response	N	%
Rarely or never	1	27 11.9%
Once or twice a year	2	83 36.6%
1 to 4 times every 3 months/quarter	3	76 33.5%
2-4 times a month	4	22 9.7%
1-3 times a week	5	14 6.2%
Daily	6	5 2.2%
Total.....	227	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 126: Evaluate how satisfied you are on each specific dimension of quality for Statewide Training:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	34	47	79	39	205	3.54	1.068
	%	2.9	16.6	22.9	38.5	19.0	100.0		
Accuracy	N	3	23	52	76	49	203	3.71	1.004
	%	1.5	11.3	25.6	37.4	24.1	100.0		
Helpfulness	N	8	17	41	71	63	200	3.82	1.093
	%	4.0	8.5	20.5	35.5	31.5	100.0		
Knowledge & Expertise	N	5	13	43	78	59	198	3.87	.997
	%	2.5	6.6	21.7	39.4	29.8	100.0		
Treatment	N	3	9	28	84	76	200	4.11	.910
	%	1.5	4.5	14.0	42.0	38.0	100.0		
Information Availability	N	11	39	44	66	48	208	3.49	1.188
	%	5.3	18.8	21.2	31.7	23.1	100.0		
Service Options	N	25	41	42	63	32	203	3.18	1.270
	%	12.3	20.2	20.7	31.0	15.8	100.0		
Overall	N	9	35	39	70	48	201	3.56	1.161
	%	4.5	17.4	19.4	34.8	23.9	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Training** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.90 (SD: 1.18)

Response		N	%
A poor value	1	28	13.6
A less than good value	2	46	22.3
A good value.....	3	74	35.9
A very good value	4	35	17.0
A great value	5	23	11.2
Total.....		206	100

D. Impact of Service Improvement

If the **Statewide Training** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.53 (SD: 1.00)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	11	5.0
Low impact.....	2	19	8.6
Moderate impact.....	3	64	29.0
High impact.....	4	96	43.4
Very high impact (it should be the highest priority).....	5	31	14.0
Total.....		221	100

6. State Controller's Division

Division Summary

State Controller's Division has four services: (1) Statewide Accounting and Reporting Services, (2) Statewide Financial Management Services, (3) Accounting and Budgeting Shared Client Services, and (4) Statewide Payroll Services.

Customers rated the quality of each service on the 8 dimensions of service key performance measures (KPM) using 5 point scale (1= very dissatisfied to 5= very satisfied). Customers rated the level of courtesy and professional treatment provided by employees (Treatment) the highest within Statewide Reporting. Statewide Financial Management Services was rated highest for conveying knowledge and expertise. Accounting and Budgeting Shared Client Services was rated highest for helpfulness. Statewide Payroll was rated the highest for timeliness of services provided. All of the highest scores ranged between 'satisfied (=4 points)' and 'very satisfied (=5 points), indicating that the State Controller's division is meeting customer's expectations. For all the services in the division except Accounting and Budgeting Shared Client Services, customers rated the level of offering service options to fit the customers' needs (Service Options) the lowest; however, these scores were still above average, generally rating near 3.5, illustrating that even the lowest rated KPM scores in this division do not indicate dissatisfaction among customers. Accounting and Budgeting Shared Client Services was rated the lowest for information availability. For all four services, the KPM ratings were similar to the overall DAS average, as displayed in the KPM spider charts below.

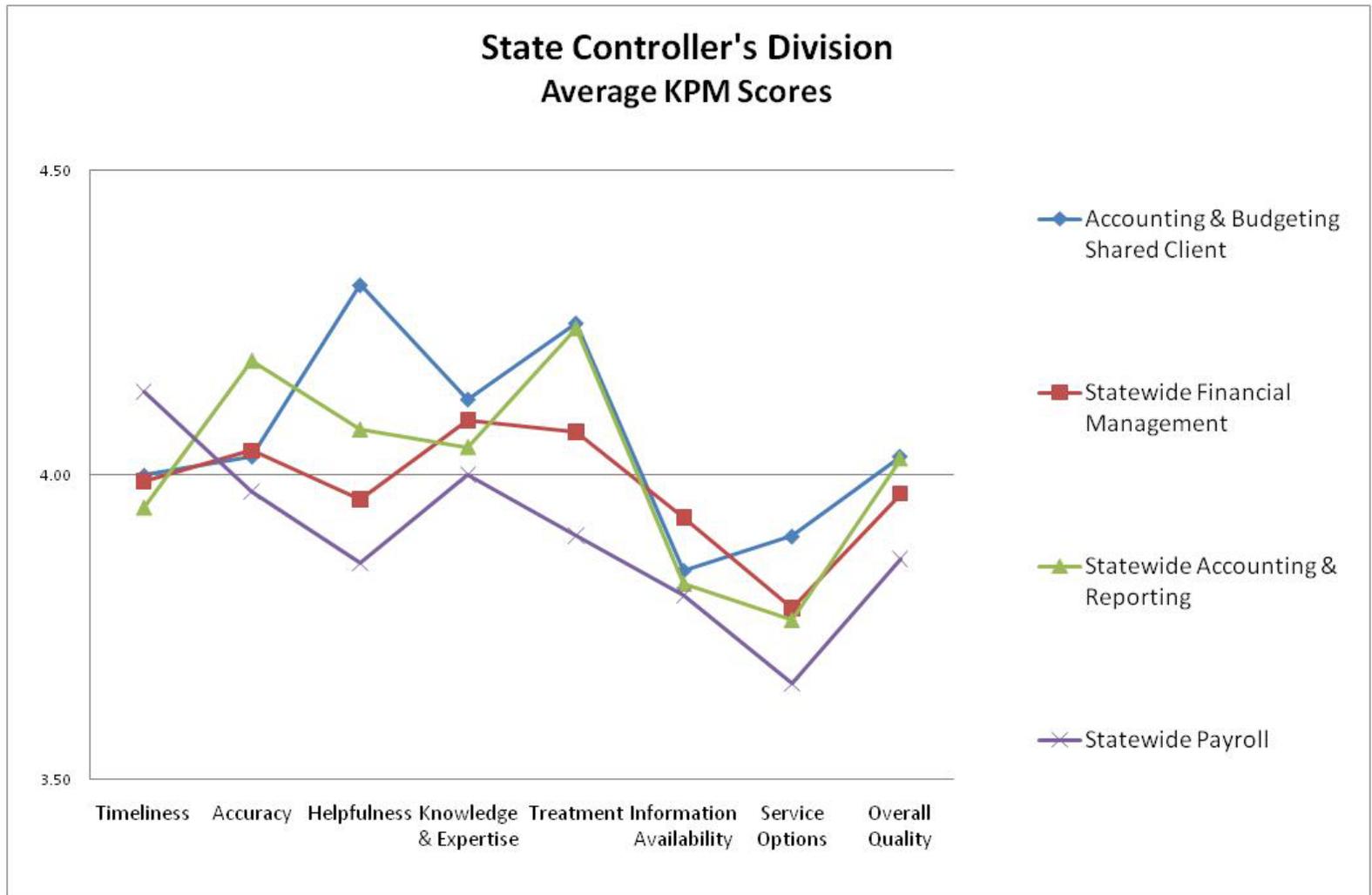
Customers also assessed the value of the services provided in the State Controller's Division, considering the costs (e.g. financial, human resources, time) and the benefits (e.g. quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). All three services were rated as slightly over 'a good value (=3 points),' and were slightly higher than the overall DAS rating of 3.03.

Customers rated the potential impact of improving a given service (1= little or no impact to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. All three services were rated around 3 point, indicating that the impact of improving these services would be 'moderate (=3 points).'

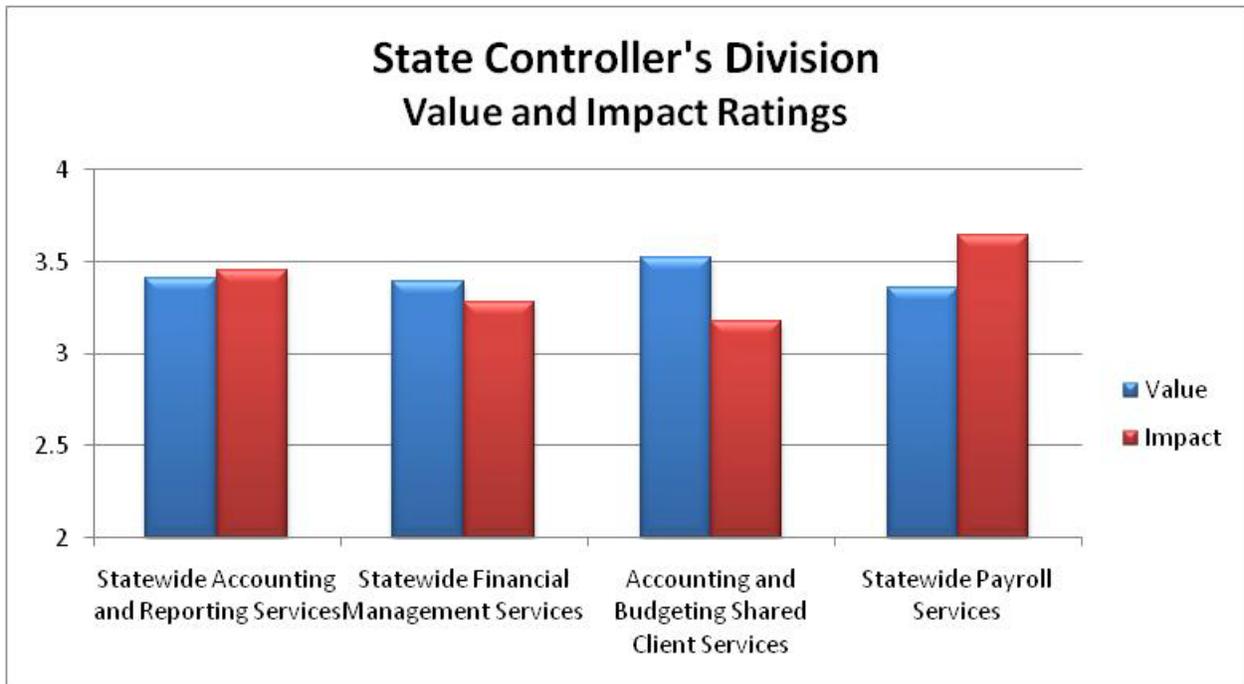
Customers rated the divisions performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). In general, customers noted that the State Controller's Division's

contribution to policy decision making is close to 'moderate (= 3 points)'; the extent of effectiveness of services they provide are slightly above 'moderate (= 3 points).' Customers also noted that the division performed slightly above the 'moderate (=3 points)' level in balancing the requirements for policy enforcement and service delivery.

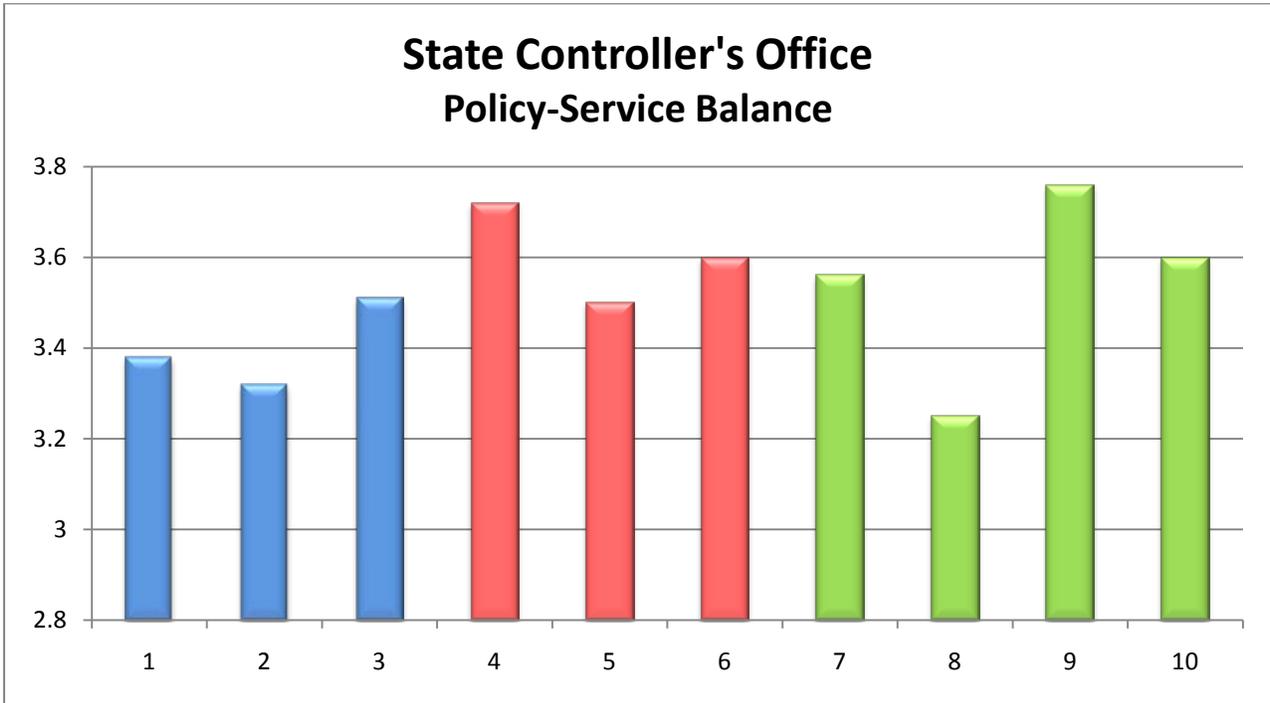
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **State Controller's Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 3.38 (SD: 0.87)

Response		N	%
No extent	1	2	1.5
To a little extent	2	16	12.3
To a moderate extent	3	55	42.3
To a large extent.....	4	45	34.6
To a great extent	5	12	9.2
Total		130	100.0

*To what extent are the key policy administrators from the **State Controller's Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 3.32 (SD: 1.04)

Response		N	%
No extent	1	6	4.5
To a little extent	2	22	16.4
To a moderate extent	3	47	35.1
To a large extent.....	4	41	30.6
To a great extent	5	18	13.4
Total		134	100.0

*To what extent are the key policy administrators from the **State Controller's Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 3.51 (SD: 1.01)

Response		N	%
No extent	1	5	3.6
To a little extent	2	15	10.7
To a moderate extent	3	46	32.9
To a large extent.....	4	51	36.4
To a great extent	5	23	16.4
Total		140	100.0

Service Delivery Questions

*To what extent does the **State Controller’s Division** provide services that are valuable to our agency’s overall effectiveness?*

Mean : 3.72 (SD: 0.91)

Response		N	%
No extent	1	2	1.4
To a little extent	2	9	6.3
To a moderate extent	3	46	31.9
To a large extent.....	4	58	40.3
To a great extent	5	29	20.1
Total		144	100.0

*To what extent does the **State Controller’s Division** provide services we could not effectively perform within our agency?*

Mean : 3.50 (SD: 1.03)

Response		N	%
No extent	1	4	2.8
To a little extent	2	19	13.3
To a moderate extent	3	49	34.3
To a large extent.....	4	44	30.8
To a great extent	5	27	18.9
Total		143	100.0

*To what extent does the **State Controller’s Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 3.60 (SD: 0.93)

Response		N	%
No extent	1	3	2.1
To a little extent	2	11	7.6
To a moderate extent	3	51	35.4
To a large extent.....	4	55	38.2
To a great extent	5	24	16.7
Total		144	100.0

Balance Questions

*To what extent are key policy administrators in the **State Controller’s Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.56 (SD: 0.85)

Response		N	%
No extent	1	2	1.4
To a little extent	2	12	8.6
To a moderate extent	3	46	33.1
To a large extent.....	4	64	46.0
To a great extent	5	15	10.8
Total		139	100.0

*To what extent are key policy administrators in the **State Controller’s Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 3.25 (SD: 0.98)

Response		N	%
No extent	1	6	4.3
To a little extent	2	22	15.9
To a moderate extent	3	55	39.9
To a large extent.....	4	42	30.4
To a great extent	5	13	9.4
Total		138	100.0

*To what extent does the **State Controller’s Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.76 (SD: 1.01)

Response		N	%
No extent	1	5	3.5
To a little extent	2	8	5.6
To a moderate extent	3	39	27.5
To a large extent.....	4	54	38.0
To a great extent	5	36	25.4
Total		142	100.0

*To what extent does the **State Controller's Division** provide services that are not a duplication of other government units?*

Mean : 3.60 (SD: 1.08)

Response		N	%
No extent	1	6	4.3
To a little extent	2	13	9.4
To a moderate extent	3	44	31.7
To a large extent.....	4	43	30.9
To a great extent	5	33	23.7
Total		139	100.0

6.1. Statewide Accounting and Reporting Services

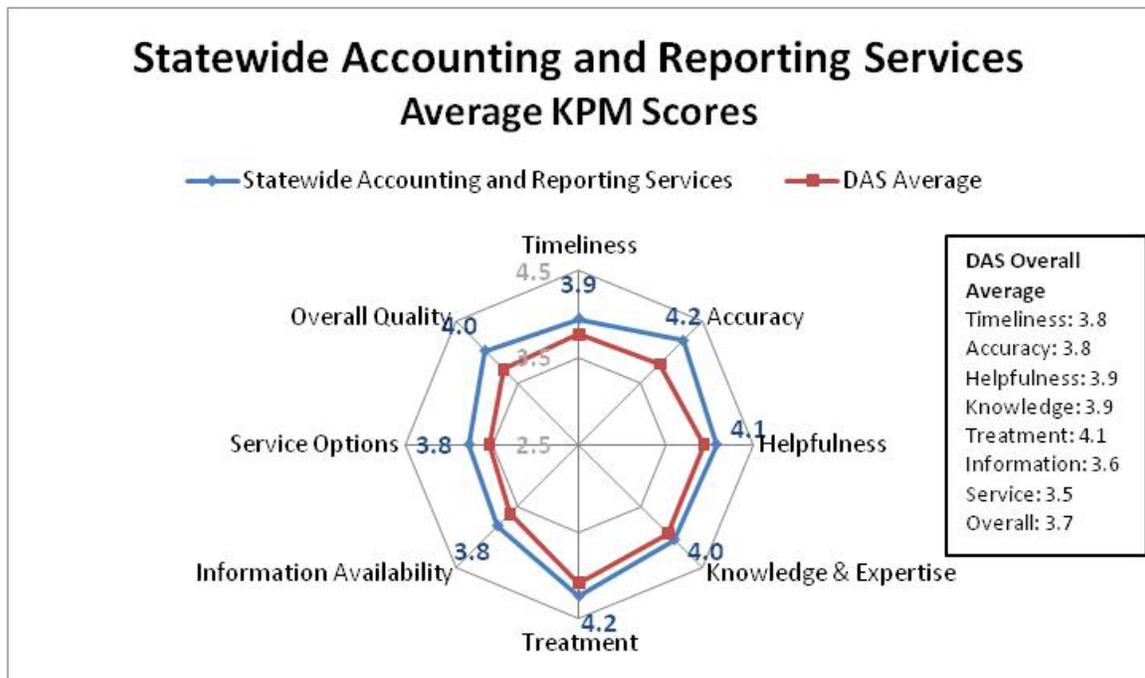
A. Level of Service Usage

*Approximately how often do you use **Statewide Accounting and Reporting** services?*

Mean: 3.77 (SD:1.22)

Response	N	%
Rarely or never	1	0.9%
Once or twice a year	13	11.5%
1 to 4 times every 3 months/quarter	39	34.5%
2-4 times a month	33	29.2%
1-3 times a week	12	10.6%
Daily	15	13.3%
Total.....	113	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 131: Evaluate how satisfied you are on each specific dimension of quality for Statewide Accounting and Reporting Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	3	9	13	53	34	112	3.95	.994
	%	2.7	8.0	11.6	47.3	30.4	100.0		
Accuracy	N	1	3	10	58	40	112	4.19	.777
	%	.9	2.7	8.9	51.8	35.7	100.0		
Helpfulness	N	3	6	15	39	44	107	4.07	1.016
	%	2.8	5.6	14.0	36.4	41.1	100.0		
Knowledge & Expertise	N	2	8	13	46	40	109	4.05	.975
	%	1.8	7.3	11.9	42.2	36.7	100.0		
Treatment	N	2	5	10	39	52	108	4.24	.936
	%	1.9	4.6	9.3	36.1	48.1	100.0		
Information Availability	N	7	8	16	48	33	112	3.82	1.125
	%	6.3	7.1	14.3	42.9	29.5	100.0		
Service Options	N	4	7	22	49	23	105	3.76	.995
	%	3.8	6.7	21.0	46.7	21.9	100.0		
Overall	N	3	7	13	49	39	111	4.03	.986
	%	2.7	6.3	11.7	44.1	35.1	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Accounting and Reporting** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.41 (SD: 1.06)

Response	N	%
A poor value	1	5 4.7
A less than good value	2	11 10.3
A good value.....	3	46 43.0
A very good value	4	25 23.4
A great value	5	20 18.7
Total.....	107	100

D. Impact of Service Improvement

If the **Statewide Accounting and Reporting Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.45 (SD: .97)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	3 2.7
Low impact.....	2	14 12.4
Moderate impact.....	3	41 36.3
High impact.....	4	39 34.5
Very high impact (it should be the highest priority).....	5	16 14.2
Total.....	113	100

6.2. Statewide Financial Management Services

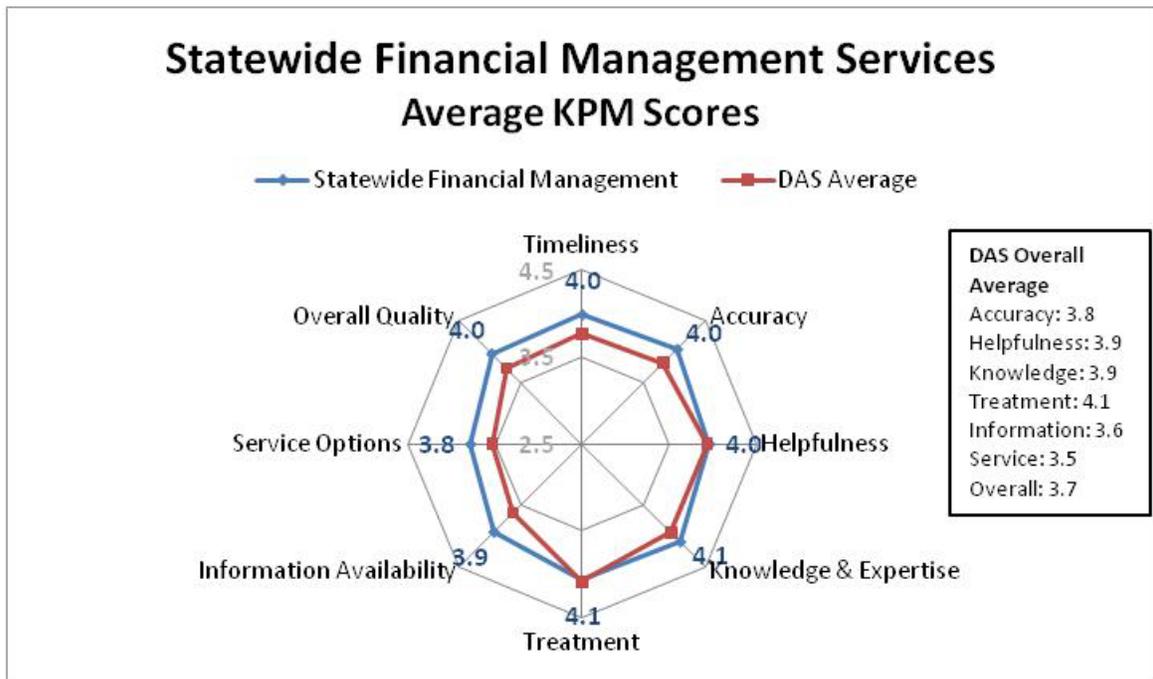
A. Level of Service Usage

*Approximately how often do you use **Statewide Financial Management** services?*

Mean: 4.09 (SD:1.50)

Response	N	%	
Rarely or never	1	6	5.8%
Once or twice a year	2	9	8.7%
1 to 4 times every 3 months/quarter	3	24	23.3%
2-4 times a month	4	20	19.4%
1-3 times a week	5	19	18.4%
Daily	6	25	24.3%
Total.....	103	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 136: Evaluate how satisfied you are on each specific dimension of quality for Statewide Financial Management Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	6	13	49	30	100	3.99	.927
	%	2.0	6.0	13.0	49.0	30.0	100.0		
Accuracy	N	1	3	19	45	32	100	4.04	.852
	%	1.0	3.0	19.0	45.0	32.0	100.0		
Helpfulness	N	2	6	16	45	30	99	3.96	.947
	%	2.0	6.1	16.2	45.5	30.3	100.0		
Knowledge & Expertise	N	1	5	17	38	39	100	4.09	.922
	%	1.0	5.0	17.0	38.0	39.0	100.0		
Treatment	N	2	5	17	35	40	99	4.07	.982
	%	2.0	5.1	17.2	35.4	40.4	100.0		
Information Availability	N	1	8	17	46	29	101	3.93	.930
	%	1.0	7.9	16.8	45.5	28.7	100.0		
Service Options	N	5	4	19	47	21	96	3.78	1.007
	%	5.2	4.2	19.8	49.0	21.9	100.0		
Overall	N	1	6	17	46	29	99	3.97	.897
	%	1.0	6.1	17.2	46.5	29.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Financial Management** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.39 (SD: 0.96)

Response	N	%
A poor value	1	4 4.1
A less than good value	2	7 7.2
A good value.....	3	47 48.5
A very good value	4	25 25.8
A great value	5	14 14.4
Total.....	97	100

D. Impact of Service Improvement

If the **Statewide Financial Management Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.28 (SD: 0.91)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	4 3.9
Low impact.....	2	12 11.7
Moderate impact.....	3	46 44.7
High impact.....	4	33 32.0
Very high impact (it should be the highest priority).....	5	8 7.8
Total.....	103	100

6.3. Accounting and Budgeting Shared Client Services

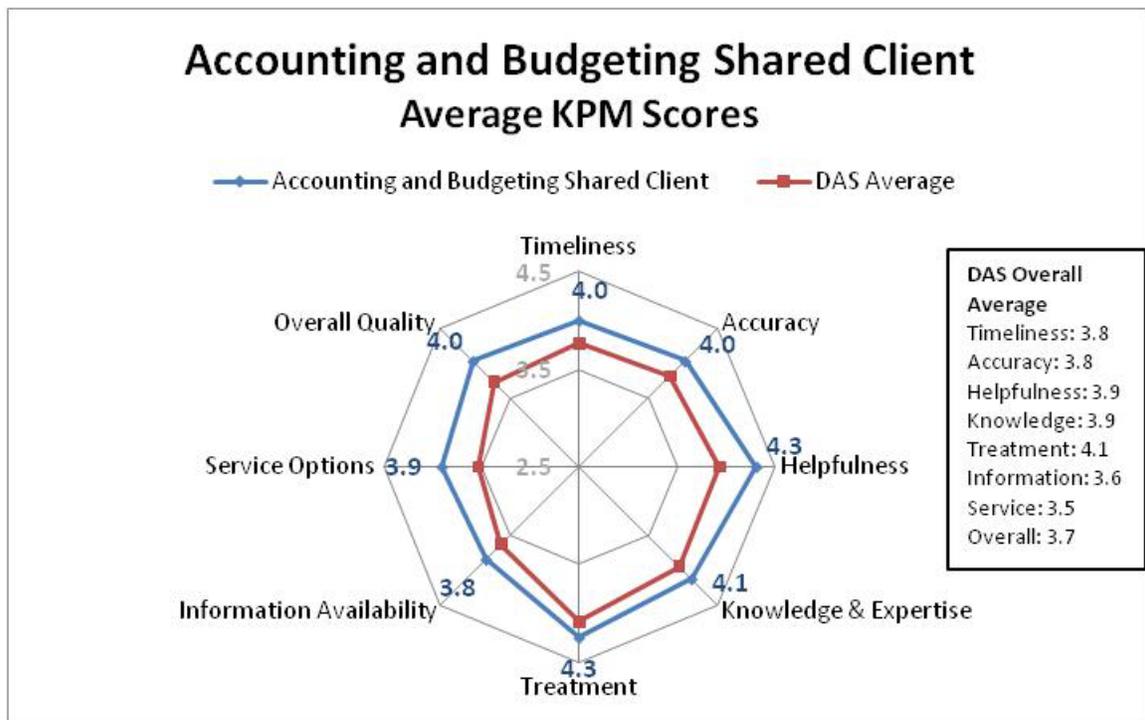
A. Level of Service Usage

Approximately how often do you use Accounting Budgeting Shared Client services?

Mean: 4.03 (SD:1.62)

Response	N	%
Rarely or never	1	3 8.6%
Once or twice a year	2	4 11.4%
1 to 4 times every 3 months/quarter	3	6 17.1%
2-4 times a month	4	6 17.1%
1-3 times a week	5	8 22.9%
Daily	6	8 22.9%
Total.....	35	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 141: Evaluate how satisfied you are on each specific dimension of quality for Accounting and Budgeting Shared Client:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	2	5	13	12	33	4.00	1.031
	%	3.0	6.1	15.2	39.4	36.4	100.0		
Accuracy	N	1	2	5	11	13	32	4.03	1.062
	%	3.1	6.3	15.6	34.4	40.6	100.0		
Helpfulness	N	0	2	3	10	17	32	4.31	.896
	%	0	6.3	9.4	31.3	53.1	100.0		
Knowledge & Expertise	N	0	3	3	13	13	32	4.13	.942
	%	0	9.4	9.4	40.6	40.6	100.0		
Treatment	N	1	1	4	9	17	32	4.25	1.016
	%	3.1	3.1	12.5	28.1	53.1	100.0		
Information Availability	N	2	2	5	13	10	32	3.84	1.139
	%	6.3	6.3	15.6	40.6	31.3	100.0		
Service Options	N	0	4	6	9	11	30	3.90	1.062
	%	0	13.3	20.0	30.0	36.7	100.0		
Overall	N	0	3	6	10	13	32	4.03	.999
	%	0	9.4	18.8	31.3	40.6	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Accounting & Budgeting Shared Client** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.52 (SD: 1.21)

Response	N	%
A poor value	1	2 6.5%
A less than good value	2	3 9.7%
A good value.....	3	12 38.7%
A very good value	4	5 16.1%
A great value	5	9 29.0%
Total.....	31	100%

D. Impact of Service Improvement

If the **Accounting Budgeting Shared Client Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.18 (SD: 1.18)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	3 9.1%
Low impact.....	2	7 21.2%
Moderate impact.....	3	8 24.2%
High impact.....	4	11 33.3%
Very high impact (it should be the highest priority).....	5	4 12.1%
Total.....	33	100%

6.4. Statewide Payroll Services

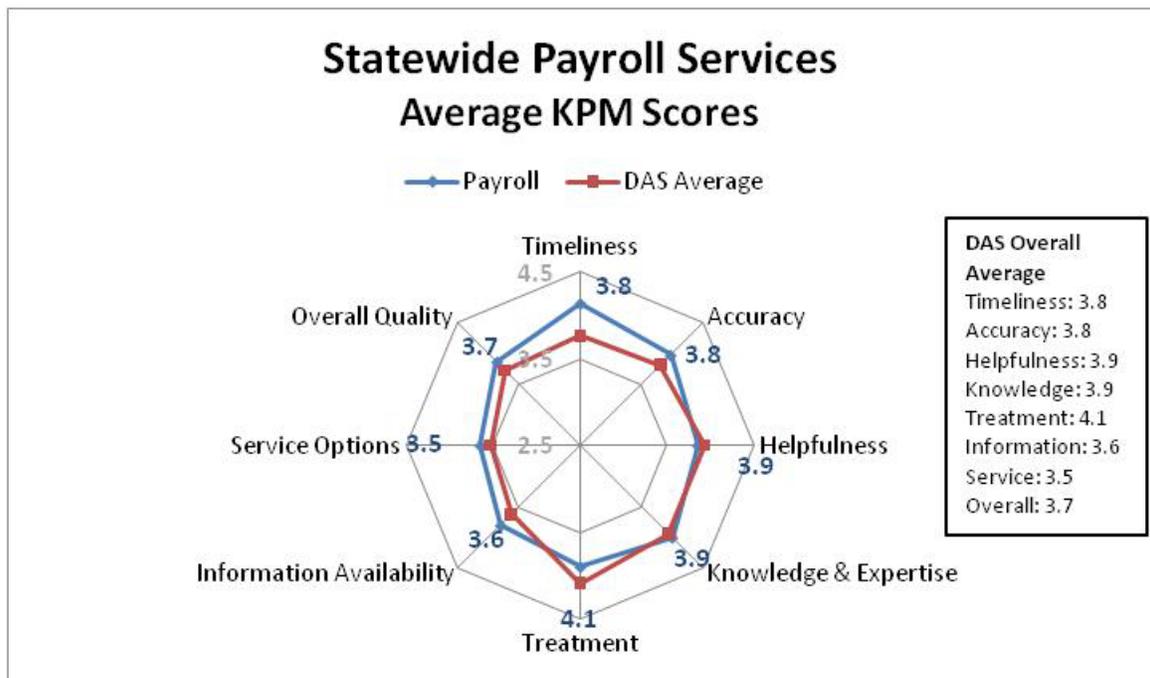
A. Level of Service Usage

*Approximately how often do you use **Statewide Payroll** services?*

Mean: 4.18 (SD:1.56)

Response	N	%
Rarely or never	1	4 5.3%
Once or twice a year	2	11 14.5%
1 to 4 times every 3 months/quarter	3	9 11.8%
2-4 times a month	4	14 18.4%
1-3 times a week	5	19 25.0%
Daily	6	19 25.0%
Total.....	76	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 146: Evaluate how satisfied you are on each specific dimension of quality for Statewide Payroll Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	3	7	13	49	39	111	4.14	.990
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Accuracy	N	3	7	13	49	39	111	3.97	1.142
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Helpfulness	N	3	7	13	49	39	111	3.86	1.154
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Knowledge & Expertise	N	3	7	13	49	39	111	4.00	1.077
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Treatment	N	3	7	13	49	39	111	3.90	1.092
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Information Availability	N	3	7	13	49	39	111	3.80	1.203
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Service Options	N	3	7	13	49	39	111	3.66	1.250
	%	2.7	6.3	11.7	44.1	35.1	100.0		
Overall	N	3	7	13	49	39	111	3.86	1.182
	%	2.7	6.3	11.7	44.1	35.1	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Payroll** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.36 (SD: 1.19)

Response	N	%
A poor value	3	4.3%
A less than good value	16	22.9%
A good value.....	20	28.6%
A very good value	15	21.4%
A great value	16	22.9%
Total.....	70	100%

D. Impact of Service Improvement

If the **Statewide Payroll Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.64 (SD: .95)

Response	N	%
Little or no impact (it should be the lowest priority).....	3	4.1%
Low impact.....	3	4.1%
Moderate impact.....	23	31.5%
High impact.....	32	43.8%
Very high impact (it should be the highest priority).....	12	16.4%
Total.....	73	100%

7. State Data Center

Division Summary

State Data Center was rated on six services: (1) Data/Info Systems Service Response, (2) Computing Infrastructure Management, (3) Network Management, (4) IT Security Management, (5) Data Storage, and (6) Voice Services.

DAS customers rated the quality of each service on the 8 dimensions of Key Performance Measures (KPM) using a 5 point scale (1= very dissatisfied to 5= very satisfied). Voice Services consistently rated highest on all eight dimensions of KPM. Computing and Infrastructure Management was consistently rated the lowest. For each of the six services, customers tended to rate the level of courtesy and professional treatment provided by employees (Treatment) the highest, ranging somewhere between 'neither satisfied nor dissatisfied (=3 points)' and 'satisfied (=4 points).' Customers consistently rated the division's performance in fitting service options to the customers' needs (Service Options) the lowest. Scores for Service Options, ranged from 2.8 to 3.3, which roughly corresponds to being 'neither satisfied nor dissatisfied (=3 points).' Information Availability also received consistently low scores. State Data Center services were consistently below the DAS average for each dimension of the KPM, except for Voice Services, which was roughly consistent with the DAS average for each KPM. KPM scores for each service are compared to the overall DAS average in the spider charts below. State Data Center was also repeatedly the subject of negative comments in the qualitative sections of the Customer Survey.

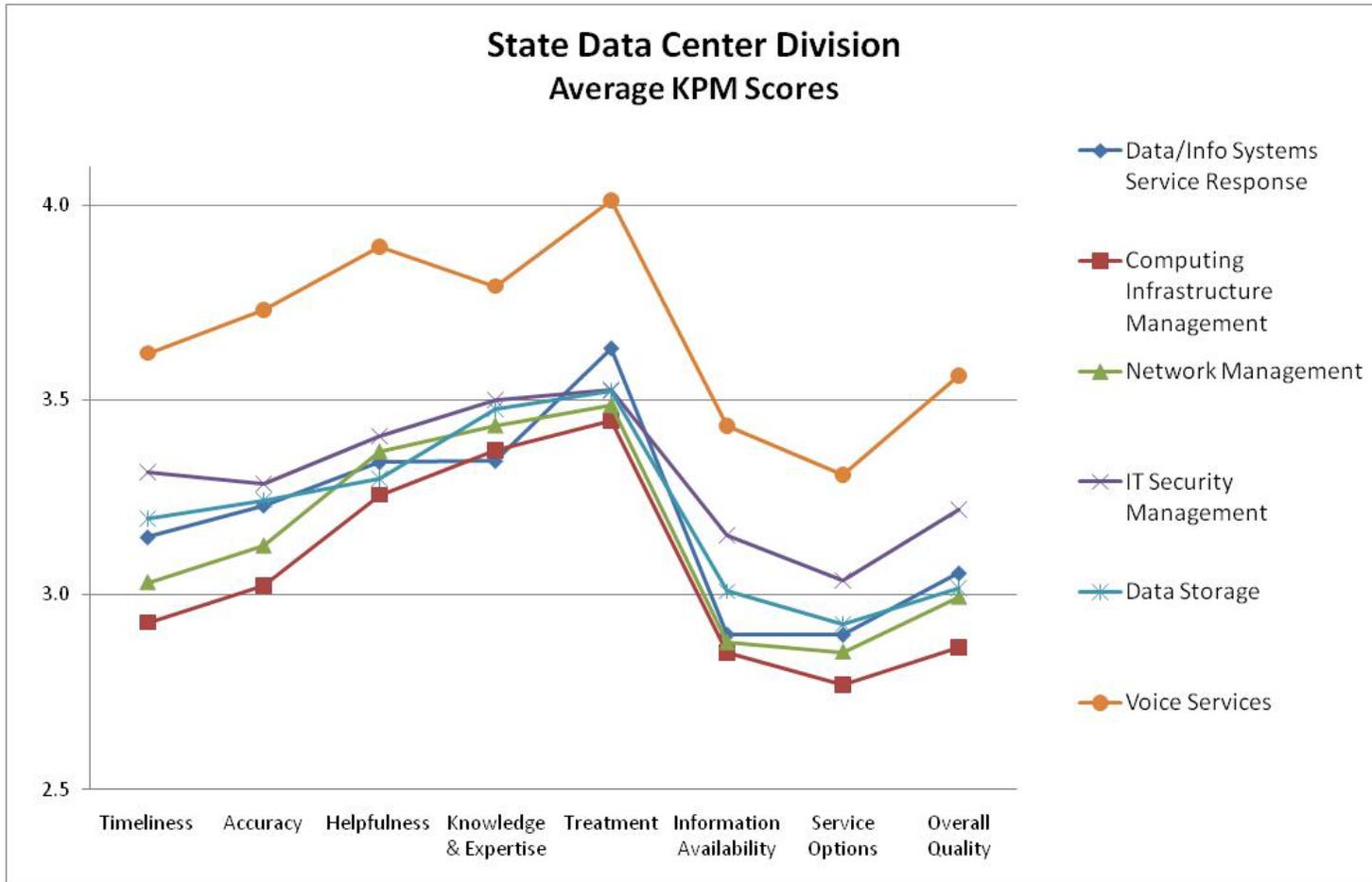
Customers also assessed the value of the services provided in the State Data Center, considering the costs (e.g. financial, human resources, time) and the benefits (e.g. quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). All services except Voice services were rated low on the scale, with means less than 3, indicating they are generally perceived as less than 'a good value (=3 points).'

Customers rated the potential impact of improving a given service (1= little or no impact to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. Services were rated above 3, indicating that the impact of improving these services would be between 'moderate (=3 points)' and 'high (=4 points).'

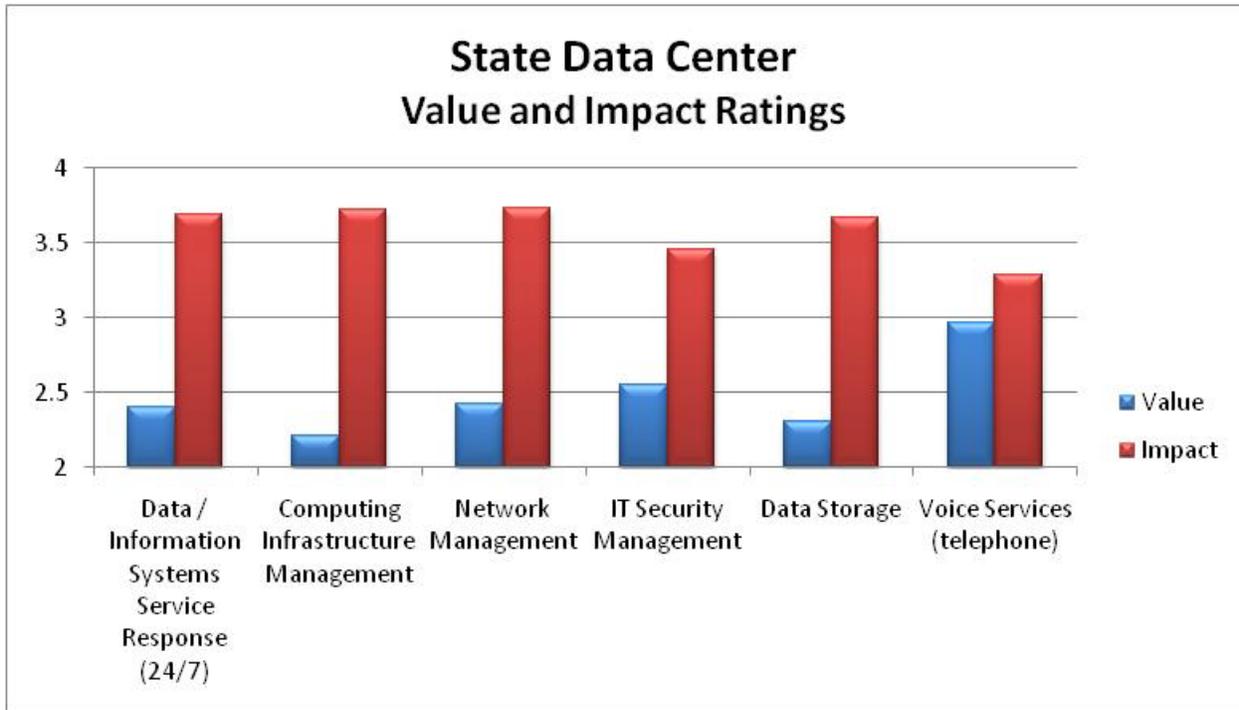
Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent

to 5= to a great extent). In general, customers noted that the State Data Center contributed only slightly more than 'a little extent (=2 points)' to policy decision making. Customers reported that State Data Center services are in the 'moderate (= 3 points)' range in service effectiveness. Customers also noted that the division performed below the 'moderate (=3 points)' level in balancing the requirements for policy enforcement and service delivery.

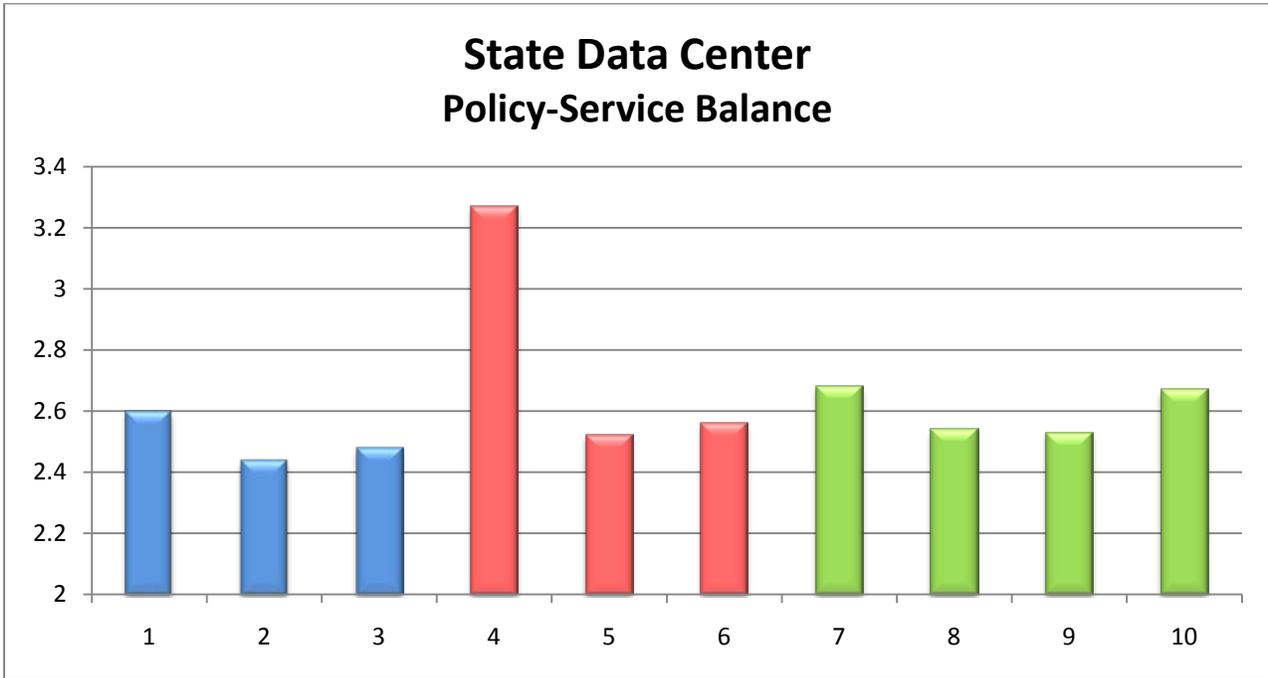
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **State Data Center Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 2.57 (SD: 1.03)

Response		N	%
No extent	1	41	14.7
To a little extent	2	98	35.1
To a moderate extent	3	90	32.3
To a large extent.....	4	39	14.0
To a great extent	5	11	3.9
Total		279	100.0

*To what extent are the key policy administrators from the **State Data Center Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 2.44 (SD: 1.14)

Response		N	%
No extent	1	65	22.8
To a little extent	2	97	34.0
To a moderate extent	3	71	24.9
To a large extent.....	4	35	12.3
To a great extent	5	17	6.0
Total		285	100.0

*To what extent are the key policy administrators from the **State Data Center Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 2.48 (SD: 1.10)

Response		N	%
No extent	1	59	20.6
To a little extent	2	96	33.6
To a moderate extent	3	79	27.6
To a large extent.....	4	39	13.6
To a great extent	5	13	4.5
Total		286	100.0

Service Delivery Questions

*To what extent does the **State Data Center Division** provide services that are valuable to our agency's overall effectiveness?*

Mean : 3.27 (SD: 1.25)

Response		N	%
No extent	1	28	8.8
To a little extent	2	64	20.2
To a moderate extent	3	85	26.8
To a large extent.....	4	73	23.0
To a great extent	5	67	21.1
Total		317	100.0

*To what extent does the **State Data Center Division** provide services we could not effectively perform within our agency?*

Mean : 2.52 (SD: 1.31)

Response		N	%
No extent	1	87	28.2
To a little extent	2	80	25.9
To a moderate extent	3	72	23.3
To a large extent.....	4	35	11.3
To a great extent	5	35	11.3
Total		309	100.0

*To what extent does the **State Data Center Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 2.56 (SD: 1.06)

Response		N	%
No extent	1	48	16.3
To a little extent	2	100	33.9
To a moderate extent	3	95	32.2
To a large extent.....	4	37	12.5
To a great extent	5	15	5.1
Total		295	100.0

Balance Questions

*To what extent are key policy administrators in the **State Data Center Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 2.68 (SD: 0.97)

Response		N	%
No extent	1	29	10.2
To a little extent	2	94	33.0
To a moderate extent	3	113	39.6
To a large extent.....	4	36	12.6
To a great extent	5	13	4.6
Total		285	100.0

*To what extent are key policy administrators in the **State Data Center Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 2.54 (SD: 1.04)

Response		N	%
No extent	1	45	16.1
To a little extent	2	97	34.6
To a moderate extent	3	90	32.1
To a large extent.....	4	37	13.2
To a great extent	5	11	3.9
Total		280	100.0

*To what extent does the **State Data Center Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 2.53 (SD: 1.29)

Response		N	%
No extent	1	83	26.9
To a little extent	2	82	26.5
To a moderate extent	3	72	23.3
To a large extent.....	4	41	13.3
To a great extent	5	31	10.0
Total		309	100.0

To what extent does the **State Data Center Division** provide services that are not a duplication of other government units?

Mean : 2.67 (SD: 1.26)

Response		N	%
No extent	1	70	23.1
To a little extent	2	69	22.8
To a moderate extent	3	83	27.4
To a large extent.....	4	53	17.5
To a great extent	5	28	9.2
Total		303	100.0

7.1. Data / Information Systems Service Response (24/7)

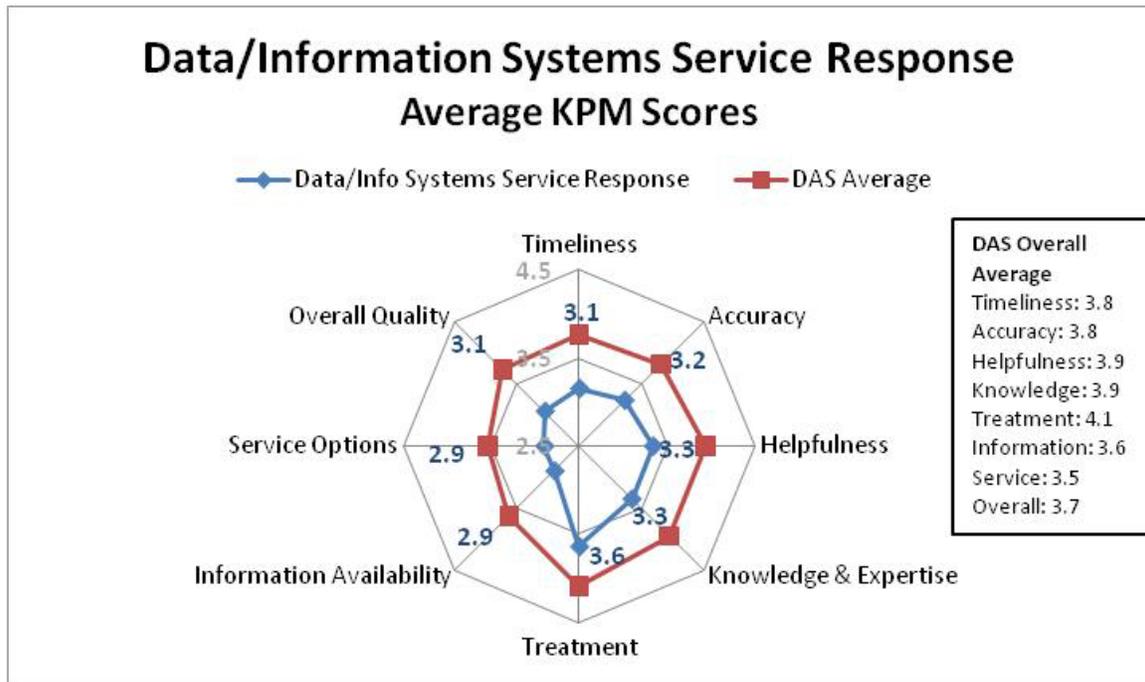
A. Level of Service Usage

Approximately how often do you use **Data / Information Systems Service Response (24/7)** services?

Mean: 3.77 (SD:1.49)

Response	N	%
Rarely or never	13	5.7%
Once or twice a year	39	17.0%
1 to 4 times every 3 months/quarter	51	22.2%
2-4 times a month	51	22.2%
1-3 times a week	36	15.7%
Daily	40	17.4%
Total.....	230	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 151: Evaluate how satisfied you are on each specific dimension of quality for Budget Policy Analysis:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	16	59	48	76	24	223	3.15	1.143
	%	7.2	26.5	21.5	34.1	10.8	100.0		
Accuracy	N	16	46	53	85	22	222	3.23	1.108
	%	7.2	20.7	23.9	38.3	9.9	100.0		
Helpfulness	N	12	46	53	68	38	217	3.34	1.156
	%	5.5	21.2	24.4	31.3	17.5	100.0		
Knowledge & Expertise	N	16	35	56	75	33	215	3.34	1.145
	%	7.4	16.3	26.0	34.9	15.3	100.0		
Treatment	N	11	22	50	81	49	213	3.63	1.102
	%	5.2	10.3	23.5	38.0	23.0	100.0		
Information Availability	N	25	56	64	56	14	215	2.90	1.114
	%	11.6	26.0	29.8	26.0	6.5	100.0		
Service Options	N	27	43	72	50	13	205	2.90	1.109
	%	13.2	21.0	35.1	24.4	6.3	100.0		
Overall	N	17	55	59	69	16	216	3.06	1.090
	%	7.9	25.5	27.3	31.9	7.4	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Data/Information Service Response (24/7)** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.40 (SD: 1.12)

Response	N	%	
A poor value	1	52	24.6
A less than good value	2	67	31.8
A good value.....	3	59	28.0
A very good value	4	22	10.4
A great value	5	11	5.2
Total.....	211	100	

D. Impact of Service Improvement

If the **Data / Information Systems Service Response (24/7)** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.69 (SD: 0.95)

Response	N	%	
Little or no impact (it should be the lowest priority).....	1	6	2.7
Low impact.....	2	16	7.1
Moderate impact.....	3	64	28.3
High impact.....	4	96	42.5
Very high impact (it should be the highest priority).....	5	44	19.5
Total.....	226	100	

7.2. Computing Infrastructure Management

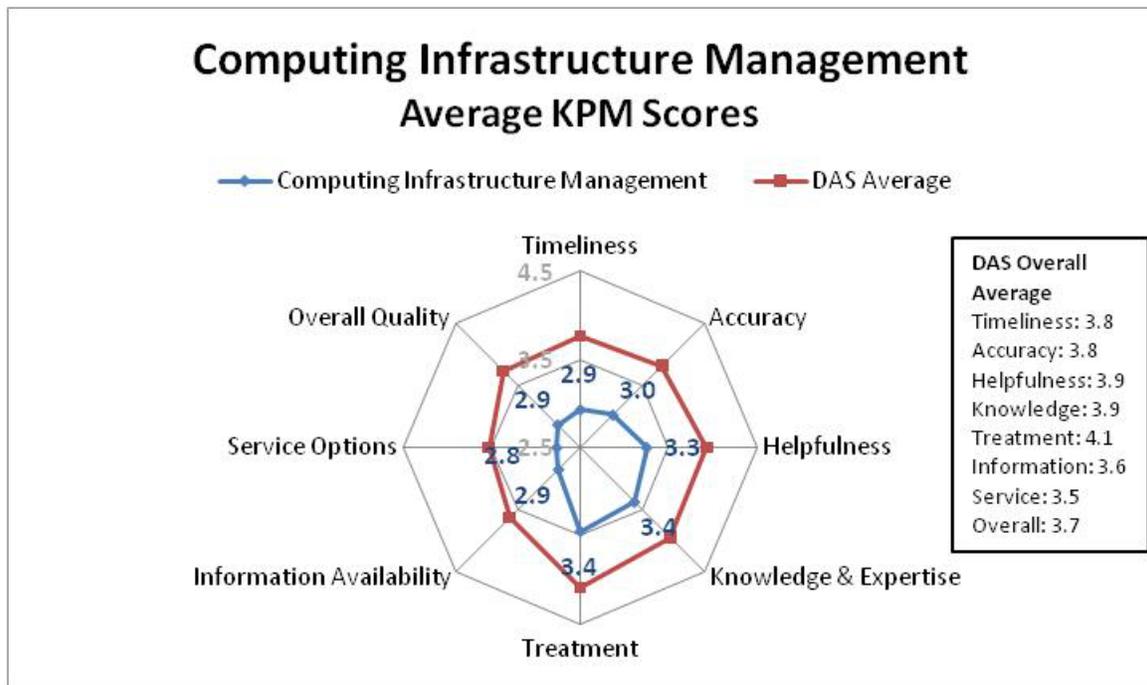
A. Level of Service Usage

*Approximately how often do you use **Computing Infrastructure Management** services?*

Mean: 3.72 (SD:1.75)

Response	N	%	
Rarely or never	1	21	15.3%
Once or twice a year	2	15	10.9%
1 to 4 times every 3 months/quarter	3	29	21.2%
2-4 times a month	4	21	15.3%
1-3 times a week	5	18	13.1%
Daily	6	33	24.1%
Total.....	137	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 156: Evaluate how satisfied you are on each specific dimension of quality for Computing Infrastructure Management:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	12	37	36	30	11	126	2.93	1.126
	%	9.5	29.4	28.6	23.8	8.7	100.0		
Accuracy	N	10	30	41	33	10	124	3.02	1.078
	%	8.1	24.2	33.1	26.6	8.1	100.0		
Helpfulness	N	9	23	34	38	17	121	3.26	1.144
	%	7.4	19.0	28.1	31.4	14.0	100.0		
Knowledge & Expertise	N	12	14	34	44	20	124	3.37	1.172
	%	9.7	11.3	27.4	35.5	16.1	100.0		
Treatment	N	5	18	38	41	21	123	3.45	1.065
	%	4.1	14.6	30.9	33.3	17.1	100.0		
Information Availability	N	13	40	38	25	11	127	2.85	1.120
	%	10.2	31.5	29.9	19.7	8.7	100.0		
Service Options	N	16	38	36	29	6	125	2.77	1.093
	%	12.8	30.4	28.8	23.2	4.8	100.0		
Overall	N	14	37	36	30	9	126	2.87	1.120
	%	11.1	29.4	28.6	23.8	7.1	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Computing Infrastructure Management** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.21 (SD: 1.03)

Response	N	%
A poor value	1	34 28.1
A less than good value	2	43 35.5
A good value.....	3	34 28.1
A very good value	4	5 4.1
A great value	5	5 4.1
Total.....	121	100

D. Impact of Service Improvement

If the **Computing Infrastructure Management** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a **positive impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.72 (SD: 0.98)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	7 5.3
Low impact.....	2	6 4.5
Moderate impact.....	3	26 19.5
High impact.....	4	71 53.4
Very high impact (it should be the highest priority).....	5	23 17.3
Total.....	133	100

7.3. Network Management

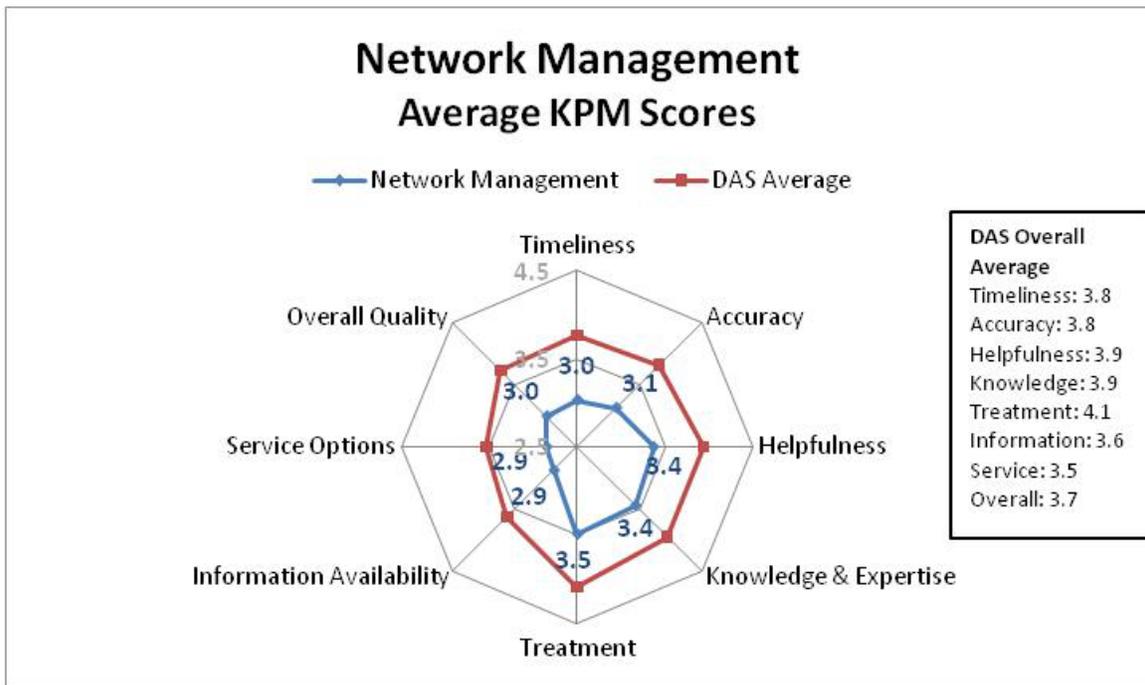
A. Level of Service Usage

*Approximately how often do you use **Network Management** services?*

Mean: 3.90 (SD:1.59)

Response	N	%	
Rarely or never	1	13	7.7%
Once or twice a year	2	18	10.7%
1 to 4 times every 3 months/quarter	3	45	26.8%
2-4 times a month	4	30	17.9%
1-3 times a week	5	20	11.9%
Daily	6	42	25.0%
Total.....	168	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 161: Evaluate how satisfied you are on each specific dimension of quality for Network Management:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	14	47	38	40	20	159	3.03	1.188
	%	8.8	29.6	23.9	25.2	12.6	100.0		
Accuracy	N	13	36	48	42	20	159	3.13	1.146
	%	8.2	22.6	30.2	26.4	12.6	100.0		
Helpfulness	N	12	24	40	53	26	155	3.37	1.162
	%	7.7	15.5	25.8	34.2	16.8	100.0		
Knowledge & Expertise	N	13	23	31	58	29	154	3.44	1.199
	%	8.4	14.9	20.1	37.7	18.8	100.0		
Treatment	N	10	20	42	52	32	156	3.49	1.144
	%	6.4	12.8	26.9	33.3	20.5	100.0		
Information Availability	N	16	52	47	32	16	163	2.88	1.137
	%	9.8	31.9	28.8	19.6	9.8	100.0		
Service Options	N	20	45	44	32	15	156	2.85	1.174
	%	12.8	28.8	28.2	20.5	9.6	100.0		
Overall	N	17	41	45	40	17	160	2.99	1.168
	%	10.6	25.6	28.1	25.0	10.6	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Network Management** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.42 (SD: 1.09)

Response		N	%
A poor value	1	33	21.0
A less than good value	2	55	35.0
A good value.....	3	49	31.2
A very good value	4	10	6.4
A great value	5	10	6.4
Total.....		157	100

D. Impact of Service Improvement

*If the **Network Management** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.73 (SD: 1.04)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	11	6.6
Low impact.....	2	6	3.6
Moderate impact.....	3	36	21.6
High impact.....	4	78	46.7
Very high impact (it should be the highest priority).....	5	36	21.6
Total.....		167	100

7.4. IT Security Management

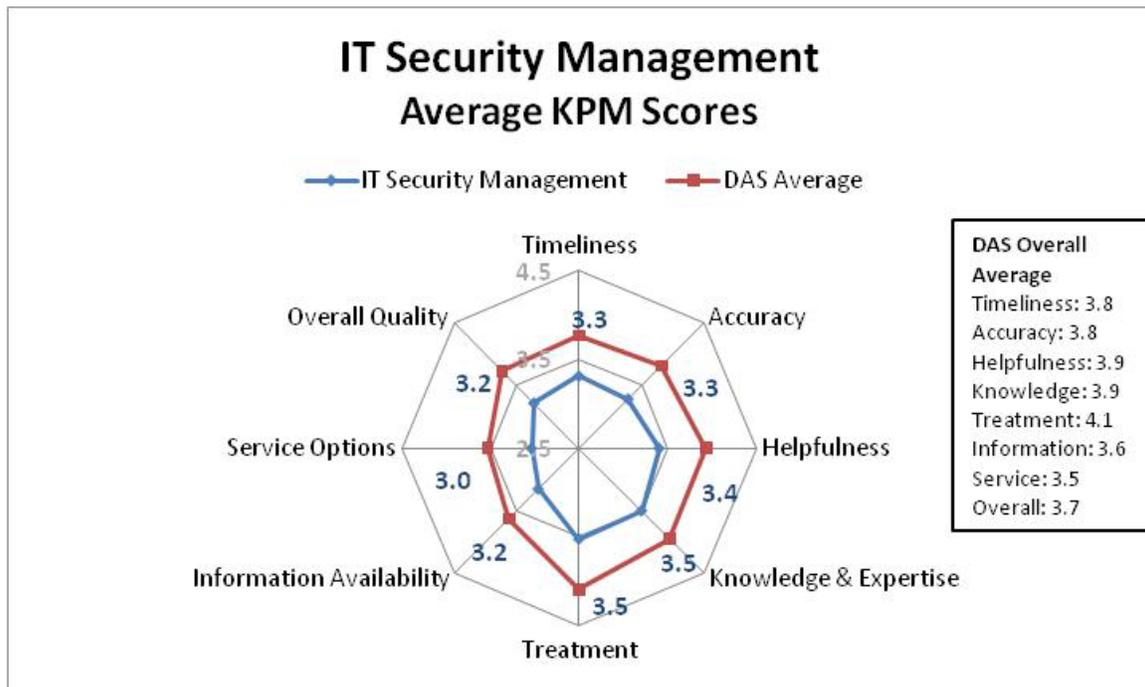
A. Level of Service Usage

Approximately how often do you use IT Security Management services?

Mean: 3.58 (SD:1.67)

Response	N	%	
Rarely or never	1	15	12.6%
Once or twice a year	2	19	16.0%
1 to 4 times every 3 months/quarter	3	29	24.4%
2-4 times a month	4	19	16.0%
1-3 times a week	5	12	10.1%
Daily	6	25	21.0%
Total.....	119	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 166: Evaluate how satisfied you are on each specific dimension of quality for IT Security Management:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	24	26	39	16	111	3.32	1.128
	%	5.4	21.6	23.4	35.1	14.4	100.0		
Accuracy	N	7	20	35	34	16	112	3.29	1.110
	%	6.3	17.9	31.3	30.4	14.3	100.0		
Helpfulness	N	6	21	31	31	24	113	3.41	1.170
	%	5.3	18.6	27.4	27.4	21.2	100.0		
Knowledge & Expertise	N	5	16	31	35	23	110	3.50	1.115
	%	4.5	14.5	28.2	31.8	20.9	100.0		
Treatment	N	6	12	35	35	24	112	3.53	1.107
	%	5.4	10.7	31.3	31.3	21.4	100.0		
Information Availability	N	6	25	41	24	15	111	3.15	1.089
	%	5.4	22.5	36.9	21.6	13.5	100.0		
Service Options	N	7	30	31	30	9	107	3.04	1.081
	%	6.5	28.0	29.0	28.0	8.4	100.0		
Overall	N	8	23	33	36	14	114	3.22	1.119
	%	7.0	20.2	28.9	31.6	12.3	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **IT Security Management** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.55 (SD: 1.02)

Response		N	%
A poor value	1	16	14.8
A less than good value	2	38	35.2
A good value.....	3	38	35.2
A very good value	4	11	10.2
A great value	5	5	4.6
Total.....		108	100

D. Impact of Service Improvement

*If the **IT Security Management** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.45 (SD: 1.04)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	7	6.1
Low impact.....	2	10	8.7
Moderate impact.....	3	39	33.9
High impact.....	4	42	36.5
Very high impact (it should be the highest priority).....	5	17	14.8
Total.....		115	100

7.5. Data Storage

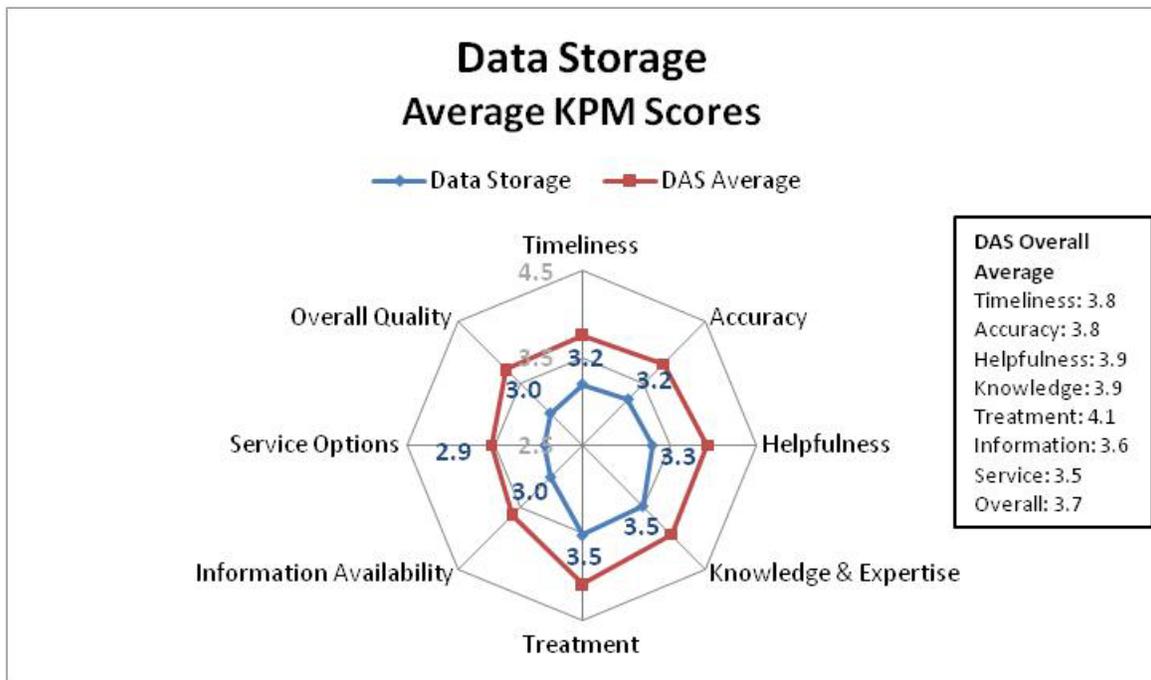
A. Level of Service Usage

*Approximately how often do you use **Data Storage** services?*

Mean: 4.33 (SD:1.77)

Response	N	%	
Rarely or never	1	13	10.6%
Once or twice a year	2	9	7.3%
1 to 4 times every 3 months/quarter	3	21	17.1%
2-4 times a month	4	13	10.6%
1-3 times a week	5	16	13.0%
Daily	6	51	41.5%
Total.....	123	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 171: Evaluate how satisfied you are on each specific dimension of quality for Data Storage Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	12	21	27	37	15	112	3.20	1.207
	%	10.7	18.8	24.1	33.0	13.4	100.0		
Accuracy	N	10	17	36	32	16	111	3.24	1.154
	%	9.0	15.3	32.4	28.8	14.4	100.0		
Helpfulness	N	7	19	30	37	14	107	3.30	1.109
	%	6.5	17.8	28.0	34.6	13.1	100.0		
Knowledge & Expertise	N	7	10	32	38	18	105	3.48	1.093
	%	6.7	9.5	30.5	36.2	17.1	100.0		
Treatment	N	8	6	36	36	21	107	3.52	1.102
	%	7.5	5.6	33.6	33.6	19.6	100.0		
Information Availability	N	11	30	32	23	15	111	3.01	1.195
	%	9.9	27.0	28.8	20.7	13.5	100.0		
Service Options	N	17	28	22	26	14	107	2.93	1.294
	%	15.9	26.2	20.6	24.3	13.1	100.0		
Overall	N	19	21	29	31	15	115	3.02	1.284
	%	16.5	18.3	25.2	27.0	13.0	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Data Storage** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.30 (SD: 1.20)

Response		N	%
A poor value	1	35	31.8
A less than good value	2	32	29.1
A good value.....	3	25	22.7
A very good value	4	11	10.0
A great value	5	7	6.4
Total.....		110	100

D. Impact of Service Improvement

*If the **Data Storage** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.67 (SD: 1.10)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	7	6.0
Low impact.....	2	9	7.7
Moderate impact.....	3	27	23.1
High impact.....	4	47	40.2
Very high impact (it should be the highest priority).....	5	27	23.1
Total.....		117	100

7.6. Voice Services (telephone)

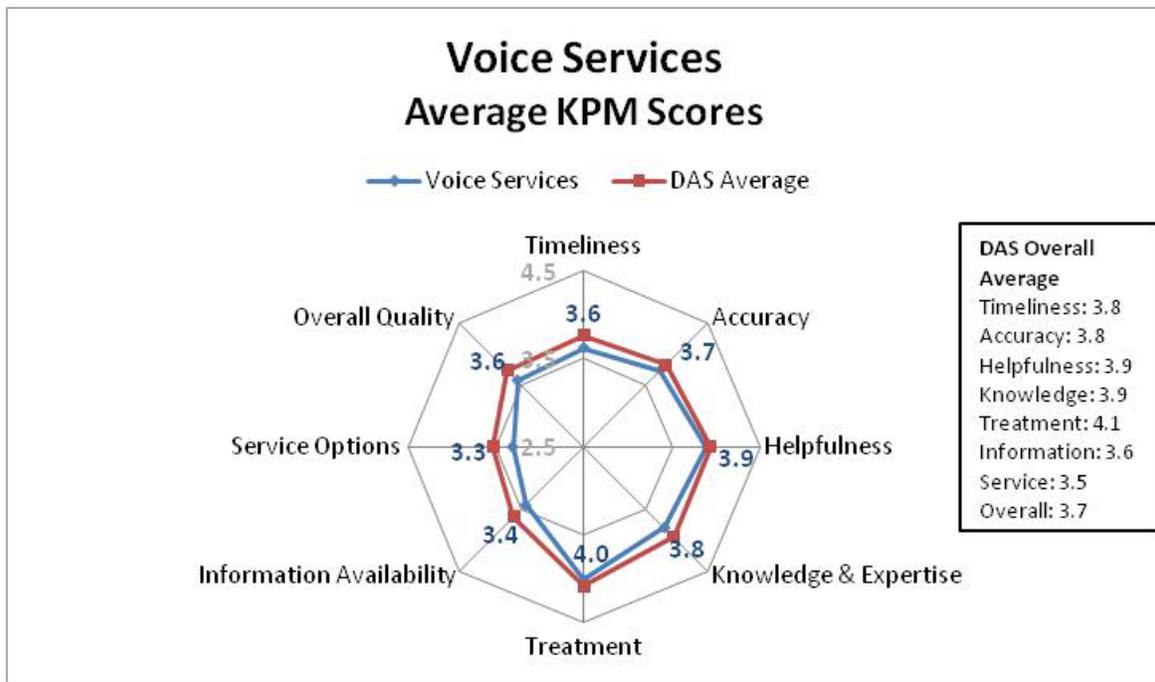
A. Level of Service Usage

Approximately how often do you use Voice/Telephone services?

Mean: 4.13 (SD:1.62)

Response	N	%
Rarely or never	1	5.6%
Once or twice a year	2	13.3%
1 to 4 times every 3 months/quarter	3	18.9%
2-4 times a month	4	18.9%
1-3 times a week	5	11.1%
Daily	6	32.2%
Total.....	90	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 176: Evaluate how satisfied you are on each specific dimension of quality for Voice Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	3	13	20	29	22	87	3.62	1.123
	%	3.4	14.9	23.0	33.3	25.3	100		
Accuracy	N	2	13	18	26	27	86	3.73	1.132
	%	2.3	15.1	20.9	30.2	31.4	100		
Helpfulness	N	3	8	13	32	29	85	3.89	1.091
	%	3.5	9.4	15.3	37.6	34.1	100		
Knowledge & Expertise	N	3	9	15	30	25	82	3.79	1.108
	%	3.7	11.0	18.3	36.6	30.5	100		
Treatment	N	2	6	13	32	32	85	4.01	1.018
	%	2.4	7.1	15.3	37.6	37.6	100		
Information Availability	N	3	17	20	27	16	83	3.43	1.128
	%	3.6	20.5	24.1	32.5	19.3	100		
Service Options	N	8	13	24	18	18	81	3.31	1.261
	%	9.9	16.0	29.6	22.2	22.2	100		
Overall	N	5	14	15	33	20	87	3.56	1.178
	%	5.7	16.1	17.2	37.9	23.0	100		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Voice/Telephone** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.96 (SD: 1.23)

Response	N	%
A poor value	13	16.3%
A less than good value	12	15.0%
A good value.....	30	37.5%
A very good value	15	18.8%
A great value	10	12.5%
Total.....	80	100%

D. Impact of Service Improvement

*If the **Voice/Telephone** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.28 (SD: .1.10)

Response	N	%
Little or no impact (it should be the lowest priority).....	7	8.1%
Low impact.....	11	12.8%
Moderate impact.....	30	34.9%
High impact.....	27	31.4%
Very high impact (it should be the highest priority).....	11	12.8%
Total.....	86	100%

8. State Services Division

Division Summary

The State Services Division was rated on fourteen services: (1) Daily Rental Vehicles, (2) State and Federal Surplus Property, (3) State Procurement, (4) ORPIN, (5) Agency Specific Procurement, (6) Statewide Price Agreements, (7) Risk Management, (8) Risk Claims, (9) Publishing and Distribution, (10) Printing, (11) Mail Services, (12) Fleet Management, (13) Permanently Assigned Vehicles, and (14) Risk Consulting Services.

DAS customers rated the quality of each service on the 8 dimensions of Key Performance Measures (KPM) using a 5 point scale (1= very dissatisfied to 5= very satisfied). Daily Rental Vehicles was the highest rated service on each of the eight KPM dimensions. Risk Consulting was generally rated the lowest, although some services had a lower score on specific KPMs. Customers tended to rate the level of courtesy and professional treatment provided by employees (Treatment) the highest, with scores ranging from 3.8 to 4.5, which roughly corresponds to a rating of 'satisfied (=4 points).' Customers consistently rated the division's performance in fitting service options to the customers' needs (Service Options) the lowest. Service Options ratings all fell between 3.1 and 4.2, which indicates that customers generally range from 'neither satisfied nor dissatisfied (=3 points)' to 'satisfied (=4 points).' Information Availability also received consistently low scores. About half of State Services were slightly below the DAS average for KPM, while the other half were slightly above the DAS average. Two exceptions were (1) Daily Rental Vehicles, which scored well above average on each KPM, and (2) Risk Consulting, which scored well below average. KPM scores for each service are compared to the overall DAS average in the spider charts displayed in this section.

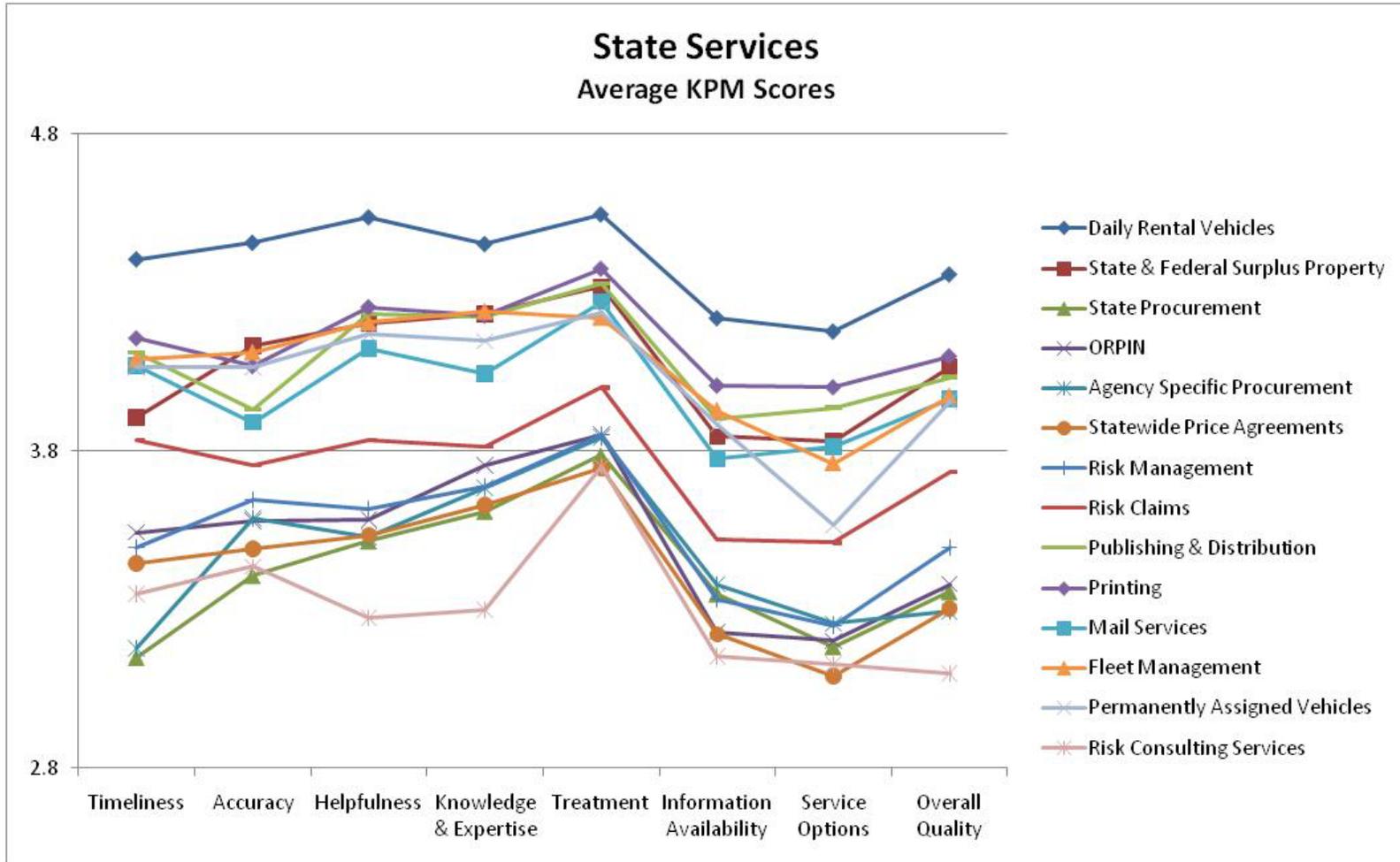
Customers also assessed the value of the services provided in the State Services Division, considering the costs (e.g. financial, human resources, time) and the benefits (e.g. quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). Nine of the 14 services had mean scores of at least 3, indicating at least 'a good value (=3 points).' State Procurement, ORPIN, Agency Specific Procurement, Statewide Price Agreements, and Risk Consulting Services all rated below 3, indicating they are generally perceived as less than 'a good value (=3 points).'

Customers assessed the potential impact of improving a given service (1= little or no impact to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. Only two services, State and Federal Surplus and Risk Claims, scored below 3, indicating perceived impact as less than 'moderate (= 3 points).' All other services were rated between 3

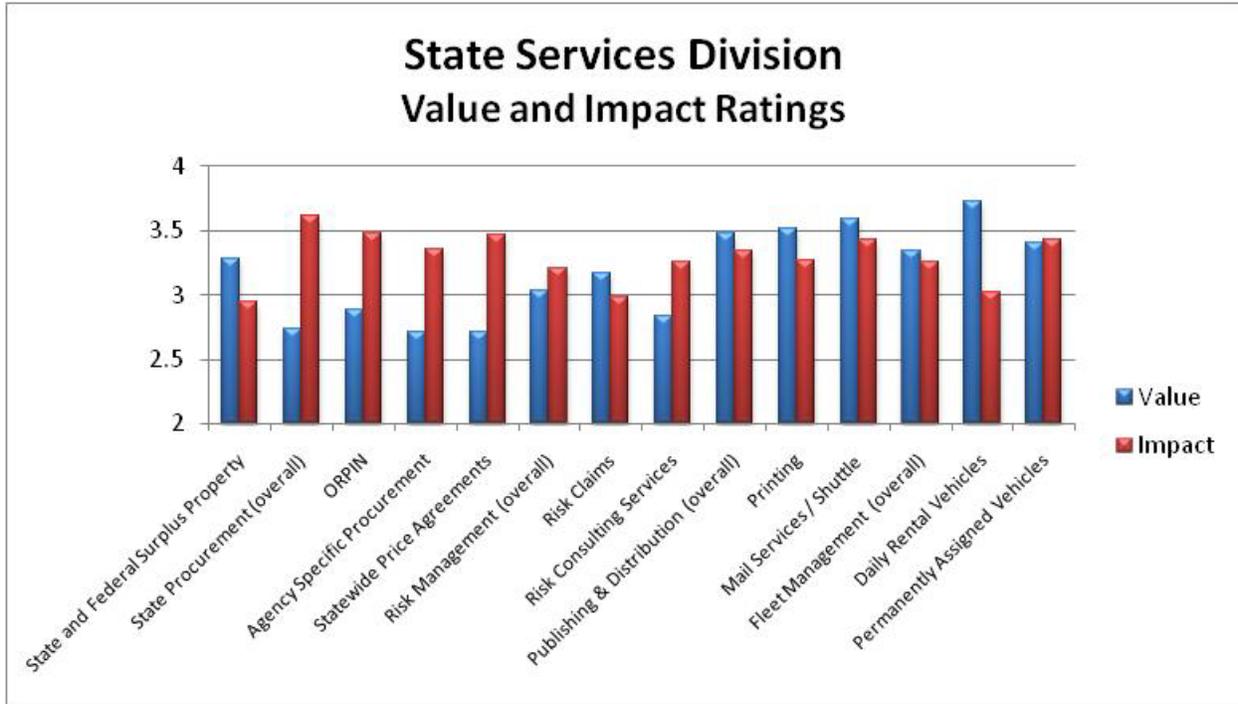
and 4, indicating improvement of the services would be expected to have a better than 'moderate (= 3 points)' impact.

Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent, to 5= to a great extent). Customers tended to view the State Services Division's contribution to policy decision making as 'moderate (= 3 points).' Customers also perceived the extent of service effectiveness as slightly above 'moderate (= 3 points),' falling between 3 and 4 points on the rating scale. Customers also primarily perceived the extent to which the division is balancing the requirements for policy enforcement and service delivery as 'moderate (= 3 points).'

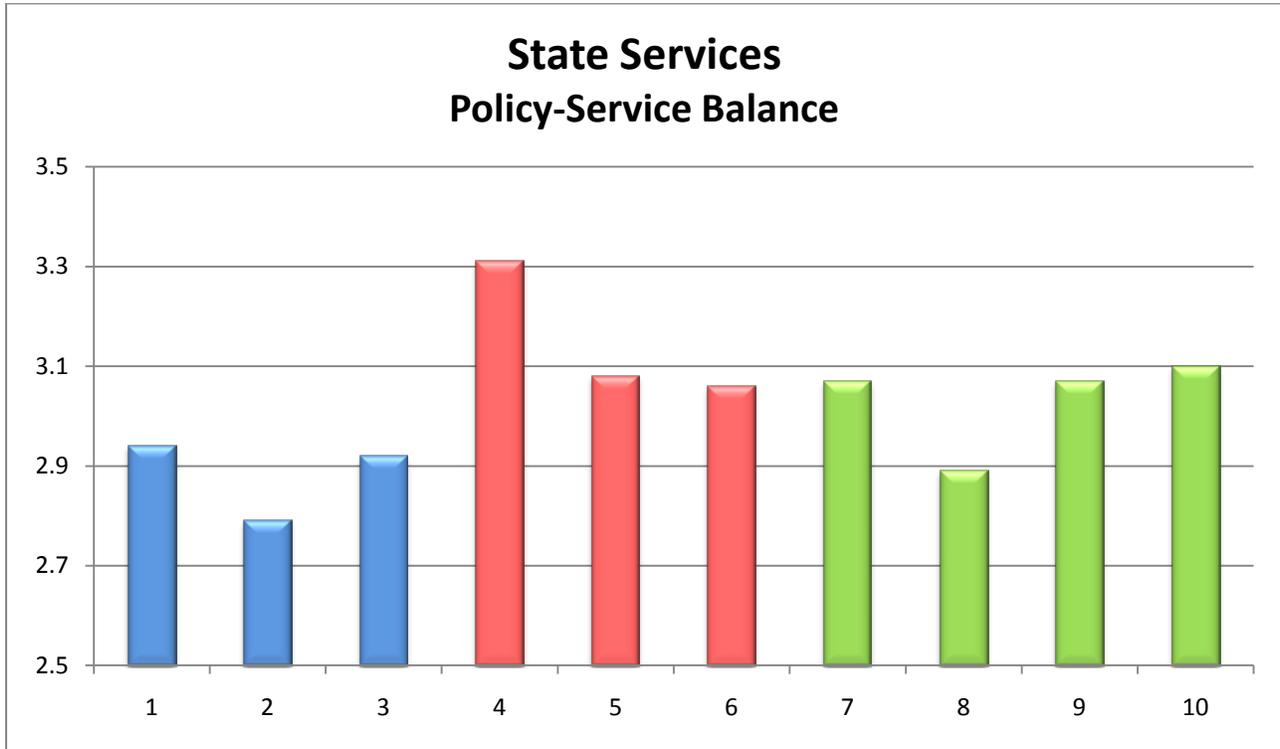
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **State Services Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 2.94 (SD: 0.95)

Response		N	%
No extent	1	38	7.1
To a little extent	2	122	22.8
To a moderate extent	3	230	43.0
To a large extent.....	4	122	22.8
To a great extent	5	23	4.3
Total		535	100.0

*To what extent are the key policy administrators from the **State Services Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean : 2.79 (SD: 0.99)

Response		N	%
No extent	1	56	10.2
To a little extent	2	149	27.2
To a moderate extent	3	213	38.9
To a large extent.....	4	110	20.1
To a great extent	5	20	3.6
Total		548	100.0

*To what extent are the key policy administrators from the **State Services Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 2.92 (SD: 0.99)

Response		N	%
No extent	1	47	8.3
To a little extent	2	135	23.8
To a moderate extent	3	228	40.2
To a large extent.....	4	130	22.9
To a great extent	5	27	4.8
Total		567	100.0

Service Delivery Questions

*To what extent does the **State Services Division** provide services that are valuable to our agency's overall effectiveness?*

Mean : 3.31 (SD: 0.94)

Response		N	%
No extent	1	23	3.7
To a little extent	2	86	13.7
To a moderate extent	3	252	40.0
To a large extent.....	4	213	33.8
To a great extent	5	56	8.9
Total		630	100.0

*To what extent does the **State Services Division** provide services we could not effectively perform within our agency?*

Mean : 3.08 (SD: 1.07)

Response		N	%
No extent	1	55	8.9
To a little extent	2	117	18.9
To a moderate extent	3	225	36.3
To a large extent.....	4	170	27.5
To a great extent	5	52	8.4
Total		619	100.0

*To what extent does the **State Services Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 3.06 (SD: 0.91)

Response		N	%
No extent	1	30	5.0
To a little extent	2	122	20.4
To a moderate extent	3	251	41.9
To a large extent.....	4	177	29.5
To a great extent	5	19	3.2
Total		599	100.0

Balance Questions

*To what extent are key policy administrators in the **State Services Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.07 (SD: 0.89)

Response		N	%
No extent	1	25	4.6
To a little extent	2	104	19.0
To a moderate extent	3	244	44.7
To a large extent.....	4	152	27.8
To a great extent	5	21	3.8
Total		546	100.0

*To what extent are key policy administrators in the **State Services Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 2.89 (SD: 0.96)

Response		N	%
No extent	1	39	7.1
To a little extent	2	143	26.2
To a moderate extent	3	225	41.2
To a large extent.....	4	116	21.2
To a great extent	5	23	4.2
Total		546	100.0

*To what extent does the **State Services Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.07 (SD: 1.02)

Response		N	%
No extent	1	46	7.8
To a little extent	2	107	18.2
To a moderate extent	3	231	39.3
To a large extent.....	4	166	28.2
To a great extent	5	38	6.5
Total		588	100.0

To what extent does the **State Services Division** provide services that are not a duplication of other government units?

Mean : 3.10 (SD: 1.04)

Response		N	%
No extent	1	46	7.7
To a little extent	2	110	18.4
To a moderate extent	3	232	38.7
To a large extent.....	4	161	26.9
To a great extent	5	50	8.3
Total		599	100.0

8.1. State and Federal Surplus Property

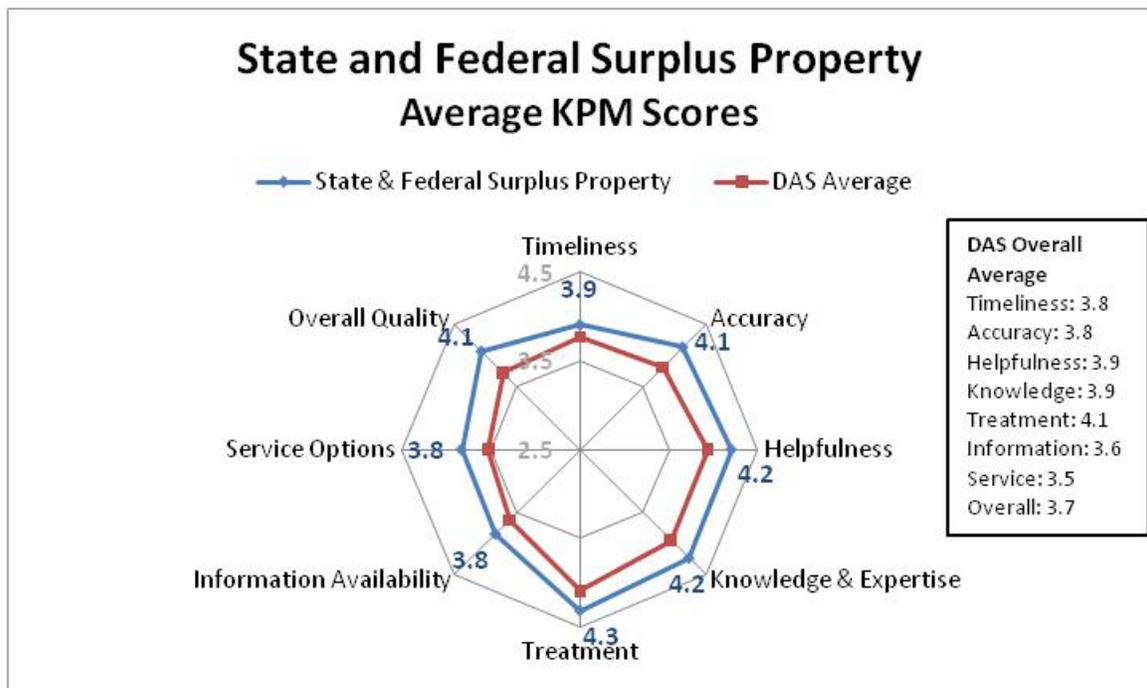
A. Level of Service Usage

Approximately how often do you use State and Federal Surplus Property services?

Mean: 2.49 (SD: 0.93)

Response	N	%
Rarely or never	12	7.9%
Once or twice a year	78	51.3%
1 to 4 times every 3 months/quarter	46	30.3%
2-4 times a month	10	6.6%
1-3 times a week	4	2.6%
Daily	2	1.3%
Total.....	152	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 181: Evaluate how satisfied you are on each specific dimension of quality for State and Federal Surplus Property:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	4	13	23	61	47	148	3.91	1.032
	%	2.7	8.8	15.5	41.2	31.8	100.0		
Accuracy	N	0	9	20	57	57	143	4.13	.882
	%	.0	6.3	14.0	39.9	39.9	100.0		
Helpfulness	N	0	12	20	43	74	149	4.20	.958
	%	.0	8.1	13.4	28.9	49.7	100.0		
Knowledge & Expertise	N	1	4	23	54	69	151	4.23	.852
	%	.7	2.6	15.2	35.8	45.7	100.0		
Treatment	N	0	5	22	44	80	151	4.32	.844
	%	.0	3.3	14.6	29.1	53.0	100.0		
Information Availability	N	3	18	23	60	45	149	3.85	1.051
	%	2.0	12.1	15.4	40.3	30.2	100.0		
Service Options	N	6	15	27	51	50	149	3.83	1.123
	%	4.0	10.1	18.1	34.2	33.6	100.0		
Overall	N	2	12	24	49	64	151	4.07	1.011
	%	1.3	7.9	15.9	32.5	42.4	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **State and Federal Surplus Property** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.28 (SD: 1.13)

Response	N	%
A poor value	12	8.3
A less than good value	17	11.8
A good value.....	56	38.9
A very good value	36	25.0
A great value	23	16.0
Total.....	144	100

D. Impact of Service Improvement

*If the **State and Federal Surplus Property** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 2.95 (SD: 0.93)

Response	N	%
Little or no impact (it should be the lowest priority).....	9	5.9
Low impact.....	37	24.2
Moderate impact.....	67	43.8
High impact.....	33	21.6
Very high impact (it should be the highest priority).....	7	4.6
Total.....	153	100

8.2. State Procurement (overall)

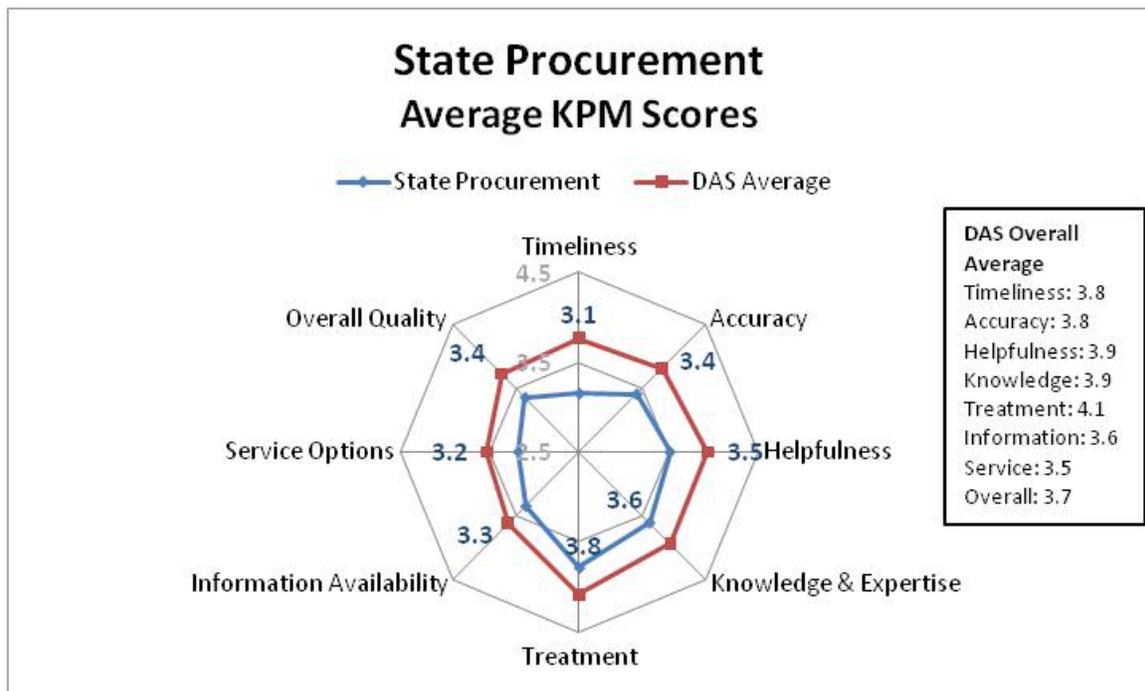
A. Level of Service Usage

*Approximately how often do you use **State Procurement (overall)** services?*

Mean: 3.40 (SD:1.38)

Response	N	%	
Rarely or never	1	12	5.4%
Once or twice a year	2	53	23.9%
1 to 4 times every 3 months/quarter	3	65	29.3%
2-4 times a month	4	42	18.9%
1-3 times a week	5	27	12.2%
Daily	6	23	10.4%
Total.....	222	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 186: Evaluate how satisfied you are on each specific dimension of quality for State Procurement:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	23	53	40	69	31	216	3.15	1.25
	%	10.6	24.5	18.5	31.9	14.4	100.0		
Accuracy	N	17	30	53	72	39	211	3.41	1.18
	%	8.1	14.2	25.1	34.1	18.5	100.0		
Helpfulness	N	12	38	42	67	52	211	3.52	1.20
	%	5.7	18	19.9	31.8	24.6	100.0		
Knowledge & Expertise	N	12	30	43	72	56	213	3.61	1.18
	%	5.6	14.1	20.2	33.8	26.3	100.0		
Treatment	N	8	20	41	82	60	211	3.79	1.08
	%	3.8	9.5	19.4	38.9	28.4	100.0		
Information Availability	N	14	38	57	61	39	209	3.35	1.17
	%	6.7	18.2	27.3	29.2	18.7	100.0		
Service Options	N	19	52	46	63	33	213	3.18	1.22
	%	8.9	24.4	21.6	29.6	15.5	100.0		
Overall	N	19	36	49	73	39	216	3.36	1.21
	%	8.8	16.7	22.7	33.8	18.1	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **State Procurement** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.74 (SD: 1.12)

Response		N	%
A poor value	1	27	12.7
A less than good value	2	69	32.4
A good value.....	3	67	31.5
A very good value	4	32	15.0
A great value	5	18	8.5
Total.....		213	100

D. Impact of Service Improvement

*If the **State Procurement (overall)** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.61 (SD: 0.90)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	1.4
Low impact.....	2	17	7.8
Moderate impact.....	3	77	35.5
High impact.....	4	85	39.2
Very high impact (it should be the highest priority).....	5	35	16.1
Total.....		217	100

8.3. ORPIN

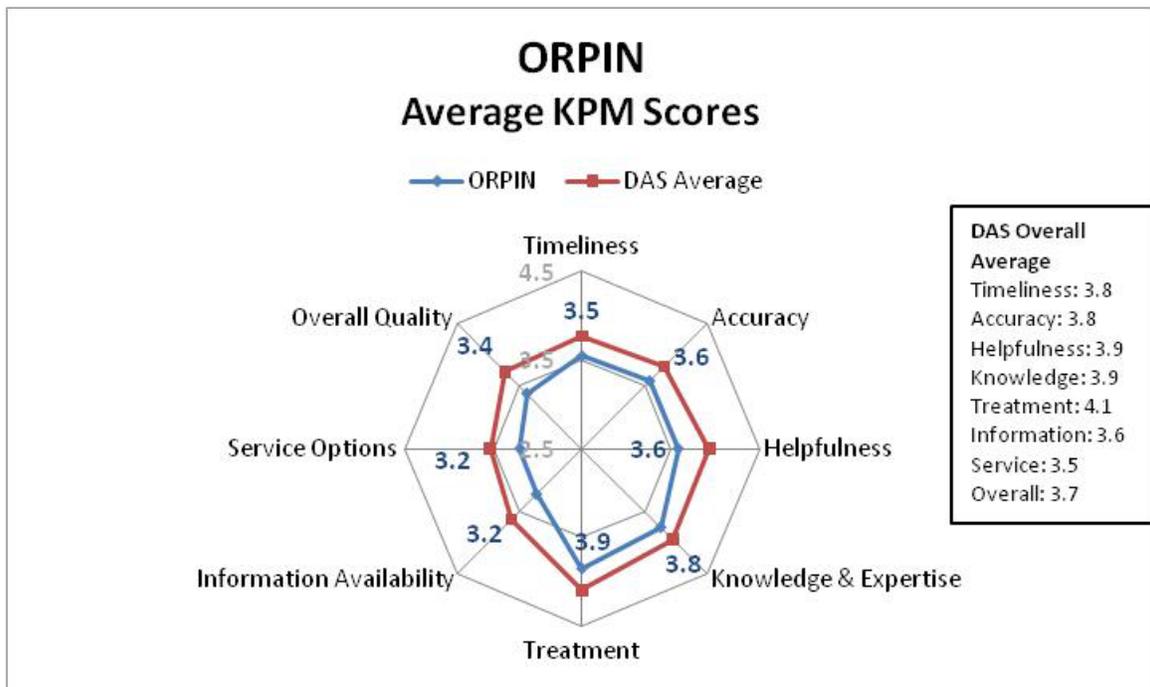
A. Level of Service Usage

Approximately how often do you use ORPIN services?

Mean: 3.77 (SD:1.50)

Response	N	%	
Rarely or never	1	9	5.3%
Once or twice a year	2	30	17.5%
1 to 4 times every 3 months/quarter	3	44	25.7%
2-4 times a month	4	27	15.8%
1-3 times a week	5	31	18.1%
Daily	6	30	17.5%
Total.....	171	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 191: Evaluate how satisfied you are on each specific dimension of quality for ORPIN:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	22	31	81	20	160	3.54	1.002
	%	3.8	13.8	19.4	50.6	12.5	100.0		
Accuracy	N	6	16	39	76	22	159	3.58	.977
	%	3.8	10.1	24.5	47.8	13.8	100.0		
Helpfulness	N	11	19	30	57	37	154	3.58	1.187
	%	7.1	12.3	19.5	37.0	24.0	100.0		
Knowledge & Expertise	N	6	9	35	62	35	147	3.76	1.018
	%	4.1	6.1	23.8	42.2	23.8	100.0		
Treatment	N	4	8	36	59	42	149	3.85	.982
	%	2.7	5.4	24.2	39.6	28.2	100.0		
Information Availability	N	18	34	27	64	22	165	3.23	1.233
	%	10.9	20.6	16.4	38.8	13.3	100.0		
Service Options	N	17	24	41	55	17	154	3.20	1.168
	%	11.0	15.6	26.6	35.7	11.0	100.0		
Overall	N	11	28	35	66	23	163	3.38	1.129
	%	6.7	17.2	21.5	40.5	14.1	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **ORPIN** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 2.89 (SD: 1.09)

Response		N	%
A poor value	1	19	11.9
A less than good value	2	31	19.5
A good value.....	3	72	45.3
A very good value	4	22	13.8
A great value	5	15	9.4
Total.....		159	100

D. Impact of Service Improvement

*If the **ORPIN** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.48 (SD: 0.95)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	1.8
Low impact.....	2	20	12.1
Moderate impact.....	3	61	37.0
High impact.....	4	57	34.5
Very high impact (it should be the highest priority).....	5	24	14.5
Total.....		165	100

8.4. Agency Specific Procurement

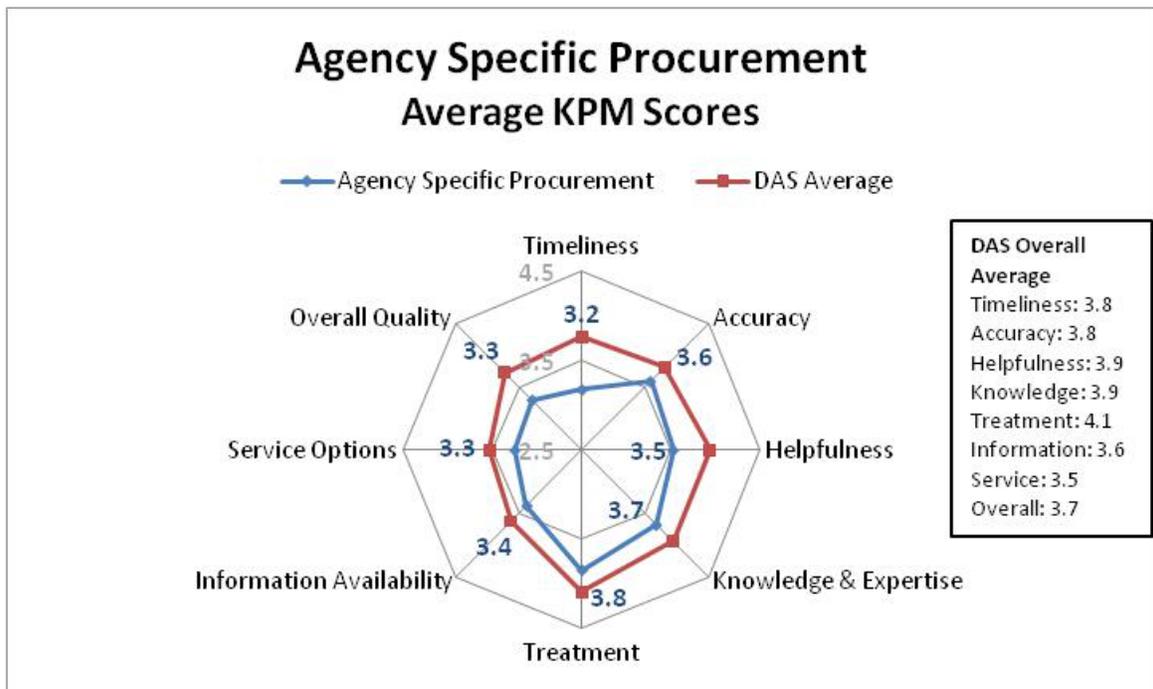
A. Level of Service Usage

Approximately how often do you use Agency Specific Procurement services?

Mean: 3.20 (SD:1.50)

Response	N	%
Rarely or never	1	12.5%
Once or twice a year	2	24.0%
1 to 4 times every 3 months/quarter	3	25.0%
2-4 times a month	4	17.7%
1-3 times a week	5	10.4%
Daily	6	10.4%
Total.....	96	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 196: Evaluate how satisfied you are on each specific dimension of quality for Agency Specific Procurement:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	24	21	26	13	90	3.18	1.176
	%	6.7	26.7	23.3	28.9	14.4	100.0		
Accuracy	N	3	10	27	31	19	90	3.59	1.048
	%	3.3	11.1	30.0	34.4	21.1	100.0		
Helpfulness	N	4	11	25	29	18	87	3.53	1.098
	%	4.6	12.6	28.7	33.3	20.7	100.0		
Knowledge & Expertise	N	3	8	24	33	21	89	3.69	1.040
	%	3.4	9.0	27.0	37.1	23.6	100.0		
Treatment	N	3	6	21	31	28	89	3.84	1.054
	%	3.4	6.7	23.6	34.8	31.5	100.0		
Information Availability	N	3	19	25	30	15	92	3.38	1.088
	%	3.3	20.7	27.2	32.6	16.3	100.0		
Service Options	N	3	23	26	24	14	90	3.26	1.107
	%	3.3	25.6	28.9	26.7	15.6	100.0		
Overall	N	5	20	25	27	15	92	3.29	1.144
	%	5.4	21.7	27.2	29.3	16.3	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Agency Specific Procurement** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.71 (SD: 1.00)

Response	N	%
A poor value	1	9 10.1%
A less than good value	2	28 31.5%
A good value.....	3	38 42.7%
A very good value	4	8 9.0%
A great value	5	6 6.7%
Total.....	89	100%

D. Impact of Service Improvement

If the **Agency Specific Procurement** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.35 (SD: 1.03)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	5 5.3%
Low impact.....	2	13 13.8%
Moderate impact.....	3	31 33.0%
High impact.....	4	34 36.2%
Very high impact (it should be the highest priority).....	5	11 11.7%
Total.....	94	100%

8.5. Statewide Price Agreements

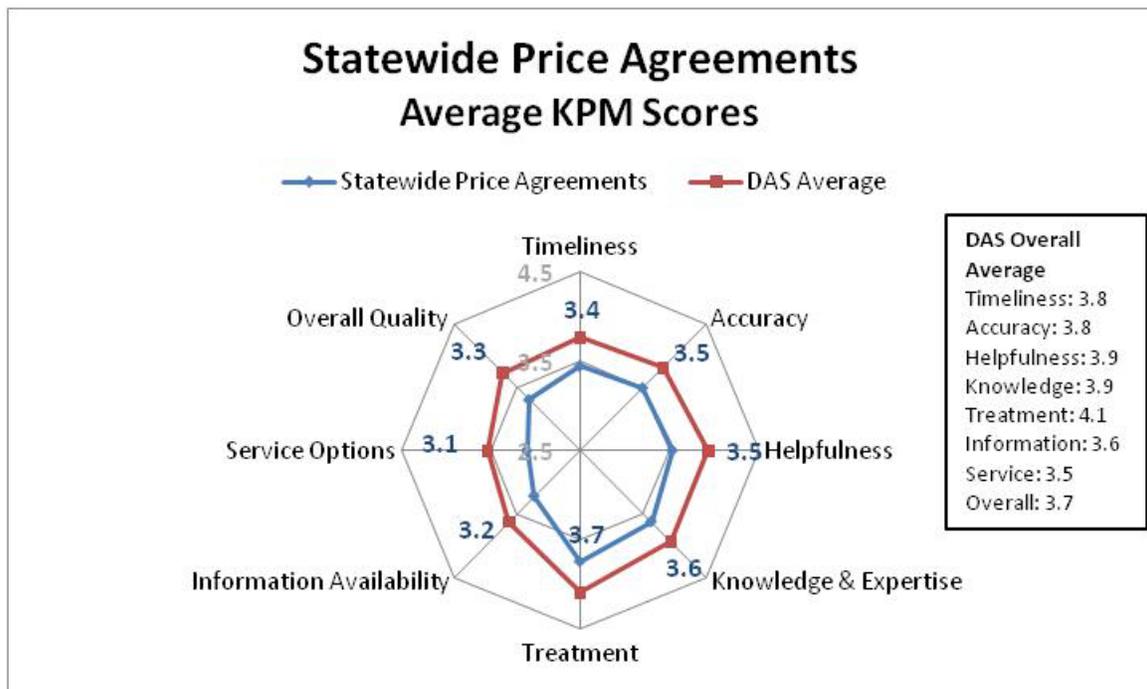
A. Level of Service Usage

Approximately how often do you use Statewide Price Agreements services?

Mean: 3.75 (SD:1.46)

Response	N	%	
Rarely or never	1	11	7.1%
Once or twice a year	2	20	12.9%
1 to 4 times every 3 months/quarter	3	40	25.8%
2-4 times a month	4	31	20.0%
1-3 times a week	5	31	20.0%
Daily	6	22	14.2%
Total.....	155	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 201: Evaluate how satisfied you are on each specific dimension of quality for Statewide Price Agreements:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	8	20	39	54	23	144	3.44	1.09
	%	5.6	13.9	27.1	37.5	16	100.0		
Accuracy	N	4	16	51	51	22	144	3.49	0.98
	%	2.8	11.1	35.4	35.4	15.3	100.0		
Helpfulness	N	6	14	46	50	26	142	3.54	1.04
	%	4.2	9.9	32.4	35.2	18.3	100.0		
Knowledge & Expertise	N	3	12	49	46	30	140	3.63	0.98
	%	2.1	8.6	35	32.9	21.4	100.0		
Treatment	N	5	6	43	54	34	142	3.75	0.99
	%	3.5	4.2	30.3	38	23.9	100.0		
Information Availability	N	7	40	35	38	24	144	3.22	1.17
	%	4.9	27.8	24.3	26.4	16.7	100.0		
Service Options	N	21	28	30	45	19	143	3.09	1.28
	%	14.7	19.6	21	31.5	13.3	100.0		
Overall	N	8	29	43	46	22	148	3.30	1.11
	%	5.4	19.6	29.1	31.1	14.9	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Statewide Price Agreements** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.71 (SD: 1.13)

Response		N	%
A poor value	1	28	19.3
A less than good value	2	25	17.2
A good value.....	3	63	43.4
A very good value	4	19	13.1
A great value	5	10	6.9
Total.....		145	100

D. Impact of Service Improvement

If the **Statewide Price Agreements** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.47 (SD: 0.90)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	2.0
Low impact.....	2	14	9.3
Moderate impact.....	3	61	40.7
High impact.....	4	53	35.3
Very high impact (it should be the highest priority).....	5	19	12.7
Total.....		150	100

8.6. Risk Management (overall)

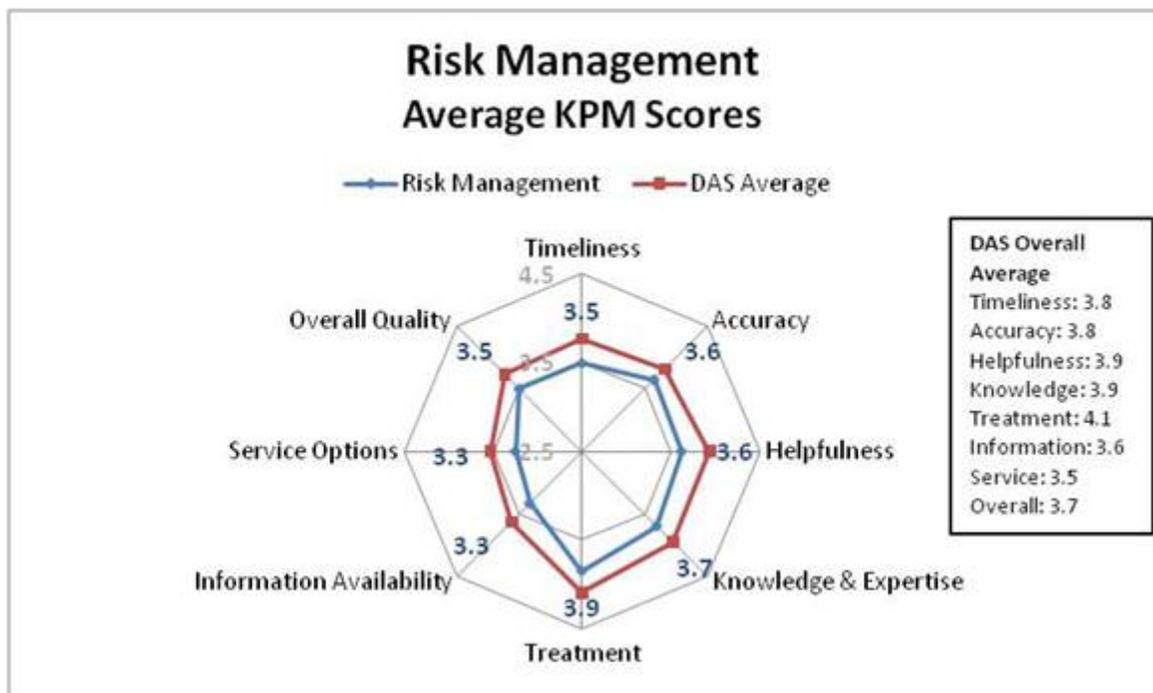
A. Level of Service Usage

Approximately how often do you use Risk Management (overall) services?

Mean: 2.88 (SD:1.11)

Response	N	%
Rarely or never	10	7.2%
Once or twice a year	46	33.3%
1 to 4 times every 3 months/quarter	48	34.8%
2-4 times a month	22	15.9%
1-3 times a week	9	6.5%
Daily	3	2.2%
Total.....	138	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 206: Evaluate how satisfied you are on each specific dimension of quality for Risk Management:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	8	22	26	50	27	133	3.50	1.165
	%	6.0	16.5	19.5	37.6	20.3	100.0		
Accuracy	N	8	15	26	43	35	127	3.65	1.185
	%	6.3	11.8	20.5	33.9	27.6	100.0		
Helpfulness	N	11	17	25	36	42	131	3.62	1.286
	%	8.4	13.0	19.1	27.5	32.1	100.0		
Knowledge & Expertise	N	10	13	24	42	40	129	3.69	1.230
	%	7.8	10.1	18.6	32.6	31.0	100.0		
Treatment	N	5	15	22	39	48	129	3.85	1.160
	%	3.9	11.6	17.1	30.2	37.2	100.0		
Information Availability	N	12	25	28	41	26	132	3.33	1.246
	%	9.1	18.9	21.2	31.1	19.7	100.0		
Service Options	N	16	20	30	33	25	124	3.25	1.304
	%	12.9	16.1	24.2	26.6	20.2	100.0		
Overall	N	9	21	28	42	31	131	3.50	1.211
	%	6.9	16.0	21.4	32.1	23.7	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Risk Management (overall)** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.03 (SD: 1.19)

Response		N	%
A poor value	1	15	11.9
A less than good value	2	23	18.3
A good value.....	3	49	38.9
A very good value	4	21	16.7
A great value	5	18	14.3
Total.....		126	100

D. Impact of Service Improvement

*If the **Risk Management (overall)** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.21 (SD: 1.00)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	5	3.7
Low impact.....	2	27	20.1
Moderate impact.....	3	49	36.6
High impact.....	4	40	29.9
Very high impact (it should be the highest priority).....	5	13	9.7
Total.....		134	100

8.7. Risk Claims

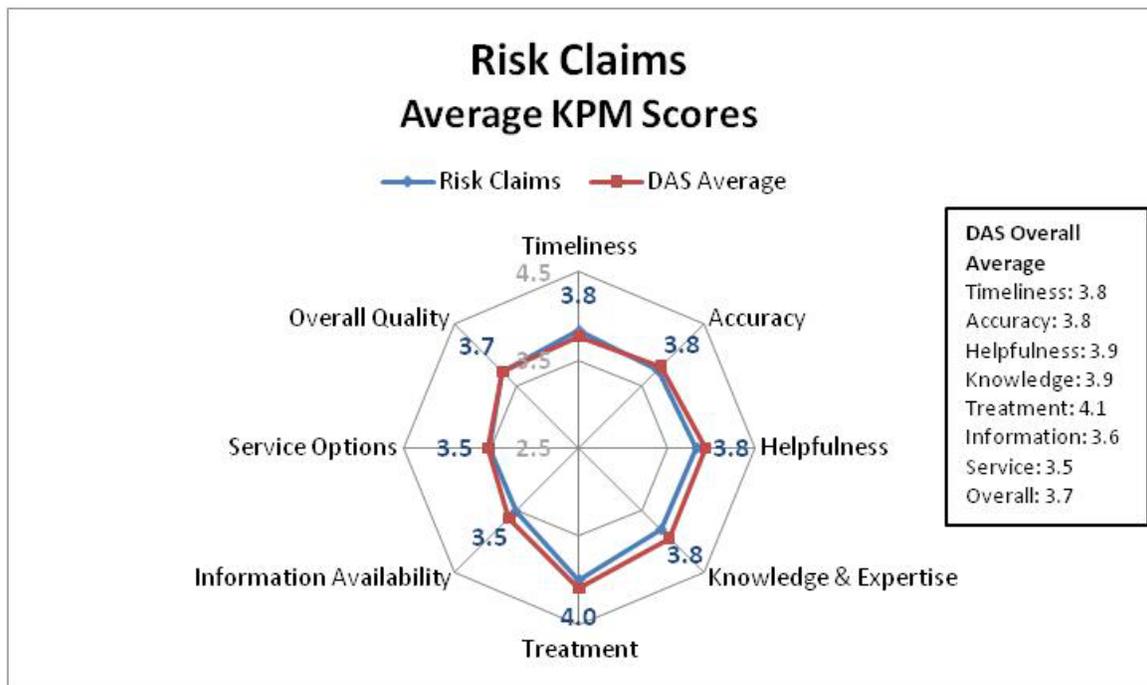
A. Level of Service Usage

Approximately how often do you use Risk Claims services?

Mean: 2.84 (SD:1.40)

Response	N	%	
Rarely or never	1	12	21.8%
Once or twice a year	2	12	21.8%
1 to 4 times every 3 months/quarter	3	13	23.6%
2-4 times a month	4	10	18.2%
1-3 times a week	5	7	12.7%
Daily	6	1	1.8%
Total.....	55	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 211: Evaluate how satisfied you are on each specific dimension of quality for Risk Claims:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	6	7	16	17	48	3.83	1.173
	%	4.2	12.5	14.6	33.3	35.4	100.0		
Accuracy	N	2	8	6	17	16	49	3.76	1.199
	%	4.1	16.3	12.2	34.7	32.7	100.0		
Helpfulness	N	4	4	6	16	18	48	3.83	1.260
	%	8.3	8.3	12.5	33.3	37.5	100.0		
Knowledge & Expertise	N	2	5	8	18	15	48	3.81	1.123
	%	4.2	10.4	16.7	37.5	31.3	100.0		
Treatment	N	3	2	9	12	22	48	4.00	1.185
	%	6.3	4.2	18.8	25.0	45.8	100.0		
Information Availability	N	4	7	8	18	11	48	3.52	1.238
	%	8.3	14.6	16.7	37.5	22.9	100.0		
Service Options	N	5	5	10	12	13	45	3.51	1.325
	%	11.1	11.1	22.2	26.7	28.9	100.0		
Overall	N	3	6	10	12	18	49	3.73	1.255
	%	6.1	12.2	20.4	24.5	36.7	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Risk Claims** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.17 (SD: 1.16)

Response	N	%	
A poor value	1	6	13.0%
A less than good value	2	4	8.7%
A good value.....	3	17	37.0%
A very good value	4	14	30.4%
A great value	5	5	10.9%
Total.....	46	100%	

D. Impact of Service Improvement

*If the **Risk Claims** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 2.98 (SD: 1.01)

Response	N	%	
Little or no impact (it should be the lowest priority).....	1	7	13.7%
Low impact.....	2	5	9.8%
Moderate impact.....	3	21	41.2%
High impact.....	4	18	35.3%
Very high impact (it should be the highest priority).....	5	0	0%
Total.....	51	100%	

8.8. Risk Consulting Services

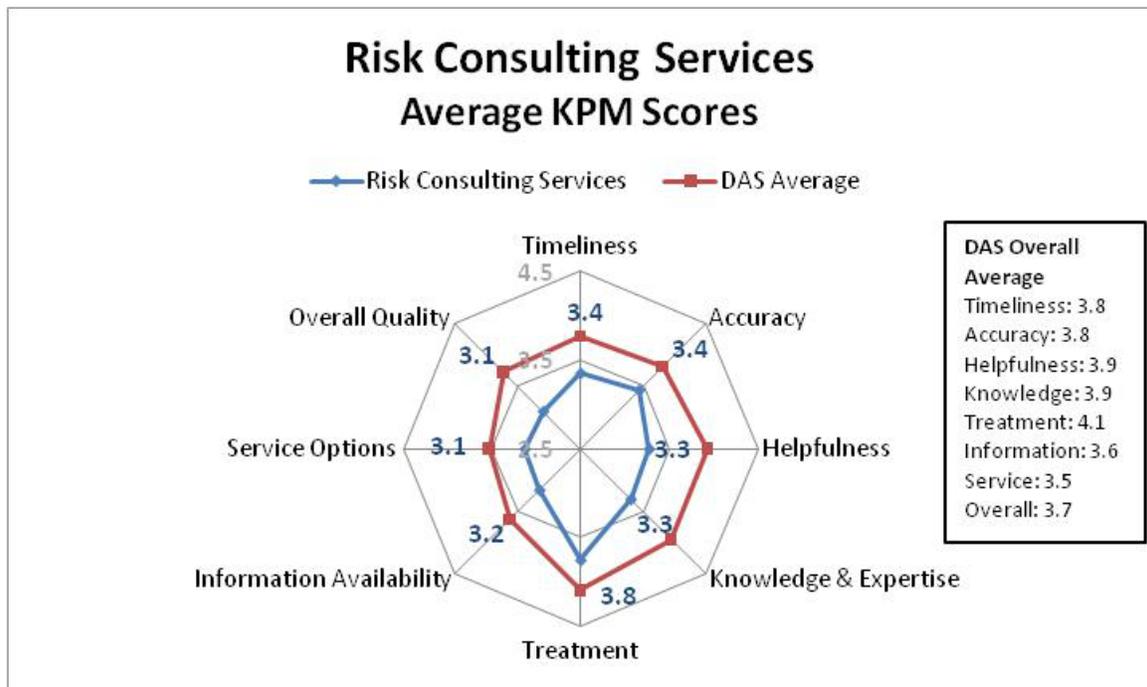
A. Level of Service Usage

Approximately how often do you use Risk Consulting services?

Mean: 2.80 (SD:1.25)

Response	N	%
Rarely or never	1	8 17.8%
Once or twice a year	2	11 24.4%
1 to 4 times every 3 months/quarter	3	13 28.9%
2-4 times a month	4	8 17.8%
1-3 times a week	5	5 11.1%
Daily	6	0 0%
Total.....	45	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 216: Evaluate how satisfied you are on each specific dimension of quality for Risk Consulting Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	5	6	7	14	8	40	3.35	1.312
	%	12.5	15.0	17.5	35.0	20.0	100.0		
Accuracy	N	6	4	7	11	11	39	3.44	1.410
	%	15.4	10.3	17.9	28.2	28.2	100.0		
Helpfulness	N	6	7	5	14	8	40	3.28	1.377
	%	15.0	17.5	12.5	35.0	20.0	100.0		
Knowledge & Expertise	N	7	5	6	13	9	40	3.30	1.418
	%	17.5	12.5	15.0	32.5	22.5	100.0		
Treatment	N	4	2	9	10	15	40	3.75	1.296
	%	10.0	5.0	22.5	25.0	37.5	100.0		
Information Availability	N	5	7	9	13	5	39	3.15	1.247
	%	12.8	17.9	23.1	33.3	12.8	100.0		
Service Options	N	5	8	8	13	5	39	3.13	1.260
	%	12.8	20.5	20.5	33.3	12.8	100.0		
Overall	N	6	8	10	10	7	41	3.10	1.319
	%	14.6	19.5	24.4	24.4	17.1	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Risk Consulting** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 2.84 (SD: 1.34)

Response	N	%
A poor value	1	8 21.6%
A less than good value	2	7 18.9%
A good value.....	3	10 27.0%
A very good value	4	7 18.9%
A great value	5	5 13.5%
Total.....	37	100%

D. Impact of Service Improvement

If the **Risk Consulting Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.26 (SD: 1.31)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	7 16.3%
Low impact.....	2	3 7.0%
Moderate impact.....	3	13 30.2%
High impact.....	4	12 27.9%
Very high impact (it should be the highest priority).....	5	8 18.6%
Total.....	43	100%

8.9. Publishing & Distribution (overall)

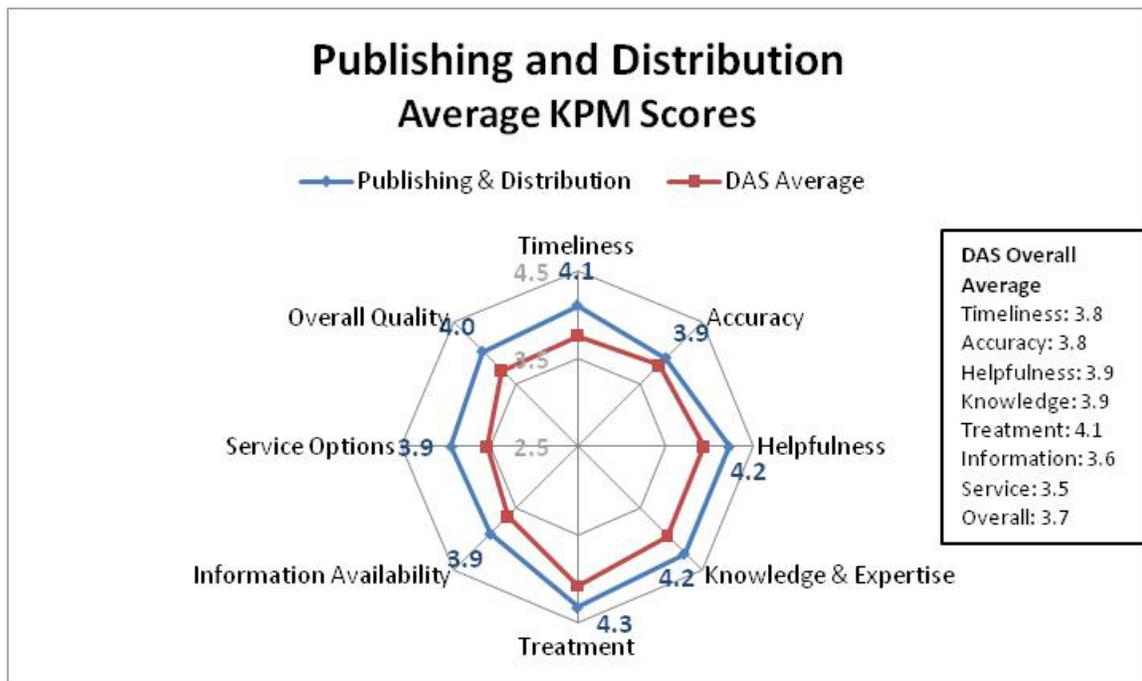
A. Level of Service Usage

*Approximately how often do you use **Publishing & Distribution (overall)** services?*

Mean: 3.36 (SD:1.25)

Response	N	%	
Rarely or never	1	8	3.2%
Once or twice a year	2	55	22.2%
1 to 4 times every 3 months/quarter	3	91	36.7%
2-4 times a month	4	48	19.4%
1-3 times a week	5	26	10.5%
Daily	6	20	8.1%
Total.....	248	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 221: Evaluate how satisfied you are on each specific dimension of quality for Publishing and Distribution:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	4	17	30	91	103	245	4.11	0.979
	%	1.6	6.9	12.2	37.1	42.0	100.0		
Accuracy	N	6	30	28	93	89	246	3.93	1.088
	%	2.4	12.2	11.4	37.8	36.2	100.0		
Helpfulness	N	5	13	28	67	124	237	4.23	1.001
	%	2.1	5.5	11.8	28.3	52.3	100.0		
Knowledge & Expertise	N	4	14	26	78	120	242	4.22	0.968
	%	1.7	5.8	10.7	32.2	49.6	100.0		
Treatment	N	4	9	25	68	134	240	4.33	0.926
	%	1.7	3.8	10.4	28.3	55.8	100.0		
Information Availability	N	7	21	38	94	78	238	3.90	1.049
	%	2.9	8.8	16.0	39.5	32.8	100.0		
Service Options	N	10	17	37	86	86	236	3.94	1.092
	%	4.2	7.2	15.7	36.4	36.4	100.0		
Overall	N	4	23	35	80	101	243	4.03	1.044
	%	1.6	9.5	14.4	32.9	41.6	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Publishing & Distribution (overall)** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.48 (SD: 1.09)

Response		N	%
A poor value	1	7	3.1
A less than good value	2	34	15.0
A good value.....	3	80	35.2
A very good value	4	56	24.7
A great value	5	50	22.0
Total.....		227	100

D. Impact of Service Improvement

If the **Publishing & Distribution (overall)** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.34 (SD: 0.99)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	13	5.4
Low impact.....	2	26	10.7
Moderate impact.....	3	95	39.3
High impact.....	4	82	33.9
Very high impact (it should be the highest priority).....	5	26	10.7
Total.....		242	100

8.10. Printing

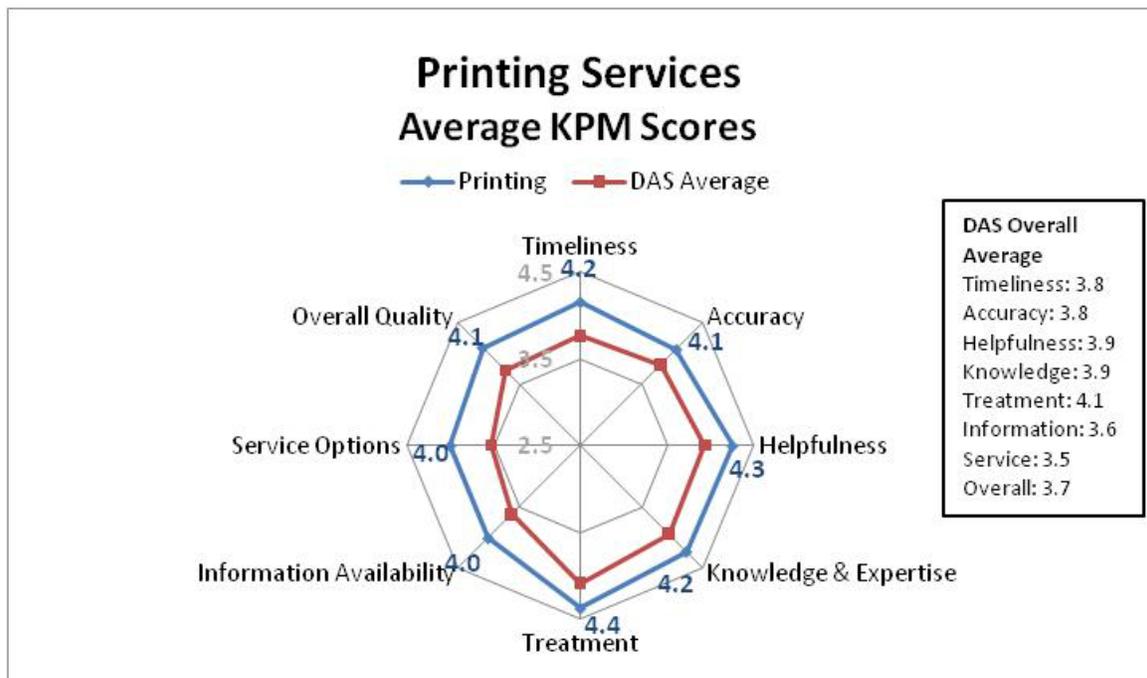
A. Level of Service Usage

*Approximately how often do you use **Printing** services?*

Mean: 3.27 (SD:1.33)

Response	N	%	
Rarely or never	1	12	6.0%
Once or twice a year	2	49	24.4%
1 to 4 times every 3 months/quarter	3	69	34.3%
2-4 times a month	4	29	14.4%
1-3 times a week	5	27	13.4%
Daily	6	15	7.5%
Total.....	201	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 226: Evaluate how satisfied you are on each specific dimension of quality for Printing Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	8	6	19	75	85	193	4.16	1.009
	%	4.1	3.1	9.8	38.9	44.0	100.0		
Accuracy	N	7	13	21	71	81	193	4.07	1.061
	%	3.6	6.7	10.9	36.8	42.0	100.0		
Helpfulness	N	4	7	22	60	96	189	4.25	0.950
	%	2.1	3.7	11.6	31.7	50.8	100.0		
Knowledge & Expertise	N	3	12	18	59	93	185	4.23	0.979
	%	1.6	6.5	9.7	31.9	50.3	100.0		
Treatment	N	2	4	19	60	104	189	4.38	0.833
	%	1.1	2.1	10.1	31.7	55.0	100.0		
Information Availability	N	4	10	36	69	69	188	4.01	0.984
	%	2.1	5.3	19.1	36.7	36.7	100.0		
Service Options	N	7	10	35	57	76	185	4.00	1.078
	%	3.8	5.4	18.9	30.8	41.1	100.0		
Overall	N	7	15	18	65	88	193	4.10	1.088
	%	3.6	7.8	9.3	33.7	45.6	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Printing** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.51 (SD: 1.16)

Response		N	%
A poor value	1	9	4.9
A less than good value	2	26	14.3
A good value.....	3	57	31.3
A very good value	4	44	24.2
A great value	5	46	25.3
Total.....		182	100

D. Impact of Service Improvement

If the **Printing** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.27 (SD: 1.02)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	12	6.3
Low impact.....	2	25	13.1
Moderate impact.....	3	74	38.7
High impact.....	4	60	31.4
Very high impact (it should be the highest priority).....	5	20	10.5
Total.....		191	100

8.11. Mail Services / Shuttle

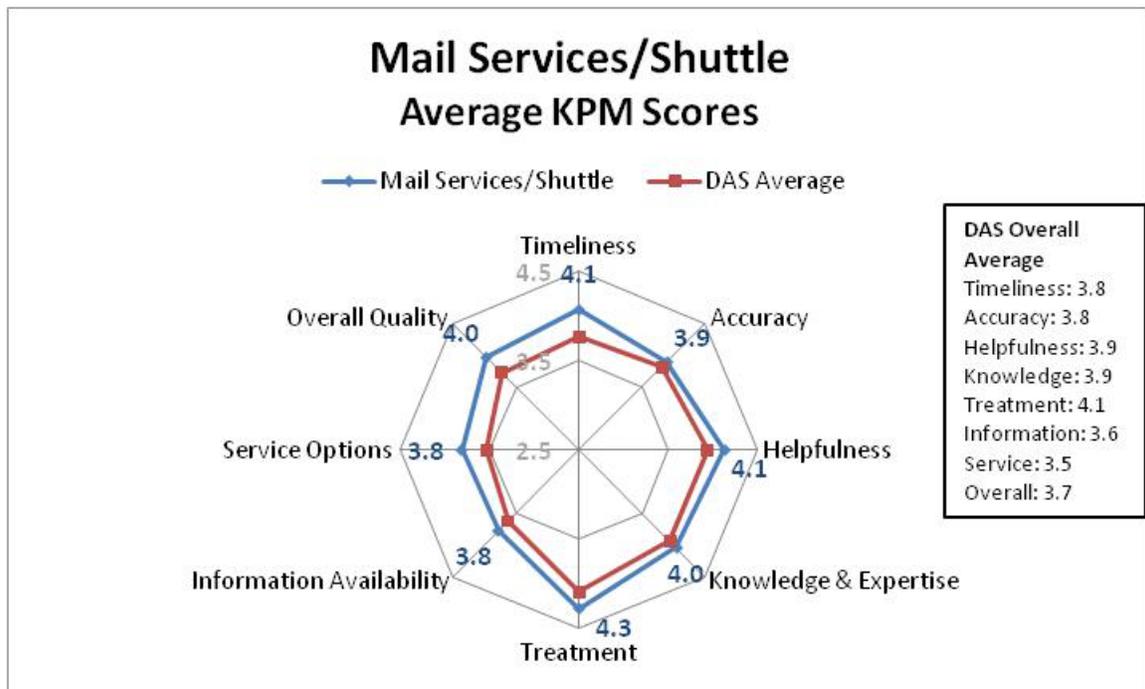
A. Level of Service Usage

Approximately how often do you use Mail Services / Shuttle services?

Mean: 5.26 (SD:1.14)

Response	N	%	
Rarely or never	1	4	1.8%
Once or twice a year	2	3	1.3%
1 to 4 times every 3 months/quarter	3	13	5.8%
2-4 times a month	4	27	11.9%
1-3 times a week	5	43	19.0%
Daily	6	136	60.2%
Total.....	226	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 231: Evaluate how satisfied you are on each specific dimension of quality for Mail Services/Shuttle:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	26	22	80	92	221	4.07	1.014
	%	.5	11.8	10.0	36.2	41.6	100.0		
Accuracy	N	2	30	36	74	78	220	3.89	1.067
	%	.9	13.6	16.4	33.6	35.5	100.0		
Helpfulness	N	4	9	35	71	91	210	4.12	0.965
	%	1.9	4.3	16.7	33.8	43.3	100.0		
Knowledge & Expertise	N	5	7	43	69	81	205	4.04	0.982
	%	2.4	3.4	21.0	33.7	39.5	100.0		
Treatment	N	1	6	33	65	105	210	4.27	0.863
	%	.5	2.9	15.7	31.0	50.0	100.0		
Information Availability	N	1	21	62	67	60	211	3.78	0.987
	%	.5	10.0	29.4	31.8	28.4	100.0		
Service Options	N	7	16	52	67	66	208	3.81	1.072
	%	3.4	7.7	25.0	32.2	31.7	100.0		
Overall	N	4	25	29	77	83	218	3.96	1.068
	%	1.8	11.5	13.3	35.3	38.1	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Mail Services/Shuttle** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.59 (SD: 1.05)

Response	N	%
A poor value	1	4
A less than good value	2	24
A good value.....	3	78
A very good value	4	50
A great value	5	53
Total.....	209	100

D. Impact of Service Improvement

If the **Mail Services / Shuttle** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.43 (SD: 1.00)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	12
Low impact.....	2	19
Moderate impact.....	3	80
High impact.....	4	83
Very high impact (it should be the highest priority).....	5	28
Total.....	222	100

8.12. Fleet Management (overall)

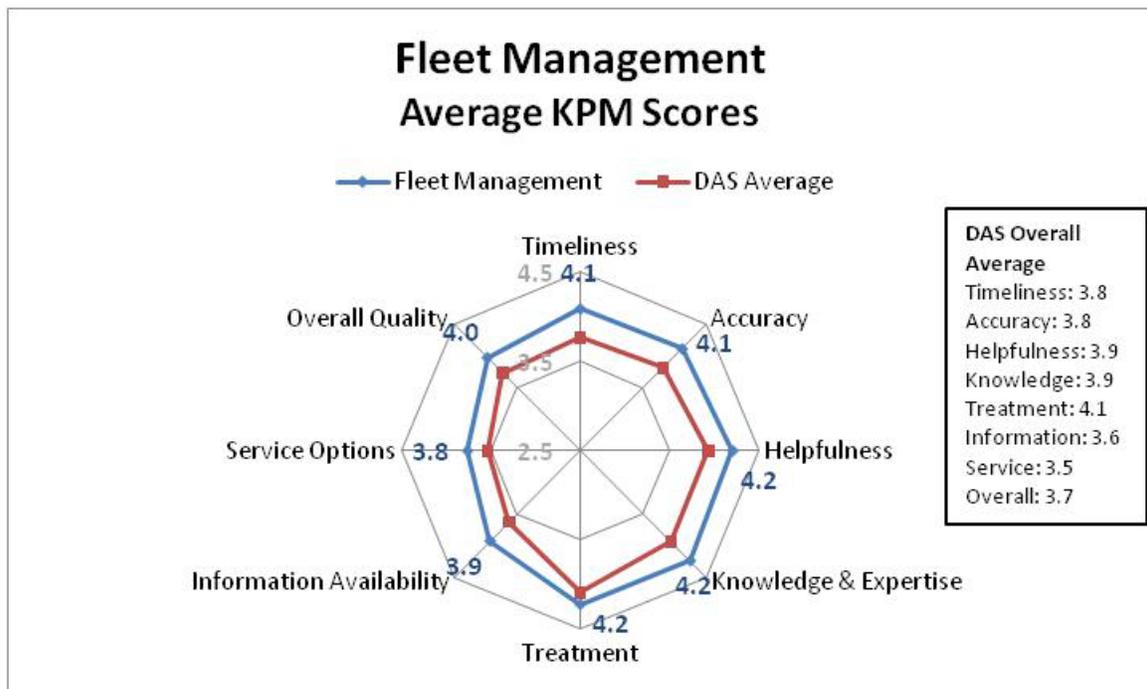
A. Level of Service Usage

Approximately how often do you use Fleet Management (overall) services?

Mean: 3.40 (SD:1.20)

Response	N	%
Rarely or never	10	3.4%
Once or twice a year	58	19.5%
1 to 4 times every 3 months/quarter	97	32.7%
2-4 times a month	86	29.0%
1-3 times a week	25	8.4%
Daily	21	7.1%
Total.....	297	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 236: Evaluate how satisfied you are on each specific dimension of quality for Fleet Management:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	10	20	33	104	129	296	4.09	1.057
	%	3.4	6.8	11.1	35.1	43.6	100.0		
Accuracy	N	2	22	42	105	125	296	4.11	.955
	%	.7	7.4	14.2	35.5	42.2	100.0		
Helpfulness	N	4	20	38	81	150	293	4.20	1.000
	%	1.4	6.8	13.0	27.6	51.2	100.0		
Knowledge & Expertise	N	2	11	43	94	141	291	4.24	.889
	%	.7	3.8	14.8	32.3	48.5	100.0		
Treatment	N	4	11	41	95	139	290	4.22	.922
	%	1.4	3.8	14.1	32.8	47.9	100.0		
Information Availability	N	6	32	47	98	108	291	3.93	1.076
	%	2.1	11.0	16.2	33.7	37.1	100.0		
Service Options	N	17	42	41	82	107	289	3.76	1.254
	%	5.9	14.5	14.2	28.4	37.0	100.0		
Overall	N	7	31	46	92	121	297	3.97	1.093
	%	2.4	10.4	15.5	31.0	40.7	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Fleet Management (overall)** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.34 (SD: 1.19)

Response		N	%
A poor value	1	19	6.8
A less than good value	2	45	16.2
A good value.....	3	100	36.0
A very good value	4	51	18.3
A great value	5	63	22.7
Total.....		278	100

D. Impact of Service Improvement

If the **Fleet Management (overall)** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.26 (SD: 1.01)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	14	4.8
Low impact.....	2	49	16.7
Moderate impact.....	3	105	35.8
High impact.....	4	96	32.8
Very high impact (it should be the highest priority).....	5	29	9.9
Total.....		293	100

8.13. Daily Rental Vehicles

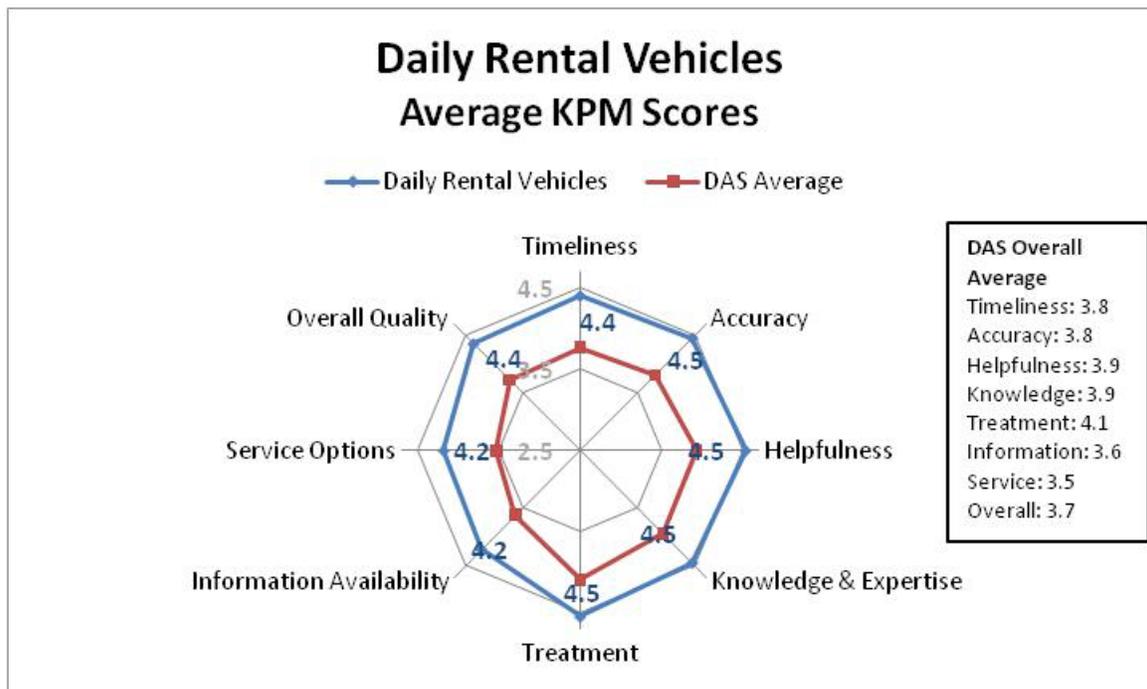
A. Level of Service Usage

Approximately how often do you use **Daily Rental Vehicles** services?

Mean: 2.89 (SD: 0.95)

Response	N	%	
Rarely or never	1	12	6.5%
Once or twice a year	2	50	26.9%
1 to 4 times every 3 months/quarter	3	78	41.9%
2-4 times a month	4	39	21.0%
1-3 times a week	5	6	3.2%
Daily	6	1	0.5%
Total.....	186	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 241: Evaluate how satisfied you are on each specific dimension of quality for Daily Rental Vehicles:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	4	4	15	51	109	183	4.40	0.896
	%	2.2	2.2	8.2	27.9	59.6	100.0		
Accuracy	N	2	5	12	52	111	182	4.46	0.825
	%	1.1	2.7	6.6	28.6	61.0	100.0		
Helpfulness	N	4	3	13	34	129	183	4.54	0.869
	%	2.2	1.6	7.1	18.6	70.5	100.0		
Knowledge & Expertise	N	3	2	17	45	110	177	4.45	0.846
	%	1.7	1.1	9.6	25.4	62.1	100.0		
Treatment	N	3	3	10	41	123	180	4.54	0.814
	%	1.7	1.7	5.6	22.8	68.3	100.0		
Information Availability	N	3	14	16	52	92	177	4.22	1.018
	%	1.7	7.9	9.0	29.4	52.0	100.0		
Service Options	N	7	10	22	45	95	179	4.18	1.097
	%	3.9	5.6	12.3	25.1	53.1	100.0		
Overall	N	5	5	20	42	110	182	4.36	0.974
	%	2.7	2.7	11.0	23.1	60.4	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Daily Rental Vehicle** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.73 (SD: 1.09)

Response	N	%
A poor value	1	7 4.2
A less than good value	2	10 6.0
A good value.....	3	55 32.9
A very good value	4	44 26.3
A great value	5	51 30.5
Total.....	167	100

D. Impact of Service Improvement

If the **Daily Rental Vehicles** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.02 (SD: 1.05)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	14 7.7
Low impact.....	2	38 21.0
Moderate impact.....	3	76 42.0
High impact.....	4	36 19.9
Very high impact (it should be the highest priority).....	5	17 9.4
Total.....	181	100

8.14. Permanently Assigned Vehicles

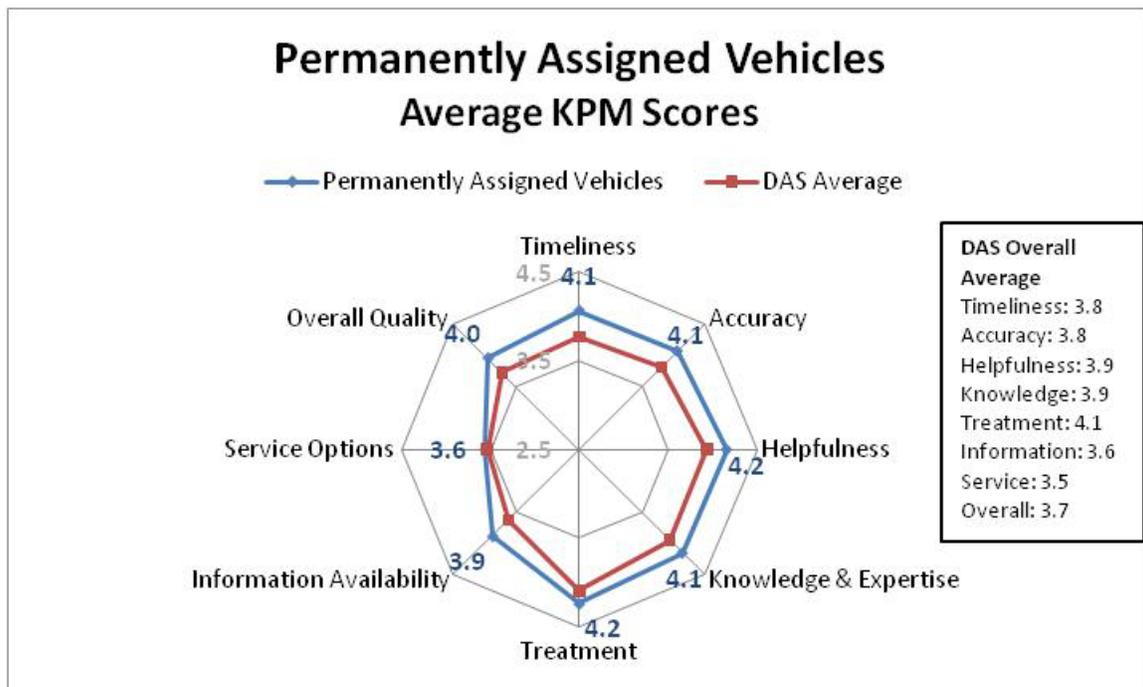
A. Level of Service Usage

Approximately how often do you use Permanently Assigned Vehicles services?

Mean: 4.33 (SD: 1.59)

Response	N	%	
Rarely or never	1	8	3.7%
Once or twice a year	2	30	14.0%
1 to 4 times every 3 months/quarter	3	29	13.5%
2-4 times a month	4	43	20.0%
1-3 times a week	5	26	12.1%
Daily	6	79	36.7%
Total.....	215	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

<i>Question 246: Evaluate how satisfied you are on each specific dimension of quality for Permanently Assigned Vehicles:</i>									
		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	8	11	24	77	83	203	4.06	1.049
	%	3.9	5.4	11.8	37.9	40.9	100.0		
Accuracy	N	4	9	34	78	77	202	4.06	0.952
	%	2.0	4.5	16.8	38.6	38.1	100.0		
Helpfulness	N	6	7	32	55	97	197	4.17	1.024
	%	3.0	3.6	16.2	27.9	49.2	100.0		
Knowledge & Expertise	N	4	7	31	70	86	198	4.15	0.947
	%	2.0	3.5	15.7	35.4	43.4	100.0		
Treatment	N	5	5	29	58	101	198	4.24	0.966
	%	2.5	2.5	14.6	29.3	51.0	100.0		
Information Availability	N	7	18	34	70	68	197	3.88	1.093
	%	3.6	9.1	17.3	35.5	34.5	100.0		
Service Options	N	21	22	36	52	60	191	3.57	1.332
	%	11.0	11.5	18.8	27.2	31.4	100.0		
Overall	N	8	15	29	77	74	203	3.96	1.078
	%	3.9	7.4	14.3	37.9	36.5	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Permanently Assigned Vehicle** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.41 (SD: 1.09)

Response	N	%	
A poor value	1	10	5.1
A less than good value	2	25	12.8
A good value.....	3	74	37.8
A very good value	4	49	25.0
A great value	5	38	19.4
Total.....	196	100	

D. Impact of Service Improvement

If the **Permanently Assigned Vehicles** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.43 (SD: 0.94)

Response	N	%	
Little or no impact (it should be the lowest priority).....	1	5	2.4
Low impact.....	2	24	11.7
Moderate impact.....	3	80	38.8
High impact.....	4	71	34.5
Very high impact (it should be the highest priority).....	5	26	12.6
Total.....	206	100	

9. DAS Operations

Division Summary

DAS Operations Division was rated on two services: (1) Client Agency Payroll, and (2) Client Agency Helpdesk.

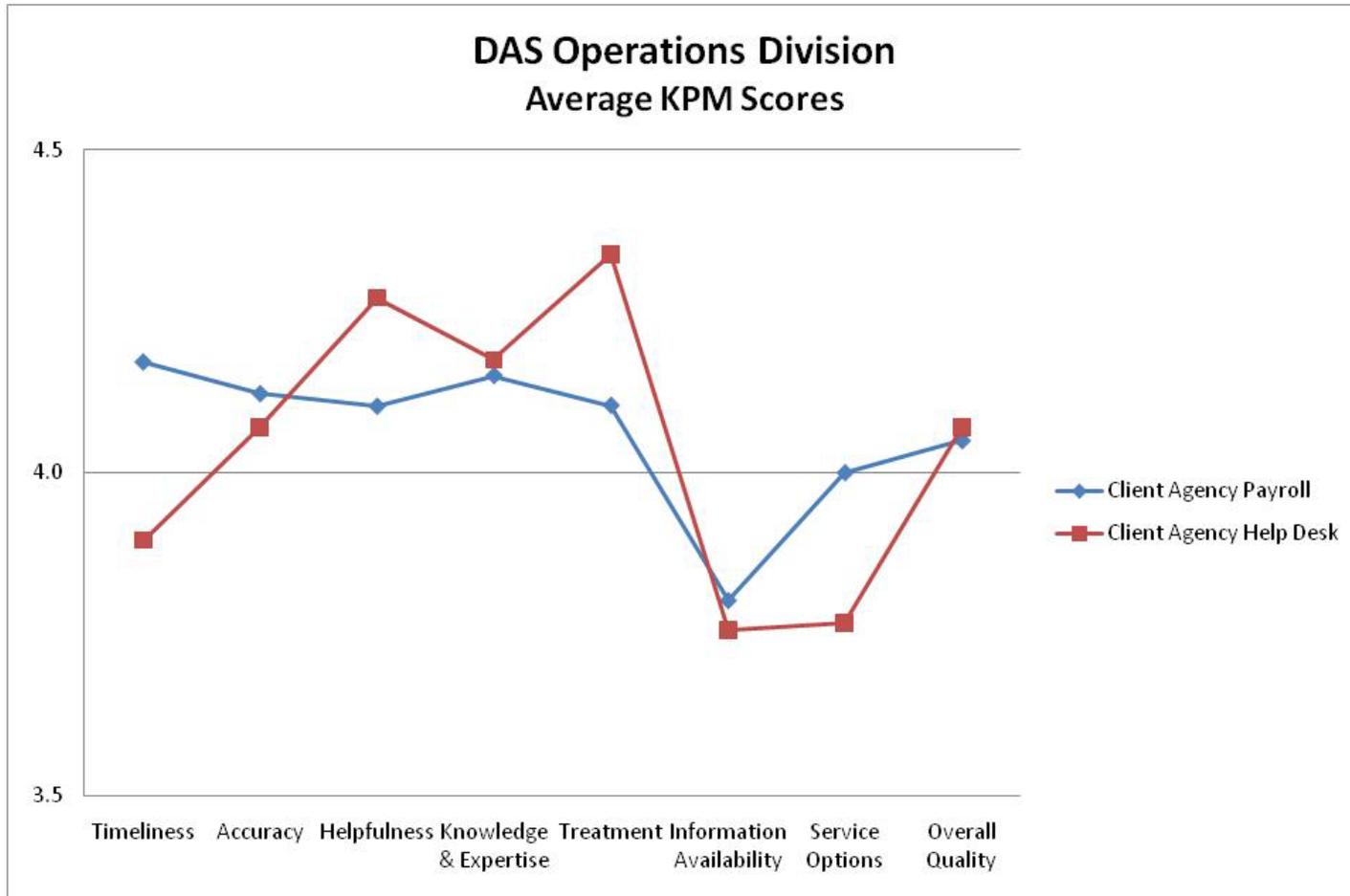
DAS customers rated the quality of each service on the 8 dimensions of Key Performance Measures (KPM) using a 5 point scale (1= very dissatisfied to 5= very satisfied). Information Availability received the lowest score for each service, at 3.8, which roughly corresponds to 'satisfied (=4 points).' Client Agency Helpdesk scored highest on Treatment, at 4.3. Client Agency Payroll scored highest on Timeliness and Knowledge and Expertise at 4.2 each. Both Services were slightly above the DAS average for KPM.

Customers also assessed the value of the services provided by DAS Operations, considering the costs (e.g. financial, human resources, time) and the benefits (e.g. quality of service performance in essential areas) for each service. Value was assessed on a 5 point scale (1= a poor value to 5= a great value). Both services were rated near 3.6, which falls between 'a good value (=3 points)' and 'a very good value (=4 points).'

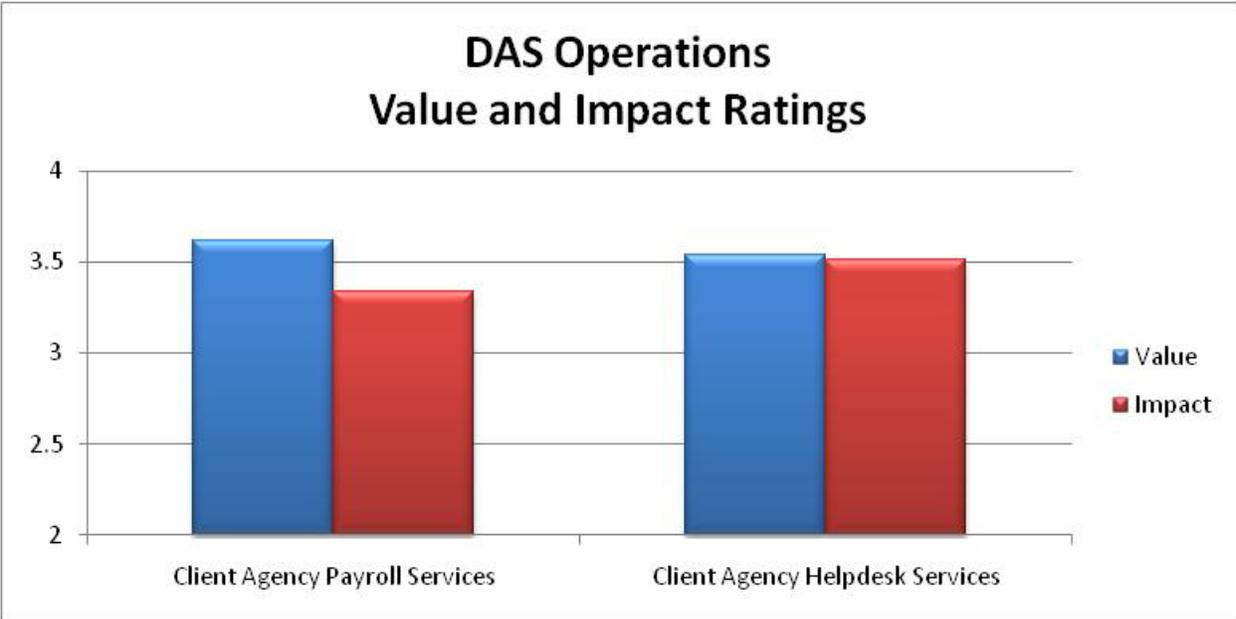
Customers rated the potential impact of improving a given service (1= little or no impact to 5= very high impact). The survey instructed customers to assign a 1 to services where improvement should be the lowest priority, and a 5 to services that should be given top priority. Both services were rated above 3, indicating improvement of the service is expected to have a somewhat more than a 'moderate (=3 points)' impact.

Customers rated the division's performance in balancing the requirements for policy enforcement and service delivery (Policy-Service Balance) using a 5 point scale (1= to no extent to 5= to a great extent). Customers tended to view the State Operations Division's contribution to policy decision making as 'moderate (= 3 points).' Customers also perceived the extent of effectiveness of services provided as slightly above 'moderate (=3 points),' Customers noted that the division performed slightly above the 'moderate (=3 points)' level in balancing the requirements for policy enforcement and service delivery.

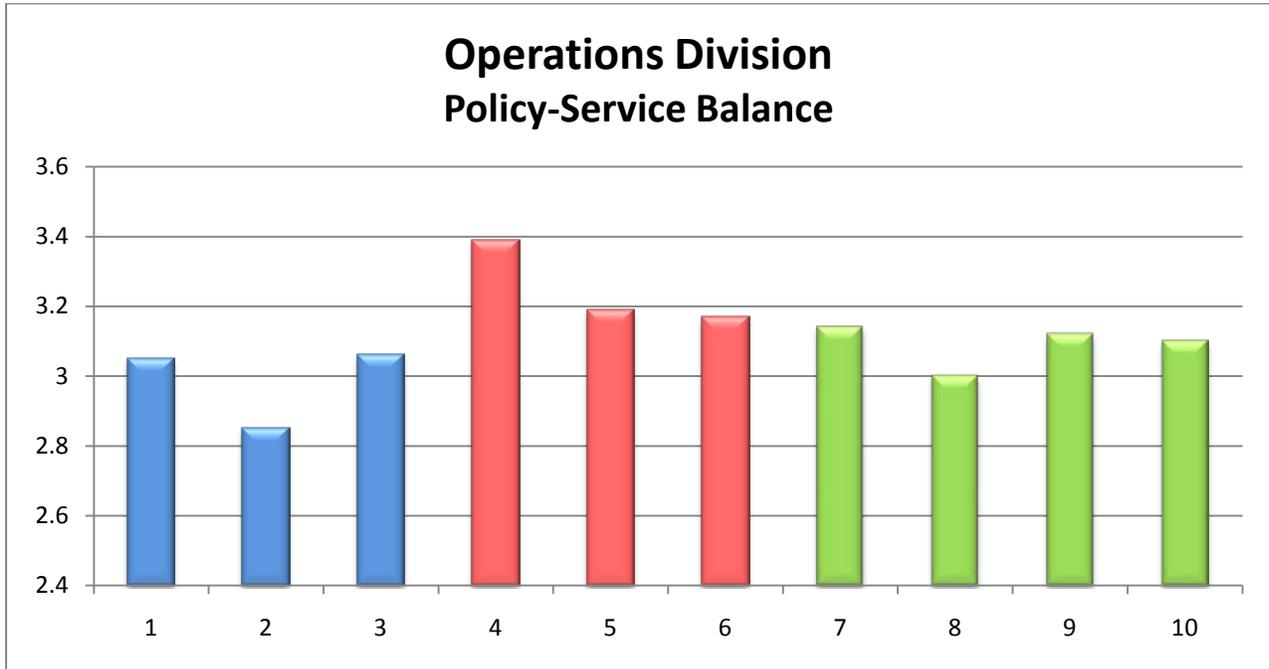
A. Key Performance Measures (KPM)



B. Perceived Value of the Services and Impact of Service Improvement



C. Policy-Service Balance



 Policy	 Service	 Balance
<p>1. To what extent are the key policy administrators making better policy-related decisions because of what they learn from being involved in DAS service delivery?</p> <p>2. To what extent are the key policy administrators seeking out ideas and feedback from others outside of DAS on their policies?</p> <p>3. To what extent are the key policy administrators communicating their policies effectively to employees, customers and stakeholders?</p>	<p>4. To what extent does the division provide services that are valuable to our agency's overall effectiveness?</p> <p>5. To what extent does the division provide services that we could not effectively perform within our agency?</p> <p>6. To what extent does the division provide effective policies and/or regulatory oversight for their area of responsibility?</p>	<p>7. To what extent are the key policy administrators balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?</p> <p>8. To what extent are the key policy administrators balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</p> <p>9. To what extent does the division seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?</p> <p>10. To what extent does the division provide services that are not a duplication of other government units?</p>

Policy Enforcement Questions

*To what extent are the key policy administrators from the **Operations Division** making better policy-related decisions because of what they learn from being involved in DAS service delivery?*

Mean : 3.05 (SD: 0.95)

Response		N	%
No extent	1	5	5.0
To a little extent	2	24	23.8
To a moderate extent	3	37	36.6
To a large extent.....	4	31	30.7
To a great extent	5	4	4.0
Total		101	100.0

*To what extent are the key policy administrators from the **Operations Division** seeking out ideas and feedback from others outside of DAS on their policies?*

Mean: 2.85 (SD: 1.00)

Response		N	%
No extent	1	9	9.3
To a little extent	2	25	25.8
To a moderate extent	3	40	41.2
To a large extent.....	4	18	18.6
To a great extent	5	5	5.2
Total		97	100.0

*To what extent are the key policy administrators from the **Operations Division** communicating their policies effectively to employees, customers and stakeholders?*

Mean : 3.06 (SD: 0.99)

Response		N	%
No extent	1	6	5.7
To a little extent	2	23	21.9
To a moderate extent	3	42	40.0
To a large extent.....	4	27	25.7
To a great extent	5	7	6.7
Total		105	100.0

Service Delivery Questions

*To what extent does the **Operations Division** provide services that are valuable to our agency's overall effectiveness?*

Mean: 3.39 (SD: 0.97)

Response		N	%
No extent	1	3	2.7
To a little extent	2	16	14.4
To a moderate extent	3	39	35.1
To a large extent.....	4	40	36.0
To a great extent	5	13	11.7
Total		111	100.0

*To what extent does the **Operations Division** provide services we could not effectively perform within our agency?*

Mean: 3.19 (SD: 0.98)

Response		N	%
No extent	1	4	3.6
To a little extent	2	24	21.6
To a moderate extent	3	38	34.2
To a large extent.....	4	36	32.4
To a great extent	5	9	8.1
Total		111	100.0

*To what extent does the **Operations Division** effective and/or regulatory oversight for their area of responsibility?*

Mean : 3.17 (SD: 0.94)

Response		N	%
No extent	1	5	4.7
To a little extent	2	19	17.8
To a moderate extent	3	41	38.3
To a large extent.....	4	37	34.6
To a great extent	5	5	4.7
Total		107	100.0

Balance Questions

*To what extent are key policy administrators in the **Operations Division** of DAS balancing both effective policy-administration with delivering quality services (e.g., providing services to agencies)?*

Mean : 3.14 (SD: 0.89)

Response		N	%
No extent	1	4	3.8
To a little extent	2	19	18.3
To a moderate extent	3	43	41.3
To a large extent.....	4	34	32.7
To a great extent	5	4	3.8
Total		104	100.0

*To what extent are key policy administrators in the **Operations Division** of DAS balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?*

Mean : 3.00 (SD: 0.99)

Response		N	%
No extent	1	8	7.8
To a little extent	2	20	19.6
To a moderate extent	3	44	43.1
To a large extent.....	4	24	23.5
To a great extent	5	6	5.9
Total		102	100.0

*To what extent does the **Operations Division** seem to be the best suited division or unit within the government to provide the regulatory functions and services that it currently provides?*

Mean : 3.12 (SD: 1.06)

Response		N	%
No extent	1	7	6.5
To a little extent	2	24	22.2
To a moderate extent	3	35	32.4
To a large extent.....	4	33	30.6
To a great extent	5	9	8.3
Total		108	100.0

To what extent does the **Operations Division** provide services that are not a duplication of other government units?

Mean : 3.10 (SD: 0.99)

Response		N	%
No extent	1	6	5.6
To a little extent	2	23	21.3
To a moderate extent	3	40	37.0
To a large extent.....	4	32	29.6
To a great extent	5	7	6.5
Total		108	100.0

9.1. Client Agency Payroll Services

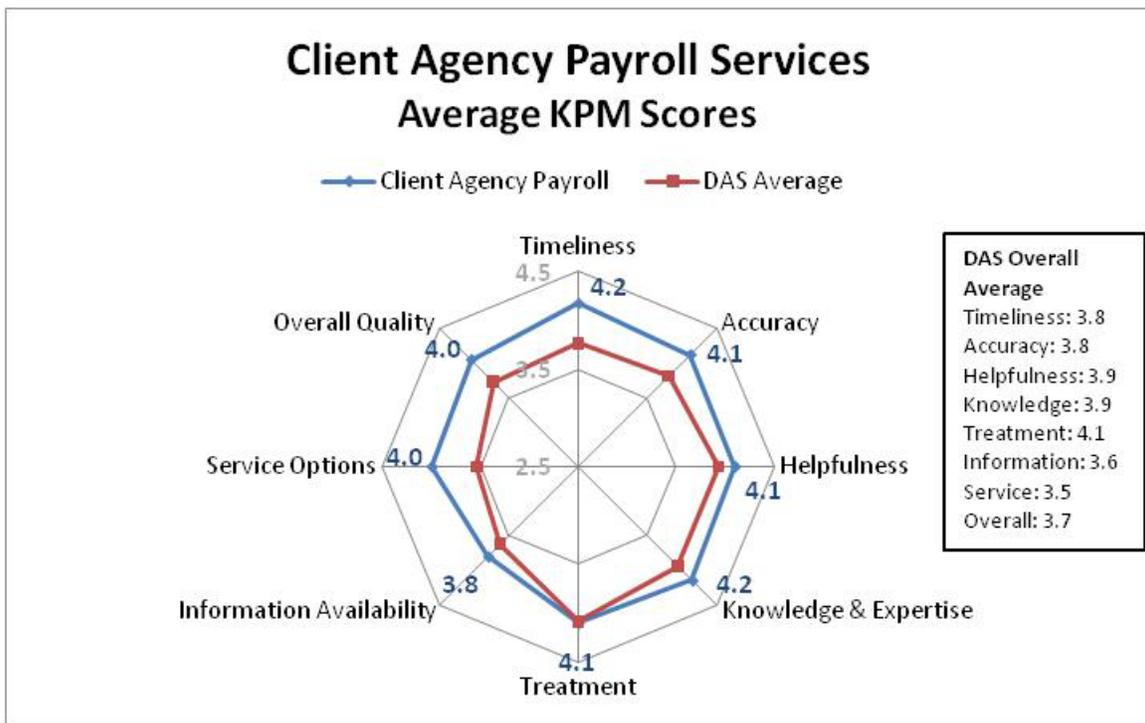
A. Level of Service Usage

Approximately how often do you use Client Agency Payroll services?

Mean: 3.70 (SD:1.39)

Response	N	%
Rarely or never	1	7 8.4%
Once or twice a year	2	8 9.6%
1 to 4 times every 3 months/quarter	3	20 24.1%
2-4 times a month	4	25 30.1%
1-3 times a week	5	14 16.9%
Daily	6	9 10.8%
Total.....	83	100%

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 251: Evaluate how satisfied you are on each specific dimension of quality for Client Agency Payroll Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	8	10	16	46	82	4.17	1.131
	%	2.4	9.8	12.2	19.5	56.1	100.0		
Accuracy	N	3	6	12	18	43	82	4.12	1.137
	%	3.7	7.3	14.6	22.0	52.4	100.0		
Helpfulness	N	3	10	8	12	45	78	4.10	1.244
	%	3.8	12.8	10.3	15.4	57.7	100.0		
Knowledge & Expertise	N	3	5	11	19	42	80	4.15	1.115
	%	3.8	6.3	13.8	23.8	52.5	100.0		
Treatment	N	2	9	9	16	41	77	4.10	1.165
	%	2.6	11.7	11.7	20.8	53.2	100.0		
Information Availability	N	3	17	5	18	33	76	3.80	1.317
	%	3.9	22.4	6.6	23.7	43.4	100.0		
Service Options	N	3	10	9	15	38	75	4.00	1.241
	%	4.0	13.3	12.0	20.0	50.7	100.0		
Overall	N	3	8	13	15	42	81	4.05	1.193
	%	3.7	9.9	16.0	18.5	51.9	100.0		

C. Perceived Value of the Service

*Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Client Agency Payroll** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?*

Mean: 3.62 (SD: 1.21)

Response	N	%
A poor value	1	4 5.1%
A less than good value	2	10 12.7%
A good value.....	3	24 30.4%
A very good value	4	15 19.0%
A great value	5	26 32.9%
Total.....	79	100%

D. Impact of Service Improvement

*If the **Client Agency Payroll Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?*

Mean: 3.34 (SD: 1.10)

Response	N	%
Little or no impact (it should be the lowest priority).....	1	6 7.3%
Low impact.....	2	13 15.9%
Moderate impact.....	3	19 23.2%
High impact.....	4	35 42.7%
Very high impact (it should be the highest priority).....	5	9 11.0%
Total.....	82	100%

9.2. Client Agency Helpdesk Services

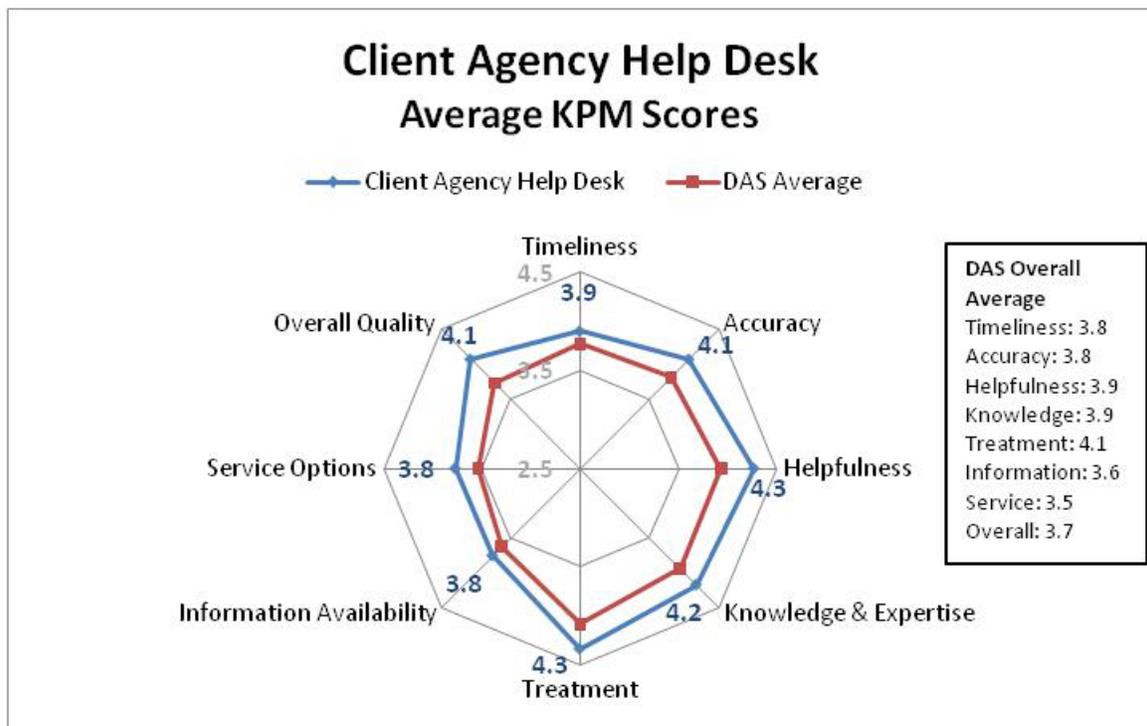
A. Level of Service Usage

Approximately how often do you use Client Agency Helpdesk services?

Mean: 3.39 (SD:1.30)

Response	N	%	
Rarely or never	1	8	8.9%
Once or twice a year	2	12	13.3%
1 to 4 times every 3 months/quarter	3	30	33.3%
2-4 times a month	4	23	25.6%
1-3 times a week	5	11	12.2%
Daily	6	6	6.7%
Total.....	90	100%	

B. Key Performance Measures (KPM)



Number of Responses for Each KPM Dimension

Question 256: Evaluate how satisfied you are on each specific dimension of quality for Client Agency Helpdesk Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	11	11	36	27	86	3.90	1.029
	%	1.2	12.8	12.8	41.9	31.4	100.0		
Accuracy	N	1	5	15	31	34	86	4.07	0.955
	%	1.2	5.8	17.4	36.0	39.5	100.0		
Helpfulness	N	2	2	13	22	46	85	4.27	0.968
	%	2.4	2.4	15.3	25.9	54.1	100.0		
Knowledge & Expertise	N	2	4	12	27	41	86	4.17	0.996
	%	2.3	4.7	14.0	31.4	47.7	100.0		
Treatment	N	2	3	7	24	47	83	4.34	0.954
	%	2.4	3.6	8.4	28.9	56.6	100.0		
Information Availability	N	1	14	14	33	24	86	3.76	1.073
	%	1.2	16.3	16.3	38.4	27.9	100.0		
Service Options	N	2	9	19	22	25	77	3.77	1.111
	%	2.6	11.7	24.7	28.6	32.5	100.0		
Overall	N	1	6	14	29	35	85	4.07	0.985
	%	1.2	7.1	16.5	34.1	41.2	100.0		

C. Perceived Value of the Service

Considering both the costs (e.g., financial, human resource, time, etc.) for delivering the **Client Agency Helpdesk** service(s) to your agency, and the benefits (e.g., quality of service performance in essential areas) that it provides the agency, how much **value** does the service currently have to your agency in accomplishing its mission and goals?

Mean: 3.54 (SD: 1.10)

Response	N	%
A poor value	1 3	3.7%
A less than good value	2 9	11.1%
A good value.....	3 30	37.0%
A very good value	4 19	23.5%
A great value	5 20	24.7%
Total.....	81	100%

D. Impact of Service Improvement

If the **Client Agency Helpdesk Services** service(s) were improved (e.g., resulting in fewer defects, faster performance, more efficiency, better quality, and more value), how much of a positive **impact** would it likely have on helping your agency accomplish its mission and goals?

Mean: 3.51 (SD: 1.12)

Response	N	%
Little or no impact (it should be the lowest priority).....	1 7	8.3%
Low impact.....	2 7	8.3%
Moderate impact.....	3 20	23.8%
High impact.....	4 36	42.9%
Very high impact (it should be the highest priority).....	5 14	16.7%
Total.....	84	100%

V. Top 10

Customers were asked to indicate which ten services, in no particular order, are most important to their agency. Services were ranked according how often they were selected; the following table presents the results.

<i>Rank</i>	<i>Service</i>	<i>N</i>	<i>Rank</i>	<i>Service</i>	<i>N</i>	<i>Rank</i>	<i>Service</i>	<i>N</i>
1	Budget Policy & Analysis	720	18	Risk Management (overall)	368	35	Sate & Fed Surplus Property	162
2	Mail Services / Shuttle	618	19	Printing-Group	352	36	Public Affairs/Media Relations	159
3	Statewide Training	616	20	Data Storage-Group	350	37	Agency Specific Procurement	152
4	Facilities Ops & Maintenance	514	21	Publish. & Distrib (Overall)	317	38	Internal Audit	146
5	Labor Relations	445	22	Statewide Price Agreements	289	39	Accounting/Budgeting Shared Services	134
6	Classification & Compensation	444	23	Data/IS Service Response	286	40	Geographic Info Systems	128
7	SW Payroll Services	442	24	ORPIN	259	41	Leasing	127
8	Legislative Coordination	430	25	Economic Analysis	243	42	SW Audit & Budget Reporting	125
9	HR Mgmt & Consultation	420	26	Info Tech & Investments	242	43	Client Agency Helpdesk Services	114
10	Fleet Management (overall)	406	27	Computing Infrastructure	242	44	Capital Investment Budgeting	86
11	State Procurement (overall)	405	28	Enterprise Info Security	228	45	Planning/Construction Mgmt	85
12	Parking & Commuting	403	29	Perm. Assigned Vehicles	222	46	Risk Claims	72
13	IT Security Management	403	30	HR IS & Services	190	47	Risk Consulting Services	70
14	Custodial	399	31	SW Accounting & Reporting Services	186	48	Executive Recruitment	55
15	Voice Services (telephone)	398	32	Client Agency Payroll Services	183	49	SW Facilities Planning	50
16	E-Government	371	33	SW Financial Mgmt	178			
17	Network Management	370	34	Daily Rental Vehicles	174			

VI. General Qualitative Comments from Customer Survey

Question A

What one issue do you think the DAS organization should be paying more attention to than it has been?

Summary

Overwhelmingly, customers favored a focus on better communication, improved customer service and improved performance and training standards.

“Sometimes we need to communicate with more than one division in DAS to accomplish a task. There are so many divisions, so many rules/procedures that steps can easily be missed causing delays in service requests.”

“When you provide a service, recognize that it is important to understand the client's needs and assign people capable of doing the work.”

“Statewide Training, proper training is key to an efficient state government, it was disappointing to see the cuts in an area.”

Additionally, many customers voiced concerns regarding both the State Data Center and Custodial, stating that more attention should be paid to the quality, value and services provided by these service areas. They were interested in seeing more streamlined processes to aid better service and communication between DAS and its customers.

“State Data Center and IT planning and other technology services are very poor. The industry is changing so fast and there are so [many] options that having a central location for them made sense but the sense shown in implementing them and translating them to actual services only cost the line agencies tens of [millions of] dollars more than what they were spending and yet the service is very poor”

Question B

What is the most important thing DAS could do to improve customer services?

Summary

Based on the customer feedback, it was evident that the number one thing DAS could do to improve customer service was to communicate more efficiently, openly and in a timelier manner when dealing with customer requests, feedback and policy related decisions.

“Communicate better and really listen to outside agencies that may actually have a better, more cost effective way of doing things.”

“Provide more information about why DAS is doing some things. We don't understand the logic behind the steps they are taking. DAS tells us they are closing the Portland motor pool but not why they took that step or how employees in Portland are supposed to do their jobs with no car.”

In addition, there is a concern regarding the level of training staff receives as well as the overall quality of service provided by the State Data Center and Facilities. Overall, customers are interested in a more streamlined system that is flexible and puts their needs first.

“Provide onsite training about services provided and the best fit for our agency needs.”

“Appear less bureaucratic; understand and value flexibility when it comes to making smart decisions w/taxpayer funds”

Question C

What is the most important thing your division or DAS could do to reduce inefficiencies (e.g. time-consuming procedures that appear to add little value, unnecessary steps to get things done, etc.) and waste?

Summary

Customers are calling for more communication and collaboration for policies or programs that affect them. It appears that many customers feel completely isolated from DAS. Customers also noted problems with poor-performing employees or those that do not have adequate training to do their jobs.

“Do a customer analysis and listen to the data. One size does not fit all.”

“Give agencies better guidelines or explanations of procedures we must follow.”

“Retain experienced staff, hold staff accountable for regular and routine errors (that don't improve with training).”

“Provide better training.”

Human Resource technology and policy improvements were also present in the customer survey comments. Customers called for a better organizing system or for work to be contracted out if DAS did not have appropriate services to fulfill the need. Customers also felt that DAS micromanaged their agencies and that they do not have enough discretion to make their own agencies function efficiently. In addition, some customers felt that if there was some type of quality control or performance program implemented, they might be able to take care of issues before they reached DAS.

“Don't duplicate services that can be accessed faster and more inexpensively through the private sector.”

“Cut out some of the levels of government so that not everyone has to approve each thing.”

“Delegate functions to agencies that have the demonstrated capacity to adequately perform those functions.”

Customers also seem pretty frustrated with the current system for procurement or the lack of control over their own individual budget items. A number of customers asked that the price threshold be raised so that they could execute more timely decisions on behalf of their agencies. Customers also advocated for process improvement analysis to identify inefficiencies. This mostly included third party evaluations or at least an evaluation of the forms and policies currently in effect.

“DAS procurement rules are cumbersome and poorly written. They could be simplified greatly.”

“Allow offices the flexibility to purchase items that are not on contract when cheaper items are found.”

“Identify what needs to be fixed, prioritize these items and get them done, involving other agency professionals.”

“Less complicated paperwork.”

One of the largest areas for feedback in the Customer Survey concerned the restructuring of DAS. Most of the comments were negative and indicated that DAS is larger than it needs to be. Technology was also another major category for improvement in efficiency. Electronic forms, resources on the web, and better data systems were high on the list.

“Disband the agency in general and have a very small number of employees to provide true oversight. DAS does not need to have so many employees that provide little to no value. The attitude I have seen is “we are DAS so you have to do what we say”...even if it has no benefit or value to a specific agency.”

“Go electronic in as many processes as possible.”

“Clean up the issues with the data center.”

Question D

Use this space to write any other comments that you would like to make.

Summary

Due to the open nature of this question, no dominate theme was apparent. However, several respondents did raise concerns about communication and accountability. Some respondents also used this space to address concerns about specific services.

“DAS has started making (bad) unilateral Public Policy decisions without consulting program delivery agencies (State and County) and Judicial (the third leg in our form of government (remember them).”

“Policy directives come out of DAS without input or feedback from the staff implementing the policies. Too much is expected from too few staff.”

“I am extremely disappointed in the SDC. What a waste of money”

A number of respondents also addressed concerns about specific processes and agency leadership.

“DAS needs to get out of their box and learn what other agencies are doing and adapt to other agency needs. Stop dictating! DAS is not always the expert or always correct in their decision making.”

“There are some great, talented and very dedicated exceptional professionals at DAS however collectively the agency struggles with identity, internal turf battles, and the left hand not knowing what the right hand is doing. There seems to be a large leadership void and during the past year when times have been tough and so much could have been done, the agency just sat by and waited for things to get better. They haven't and DAS is doing little to nothing to improve the reputation, morale, and courage of state government.”

In addition, several respondents commented on the survey.

“This survey was too detailed for the kind of position most employees are in. It should have been targeted at key positions. I don't even know what most of the divisions are, and their names are arcane.”

“This survey is too long.”

“this survey was way too long”

EMPLOYEE SURVEY

The following sections report the results of the DAS Employee Survey. Employees provided feedback on the following: Work Attitude; Policy-Management Balance; Impact of Service Improvement (by division); and Operations Division KPM. Each of these areas is presented in a separate section below.

VII. Respondent Profile

Overall, 414 DAS employees responded to the demographic questions. Survey respondents were asked a series of demographic questions, identifying their division, representation, length of service for the State of Oregon, and length of service within DAS. Additionally, they were asked to respond to two optional questions: ethnicity and gender. Based on divisional representation, State Services Division had the largest number of respondents (26.7%), followed by State Data Center (17.8%), Facilities (15.3%), and Operations (15.1%). Over half of the respondents indicated they were union represented (58.9%). Management (31.4%) comprised the second largest class of respondents. The average length of service within Oregon State Government is closely distributed between 4-10 years (29.7%) and 11-20 years (31.4%), however, the length of DAS service was primarily between 0-3 years (36.7%) and 4-10 years (40.0%).

Employee Survey					
Demographic Characteristics					
All Respondents					
	N	%		N	%
Division			Ethnicity		
Budget & Management	12	3.0%	American Indian or Alaska Native	5	1.3%
Director's Office	16	4.0%	Asian	7	1.9%
EISPD	16	4.0%	Black or African American	2	0.5%
Facilities	62	15.3%	Hispanic or Latino	7	1.9%
Human Resource Services	33	8.2%	Native Hawaiian or Other Pacific Islander	3	0.8%
Operations	61	15.1%	White	328	87.2%
State Controller	24	5.9%	Other	24	6.4%
State Data Center	72	17.8%	Total	376	100%
State Services Division	108	26.7%			
Total	404	100%			
Length of service in Oregon state government			Length of DAS service		
0-3 years	83	20.0%	0-3 years	151	36.7%
4-10 years	123	29.7%	4-10 years	165	40.0%
11-20 years	130	31.4%	11-20 years	68	16.5%
More than 20 years	78	18.8%	More than 20 years	28	6.8%
Total	414	100%	Total	412	100%
Representation			Gender		
Union Represented	242	58.9%	Male	161	45.2%
Unrepresented	28	6.8%	Female	195	54.8%
Management	129	31.4%	Total	456	100%
Executive	12	2.9%			
Total	411	100%			

VIII. Employee Work Attitude

1. Personal Work Experience

The Employee Survey asked respondents to indicate, on a five point scale, their level of agreement with seven positive statements about personal work experience (1= strongly disagree to 5= strongly agree). The mean scores for questions in this section were all between 3.62 and 4.06, which indicates that DAS employees tended to ‘agree (=4 points),’ or generally feel positive about their personal work experience. Over 80% of respondents reported that their co-workers cooperate to get the job done. Sixty nine percent of respondents indicated that their work gives them a feeling of personal accomplishment. The following seven tables display the responses for each question related to personal work experience.

Question 1: The people I work with cooperate to get the job done.

Mean: 4.06 (SD: 0.95)

Response	N	%
Strongly Disagree	1	8 1.6%
Disagree	2	36 7.3%
Neither Agree nor Disagree	3	51 10.3%
Agree	4	222 44.9%
Strongly Agree	5	177 35.8%
Total.....	494	100%

Question 2: I am given a real opportunity to improve my skills.

Mean: 3.62 (SD:1.09)

Response	N	%
Strongly Disagree	1	23 4.7%
Disagree	2	60 12.1%
Neither Agree nor Disagree	3	102 20.6%
Agree	4	205 41.5%
Strongly Agree	5	104 21.1%
Total.....	494	100%

Question 3: I have enough information to do my job well.

Mean: 3.66 (SD: 0.94)

Response		N	%
Strongly Disagree	1	15	3.0%
Disagree	2	49	9.9%
Neither Agree nor Disagree	3	95	19.3%
Agree	4	265	53.8%
Strongly Agree	5	69	14.0%
Total.....		493	100%

Question 4: I feel encouraged to come up with new and better ways of doing things.

Mean: 3.76 (SD: 1.09)

Response		N	%
Strongly Disagree	1	22	4.5%
Disagree	2	48	9.8%
Neither Agree nor Disagree	3	92	18.7%
Agree	4	195	39.7%
Strongly Agree	5	134	27.3%
Total.....		491	100%

Question 5: My work gives me a feeling of personal accomplishment.

Mean: 3.76 (SD: 1.03)

Response		N	%
Strongly Disagree	1	19	3.9%
Disagree	2	45	9.2%
Neither Agree nor Disagree	3	87	17.7%
Agree	4	226	46.0%
Strongly Agree	5	114	23.2%
Total.....		491	100%

Question 6: I have trust and confidence in my supervisor.

Mean: 3.71 (SD:1.25)

Response		N	%
Strongly Disagree	1	41	8.4%
Disagree	2	49	10.0%
Neither Agree nor Disagree	3	81	16.5%
Agree	4	158	32.2%
Strongly Agree	5	162	33.0%
Total.....		491	100%

Question 7: I recommend my work unit as a good place to work.

Mean: 3.75 (SD:1.14)

Response		N	%
Strongly Disagree	1	23	4.7%
Disagree	2	51	10.4%
Neither Agree nor Disagree	3	98	20.0%
Agree	4	168	34.4%
Strongly Agree	5	149	30.5%
Total.....		489	100%

2. Job Satisfaction

The survey asked employees to indicate their satisfaction with several aspects of their work. Responses were scored on a five point scale (1= very dissatisfied to 5= very satisfied). With one exception, the mean score for each question was between 3 and 4. The scores indicate that, generally, DAS employees tend toward being 'satisfied (=4 points)' with their work. Nearly 68% of employees indicated that, considering everything, they were either satisfied or very satisfied with their job. Employees displayed the least satisfaction with their perceived ability to get a better job within their division, with a mean of 2.9, which roughly corresponds to 'neither satisfied nor dissatisfied (=3 points).' Only about 32% of respondents indicated some level of satisfaction with their ability to get a better job within their division. The following eleven tables display the responses to each question under job satisfaction.

Question 23: How satisfied are you with your involvement in work unit decisions that affect your work?

Mean: 3.48 (SD: 1.06)

Response		N	%
Very Dissatisfied	1	18	3.8%
Dissatisfied.....	2	70	15.0%
Neither Satisfied nor Dissatisfied.....	3	126	26.9%
Satisfied.....	4	176	37.6%
Very Satisfied... ..	5	78	16.7%
Total.....		468	100%

Question 24: How satisfied are you with the information you receive from management about what's going on in your division?

Mean: 3.45 (SD: 1.07)

Response		N	%
Very Dissatisfied	1	20	4.3%
Dissatisfied.....	2	82	17.5%
Neither Satisfied nor Dissatisfied.....	3	102	21.8%
Satisfied.....	4	196	41.9%
Very Satisfied... ..	5	68	14.5%
Total.....		468	100%

Question 25: How satisfied are you with the policies and practices of your division's senior leaders?

Mean: 3.35 (SD: 1.07)

Response		N	%
Very Dissatisfied	1	28	6.0%
Dissatisfied.....	2	71	15.2%
Neither Satisfied nor Dissatisfied.....	3	137	29.3%
Satisfied.....	4	174	37.3%
Very Satisfied... ..	5	57	12.2%
Total.....		467	100%

Question 26: How satisfied are you with your opportunity to get a better job in your division?

Mean: 2.93 (SD: 1.12)

Response		N	%
Very Dissatisfied	1	60	12.9%
Dissatisfied.....	2	95	20.4%
Neither Satisfied nor Dissatisfied.....	3	162	34.8%
Satisfied.....	4	115	24.7%
Very Satisfied... ..	5	33	7.1%
Total.....		465	100%

Question 27: How satisfied are you with the training you receive for your present job?

Mean: 3.32 (SD: 1.06)

Response		N	%
Very Dissatisfied	1	32	6.9%
Dissatisfied.....	2	64	13.7%
Neither Satisfied nor Dissatisfied.....	3	143	30.7%
Satisfied.....	4	177	48.0%
Very Satisfied... ..	5	50	10.7%
Total.....		466	100%

Question 28: Considering everything, how satisfied are you with your job?

Mean: 3.71 (SD: 1.05)

Response		N	%
Very Dissatisfied	1	19	4.1%
Dissatisfied.....	2	51	10.9%
Neither Satisfied nor Dissatisfied.....	3	80	17.2%
Satisfied.....	4	214	45.9%
Very Satisfied... ..	5	102	21.9%
Total.....		466	100%

Question 29: Considering everything, how satisfied are you with your pay?

Mean: 3.10 (SD: 1.17)

Response		N	%
Very Dissatisfied	1	50	10.7%
Dissatisfied.....	2	106	22.7%
Neither Satisfied nor Dissatisfied.....	3	100	21.4%
Satisfied.....	4	171	36.6%
Very Satisfied... ..	5	40	8.6%
Total.....		467	100%

Question 30: Considering everything, how satisfied are you with your division?

Mean: 3.46 (SD: 1.03)

Response		N	%
Very Dissatisfied	1	21	4.5%
Dissatisfied.....	2	66	14.2%
Neither Satisfied nor Dissatisfied.....	3	119	25.6%
Satisfied.....	4	197	42.5%
Very Satisfied... ..	5	61	13.1%
Total.....		464	100%

Question 31: How satisfied are you with DAS's work/life programs (for example, health and wellness, employee assistance)?

Mean: 3.55 (SD: 0.88)

Response		N	%
Very Dissatisfied	1	16	3.4%
Dissatisfied.....	2	21	4.5%
Neither Satisfied nor Dissatisfied.....	3	177	37.9%
Satisfied.....	4	198	42.4%
Very Satisfied... ..	5	55	11.8%
Total.....		467	100%

Question 32: How satisfied are you with telework/telecommuting?

Mean: 3.16 (SD: 1.03)

Response		N	%
Very Dissatisfied	1	43	9.3%
Dissatisfied.....	2	39	8.5%
Neither Satisfied nor Dissatisfied.....	3	226	49.0%
Satisfied.....	4	108	23.4%
Very Satisfied... ..	5	45	9.8%
Total.....		461	100%

Question 33: How satisfied are you with alternative work schedules?

Mean: 3.48 (SD: 1.12)

Response		N	%
Very Dissatisfied	1	35	7.5%
Dissatisfied.....	2	42	9.0%
Neither Satisfied nor Dissatisfied.....	3	142	30.3%
Satisfied.....	4	164	35.0%
Very Satisfied... ..	5	86	18.3%
Total.....		469	100%

3. Empowerment

The survey presented employees with positive statements related to job empowerment and asked them to indicate their level of agreement on a five point scale (1= strongly disagree to 5= strongly agree). Respondents appeared to ‘agree (=4 points)’ that their supervisor supports their need to balance work with other life issues, with a mean of 4.1. Over 80% of respondents either agreed or strongly agreed that their supervisor supports their work/life balance. Workers indicated the least level of satisfaction with access to resources, with only about 50% of respondents indicating that they have sufficient resources to get their job done. The mean scores for the empowerment questions fell between 3.1 and 4.1, or between ‘neither agree nor disagree (=3 points)’ and ‘agree (=4 points),’ which suggests generally positive attitudes toward the level of empowerment given to employees. The results for each question are presented in the following five tables.

Question 38: I have sufficient resources (for example, people, materials, budget) to get my job done.

Mean: 3.14 (SD: 1.17)

Response	N	%
Strongly Disagree.....	1	54 11.8%
Disagree.....	2	89 19.4%
Neither Agree nor Disagree.....	3	86 18.8%
Agree.....	4	197 43.3%
Strongly Agree	5	32 7.0%
Total.....	458	100%

Question 39: My workload is reasonable.

Mean: 3.26 (SD: 1.10)

Response	N	%
Strongly Disagree.....	1	40 8.8%
Disagree.....	2	82 18.1%
Neither Agree nor Disagree.....	3	83 18.3%
Agree.....	4	220 48.5%
Strongly Agree	5	29 6.4%
Total.....	454	100%

Question 40: My talents are used well in the workplace.

Mean: 3.39 (SD: 1.20)

Response		N	%
Strongly Disagree.....	1	48	10.5%
Disagree.....	2	64	14.1%
Neither Agree nor Disagree.....	3	73	16.0%
Agree.....	4	204	44.8%
Strongly Agree	5	66	14.5%
Total.....		455	100%

Question 41: I know how my work relates to the agency's goals and priorities.

Mean: 3.92 (SD: 0.89)

Response		N	%
Strongly Disagree.....	1	10	2.2%
Disagree.....	2	27	5.9%
Neither Agree nor Disagree.....	3	59	12.9%
Agree.....	4	258	56.2%
Strongly Agree	5	105	22.9%
Total.....		459	100%

Question 42: My supervisor supports my need to balance work and other life issues.

Mean: 4.05 (SD: 1.04)

Response		N	%
Strongly Disagree.....	1	20	4.4%
Disagree.....	2	21	4.6%
Neither Agree nor Disagree.....	3	50	10.9%
Agree.....	4	190	41.6%
Strongly Agree	5	176	38.5%
Total.....		457	100%

4. Work Unit and Performance

The survey asked employees to indicate their level of agreement with several positive statements about their work unit and performance. Employees indicated agreement on a five point scale (1= strongly disagree to 5= strongly agree). Employees indicated the lowest level of satisfaction with performance accountability, with only about 33% of respondents agreeing that steps are taken to deal with poor performers who do not improve. The performance accountability question also displayed the lowest mean score, at 2.7. However, respondents tended to 'agree (=4 points)' that performance-related discussions with their supervisor are worthwhile, with a mean of 3.5. Roughly 60% of respondents indicated some level of agreement that performance-related discussions with their supervisor are worthwhile. The following five tables summarize the results for this section.

Question 9: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

Mean: 2.74 (SD: 1.20)

Response		N	%
Strongly Disagree	1	88	20.1%
Disagree	2	93	21.2%
Neither Agree nor Disagree	3	129	29.5%
Agree	4	99	22.6%
Strongly Agree	5	29	6.6%
Total.....		457	100%

Question 10: In my work unit, employees have a feeling of personal empowerment with respect to work processes.

Mean: 3.41 (SD:1.06)

Response		N	%
Strongly Disagree	1	30	6.4%
Disagree	2	64	13.6%
Neither Agree nor Disagree	3	113	24.0%
Agree	4	208	44.3%
Strongly Agree	5	55	11.7%
Total.....		470	100%

Question 11: In my work unit, employees are rewarded for providing high quality products and services to customers.

Mean: 3.02 (SD:1.07)

Response		N	%
Strongly Disagree	1	45	9.6%
Disagree	2	103	22.1%
Neither Agree nor Disagree	3	139	29.8%
Agree	4	156	33.4%
Strongly Agree	5	24	5.1%
Total.....		467	100%

Question 12: In my work unit, creativity and innovation are rewarded.

Mean: 3.09 (SD:1.10)

Response		N	%
Strongly Disagree	1	47	10.1%
Disagree	2	84	18.1%
Neither Agree nor Disagree	3	149	32.0%
Agree	4	148	31.8%
Strongly Agree	5	37	8.0%
Total.....		465	100%

Question 13: Discussions with my supervisor/team leader about my performance are worthwhile.

Mean: 3.50 (SD:1.13)

Response		N	%
Strongly Disagree	1	37	7.9%
Disagree	2	52	11.2%
Neither Agree nor Disagree	3	96	20.6%
Agree	4	203	43.6%
Strongly Agree	5	78	16.7%
Total.....		466	100%

5. Customer Service

The survey asked employees to assess the level of customer service that their division was providing in a number of different categories. Generally, people feel that their division is doing about the right amount for each category. For each question, the percentage of respondents indicating that their division was providing the right amount of service was over 60%. The next most frequent response indicated that divisions were doing too little, ranging from approximately 23% to 29%. Full results are displayed in the following five tables.

Question 43: My division has been making changes in work processes and/or services to better accomplish its mission and goals.

Mean: 2.67 (SD: 0.82)

Response		N	%
Much too little.. .. .	1	35	8.7%
Too little.....	2	108	26.9%
About the right amount.....	3	221	55.0%
Too much.....	4	29	7.2%
Much too much.....	5	9	2.2%
Total.....		402	100%

Question 44: My division strictly enforces the policies for which it is responsible.

Mean: 2.65 (SD: 0.78)

Response		N	%
Much too little.. .. .	1	41	10.0%
Too little.....	2	93	22.7%
About the right amount.....	3	250	61.1%
Too much.....	4	19	4.6%
Much too much.....	5	6	1.5%
Total.....		409	100%

Question 45: My division adapts its strategies and priorities to fit the changing environment.

Mean: 2.65 (SD:0.69)

Response		N	%
Much too little..	1	30	7.3%
Too little.....	2	100	24.2%
About the right amount.....	3	269	65.1%
Too much.....	4	11	2.7%
Much too much.....	5	3	0.7%
Total.....		413	100%

Question 46: My division focuses resources and time on better satisfying its customers.

Mean: 2.75 (SD: 0.75)

Response		N	%
Much too little.....	1	23	5.5%
Too little.....	2	108	25.7%
About the right amount.....	3	251	59.8%
Too much.....	4	29	6.9%
Much too much.....	5	9	2.1%
Total.....		420	100%

Question 47: My division focuses resources and time on better achieving cost-efficiencies.

Mean: 2.60 (SD: 0.74)

Response		N	%
Much too little.....	1	36	8.6%
Too little.....	2	119	28.5%
About the right amount.....	3	244	58.4%
Too much.....	4	14	3.3%
Much too much.....	5	5	1.2%
Total.....		418	100%

6. Diversity

Two questions related to workplace diversity were presented to DAS employees, again using a five point scale (1= strongly disagree to 5= strongly agree). The means for these questions were 3.4 and 3.8, which generally indicates that employees 'agree (=4 points)' that diversity is given attention in the workplace. Forty-eight percent of respondents indicated some level of agreement that diversity is promoted in the workplace, while another 40% provided a neutral response. Nearly 70% of employees agreed that their supervisors work well with employees of different backgrounds and cultures. Tables were created below to report these findings.

Question 14: My work unit's policies and programs promote diversity in the workplace (for example, recruiting under-represented populations and women, training in awareness of diversity issues, mentoring).

Mean: 3.43 (SD: 0.95)

Response		N	%
Strongly Disagree	1	25	5.8%
Disagree	2	22	5.1%
Neither Agree nor Disagree	3	173	40.0%
Agree	4	166	38.4%
Strongly Agree	5	46	10.6%
Total.....		432	100%

Question 15: Managers/supervisors/team leaders in my division work well with employees of different backgrounds and cultures.

Mean: 3.77 (SD: 0.96)

Response		N	%
Strongly Disagree	1	20	4.4%
Disagree	2	17	3.8%
Neither Agree nor Disagree	3	100	22.2%
Agree	4	225	49.9%
Strongly Agree	5	89	19.7%
Total.....		451	100%

7. Safe Environment

The survey asked employees two questions related to the safety of their work environment. Responses were ranked on a five point scale (1= strongly disagree to 5= strongly agree). Most respondents 'agree (=4 points)' that they are protected from health and safety hazards, with a mean response of 4.0 (about 83% of respondents indicated agreement). The level of agreement that complaints, disputes, or grievances are resolved fairly and in a timely manner was closer to 'neither agree nor disagree (=3 points)'; the mean for this question was 3.2, with around 44% of employees indicating some level of agreement, and 32% providing a neutral response. Complete results for these two questions follow below.

Question 20: Employees in my division are protected from health and safety hazards on the job.

Mean: 4.02 (SD: 0.84)

Response		N	%
Strongly Disagree	1	10	2.1%
Disagree	2	15	3.2%
Neither Agree nor Disagree	3	54	11.6%
Agree	4	264	56.5%
Strongly Agree	5	124	26.6%
Total.....		467	100%

Question 21: Complaints, disputes or grievances are resolved fairly and in a timely manner in my work unit.

Mean: 3.19 (SD: 1.10)

Response		N	%
Strongly Disagree	1	42	10.1%
Disagree	2	56	13.4%
Neither Agree nor Disagree	3	134	32.1%
Agree	4	148	35.5%
Strongly Agree	5	37	8.9%
Total.....		417	100%

8. Problem Solving Capacity

The survey asked respondents whether they agreed or disagreed that their division takes the time needed to develop new ideas and find solutions to problems and challenges. Responses were rated on a five point scale (1= strongly disagree to 5= strongly agree). The mean response was 3.4, falling between 'neither agree nor disagree (=3 points)' and 'agree (=4 points).' Around 56% of respondents indicated some level of agreement, while approximately 25% disagree.

Question 22: In this division we take the time needed to develop new ideas and find solutions to problems and challenges.

Mean: 3.42 (SD: 1.14)

Response		N	%
Strongly Disagree	1	35	7.5%
Disagree	2	70	14.9%
Neither Agree nor Disagree	3	101	21.5%
Agree	4	189	40.3%
Strongly Agree	5	74	15.8%
Total.....		469	100%

9. Leadership (Confidence in Leadership Immediate Supervisor/Team leader)

The survey asked employees a variety of questions about leadership. Some questions asked employees to indicate their level of agreement to positive statements about leadership. Another set of questions asked respondents to indicate to what extent leaders were successfully performing certain activities. Both sets of questions used a five point scale. A third set of questions dealt with confidence in leadership; these questions used a four point scale. Respondents' attitudes toward leadership tended to be either neutral or positive. Employees were the least positive in their belief that leaders could correctly recognize when changes call for modifications in decisions or behavior styles, with only about 29% reporting that leaders could do so to a great extent or better. However, when asked if they were confident in their manager's ability to lead the work unit through a successful transformation, approximately 66% of respondents indicated that they were either confident or extremely confident. The following tables present the responses to all of the leadership related questions.

Question 8: Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

Mean: 3.83 (SD: 1.18)

Response	N	%
Very Good	1	25 5.3%
Good	2	46 9.7%
Fair	3	89 18.8%
Poor	4	137 29.0%
Very Poor	5	176 37.2%
Total.....	473	100%

Question 16: I have a high level of respect for my division's senior leaders.

Mean: 3.45 (SD: 1.22)

Response	N	%
Strongly Disagree	1	46 9.7%
Disagree	2	63 13.2%
Neither Agree nor Disagree	3	90 18.9%
Agree	4	186 39.1%
Strongly Agree	5	91 19.1%
Total.....	476	100%

Question 17: In my division, leaders generate high levels of motivation and commitment in the workforce.

Mean: 3.19 (SD: 1.20)

Response		N	%
Strongly Disagree	1	58	12.3%
Disagree	2	70	14.8%
Neither Agree nor Disagree	3	126	26.6%
Agree	4	161	34.0%
Strongly Agree	5	58	12.3%
Total.....		473	100%

Question 34: Leaders in my division effectively communicate a compelling vision of change for our division.

Mean: 3.26 (SD: 1.14)

Response		N	%
Strongly Disagree	1	46	10.2%
Disagree	2	61	13.5%
Neither Agree nor Disagree	3	127	28.1%
Agree	4	165	36.5%
Strongly Agree	5	53	11.7%
Total.....		452	100%

Question 48: To what extent does your division leadership allocate resources (e.g. people's time, money, assets, etc.) in alignment with the division's overall direction (such as a strategic plan)?

Mean: 3.28 (SD: 0.93)

Response		N	%
Not at all.....	1	15	4.3%
To a little extent.....	2	43	12.3%
To some extent.....	3	148	42.2%
To a great extent.....	4	118	33.6%
To a very great extent.....	5	27	7.7%
Total.....		351	100%

Question 49: To what extent does your division leadership ask penetrating questions to fully understand major issues and initiate discussion with other people?

Mean: 3.11 (SD: 1.10)

Response		N	%
Not at all.....	1	34	9.0%
To a little extent.....	2	74	19.5%
To some extent.....	3	121	31.9%
To a great extent.....	4	115	30.3%
To a very great extent.....	5	35	9.2%
Total.....		379	100%

Question 50: To what extent does your division leadership take actions that balance leading for the future, with managing the day-to-day?

Mean: 3.10 (SD: 1.01)

Response		N	%
Not at all.....	1	25	6.7%
To a little extent.....	2	75	20.0%
To some extent.....	3	136	36.3%
To a great extent.....	4	114	30.4%
To a very great extent.....	5	25	6.7%
Total.....		375	100%

Question 51: To what extent does your division leadership correctly recognize when a change in a situation calls for a change in certain leadership decisions or behavior styles?

Mean: 2.82 (SD: 1.11)

Response		N	%
Not at all.....	1	52	13.9%
To a little extent.....	2	91	24.3%
To some extent.....	3	125	33.3%
To a great extent.....	4	86	22.9%
To a very great extent.....	5	21	5.6%
Total.....		375	100%

Question 52: To what extent does your division leadership effectively change or redefine priorities when necessary?

Mean: 3.14 (SD: 1.04)

Response		N	%
Not at all.....	1	27	6.8%
To a little extent.....	2	74	18.7%
To some extent.....	3	146	36.9%
To a great extent.....	4	115	29.0%
To a very great extent.....	5	34	8.6%
Total.....		396	100%

Question 53: How much confidence do you have in your work unit manager's ability to lead your work unit through a successful transformation of the organization?

Mean: 2.78 (SD: 1.02)

Converted Mean: 3.34

Response		N	%
Frequently question their leadership.....	1	67	15.2%
Sometimes have my doubts.....	2	86	19.5%
I am confident.....	3	164	37.3%
I am extremely confident.....	4	123	28.0%
Total.....		440	100%

Question 54: How much confidence do you have in your division administrator's ability to lead your division through a successful transformation of the organization?

Mean: 2.67 (SD: 1.01)

Converted Mean: 3.20

Response		N	%
Frequently question their leadership.....	1	69	16.2%
Sometimes have my doubts.....	2	102	24.0%
I am confident.....	3	153	36.0%
I am extremely confident.....	4	101	23.8%
Total.....		425	100%

Question 55: How much confidence do you have in the DAS director and deputy director's ability to lead DAS through a successful transformation of the entire DAS organization?

Mean: 2.54 (SD: 0.94)

Converted Mean: 3.05

Response		N	%
Frequently question their leadership.....	1	66	16.9%
Sometimes have my doubts.....	2	104	26.7%
I am confident.....	3	162	41.5%
I am extremely confident.....	4	58	14.9%
Total.....		390	100%

10. Feedback/Supervision

The survey presented employees with positive statements about how well their work units solicit and implement feedback, and asked them to rate their agreement on a five point scale (1= strongly disagree to 5= strongly agree). The mean score for each question fell between 3 and 4, or 'neither agree nor disagree (=3 points)' and 'agree (=4 points).' Respondents produced the highest mean score, 3.5, when asked if their work unit effectively makes improvements to their work processes, with roughly 58% of respondents indicating some level of agreement. On the other hand, only about 40% agreed that their work unit regularly measures how well they reduce waste, delays and inefficiencies (3.0 mean). The tables below present the full results.

Question 35: My work unit regularly measures how well we satisfy our customers.

Mean: 3.26 (SD: 1.08)

Response		N	%
Strongly Disagree	1	30	6.8%
Disagree	2	83	18.8%
Neither Agree nor Disagree	3	114	25.9%
Agree	4	170	38.5%
Strongly Agree	5	44	10.0%
Total.....		441	100%

Question 36: My work unit regularly measures how well we reduce waste, delays and inefficiencies.

Mean: 3.04 (SD: 1.11)

Response		N	%
Strongly Disagree	1	43	9.8%
Disagree	2	102	23.3%
Neither Agree nor Disagree	3	120	27.4%
Agree	4	141	32.2%
Strongly Agree	5	32	7.3%
Total.....		438	100%

Question 37: My work unit effectively makes improvements to our work processes.

Mean: 3.45 (SD: 1.11)

Response		N	%
Strongly Disagree	1	32	7.1%
Disagree	2	62	13.7%
Neither Agree nor Disagree	3	97	21.4%
Agree	4	196	43.3%
Strongly Agree	5	66	14.6%
Total.....		453	100%

11. Management/Supervision

The survey presented two positive statements regarding management and progress toward goals. Respondents indicated their level of agreement using a five point scale (1= strongly disagree to 5= strongly agree). Both mean responses were near 3.5, or roughly halfway between 'neither agree nor disagree (=3 points)' and 'agree (=4 points).' About 64% of respondents indicated that they agree that managers communicate the goals and priorities of their division. Fifty six percent of respondents indicated that managers review and evaluate the division's progress toward meeting its goals. The following tables display the complete results.

Question 18: Managers communicate the goals and priorities of my division.

Mean: 3.54 (SD: 1.06)

Response		N	%
Strongly Disagree	1	26	5.5%
Disagree	2	61	12.9%
Neither Agree nor Disagree	3	85	18.0%
Agree	4	231	48.9%
Strongly Agree	5	69	14.6%
Total.....		472	100%

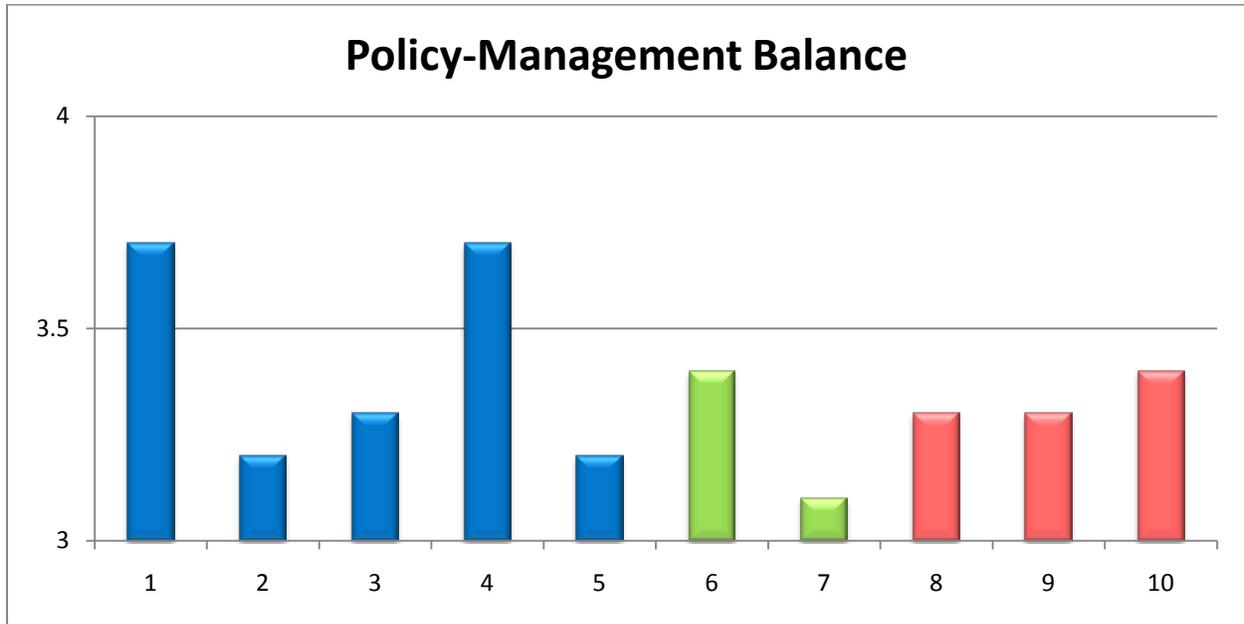
Question 19: Managers regularly review and evaluate my division's progress toward meeting its goals and objectives.

Mean: 3.45 (SD: 1.06)

Response		N	%
Strongly Disagree	1	25	5.6%
Disagree	2	59	13.2%
Neither Agree nor Disagree	3	113	25.3%
Agree	4	188	42.1%
Strongly Agree	5	62	13.9%
Total.....		447	100%

IX. Policy-Management Balance

The survey asked respondents to indicate, on a five-point scale (1= not at all to 5= a very great extent), the extent to which policy administrators in their division were achieving ten objectives regarding policy, balance, and management. The mean scores for questions in this section were all between 3.1 and 3.7, which indicates that DAS employees tend to feel that policy administrators are meeting the need to set policy, manage, and provide a balance between both responsibilities 'to some extent (=3 points),' or 'to a great extent (=4 points).' Overall, 42.9% felt that their division correctly interpreted legislation and created effective policies 'to a great extent (=4 points).' Thirty-seven percent of respondents indicated that their division administrators balanced both effective policymaking and delivering quality services 'to a great extent (=4 points).' The following tables display the results for each question, separated by policy (blue), balance (green) and management (red).



 Policy	 Balance	 Management
<p><i>1: To What Extent are policy administrators in your division correctly interpreting legislation and creating or adapting effective policies for the state?</i></p> <p><i>2: To What Extent are policy administrators in your division making better policy decisions because of what they learn from being involved in DAS service delivery?</i></p> <p><i>3: To What Extent are policy administrators in your division seeking out ideas and feedback from others (both inside and outside of DAS) on their policies?</i></p> <p><i>4: To what extent are policy administrators in your division making poorer policy decisions because their attention is diverted by their involvement in DAS service delivery?</i></p> <p><i>5: To what extent are policy administrators in your division communicating their policies effectively to DAS employees, customers and stakeholders?</i></p>	<p><i>6: To what extent are policy administrators in your division balancing both effective policymaking and delivering quality services?</i></p> <p><i>7: To what extent are policy administrators in your division balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?</i></p>	<p><i>8: To what extent are policy administrators in your division managing scarce resources with the most efficiency?</i></p> <p><i>9: To what extent are policy administrators in your division demonstrating accountability for achieving the mission and goals of your division?</i></p> <p><i>10: To what extent are policy administrators in your division having the access they need to communicate with senior leaders in the government and legislature?</i></p>

1. Policy

Question 1 (graph item number 1)¹: What extent are policy administrators in your division correctly interpreting legislation and creating or adapting effective policies for the state?

Mean : 3.69 (SD: 0.94)

Response		N	%
Not at All	1	5	1.7%
To a Little Extent	2	26	8.8%
To Some Extent	3	80	27.2%
To a Great Extent	4	126	42.9%
To a Very Great Extent	5	57	19.4%
Total		294	100%

Question 4 (graph item number 2): To what extent are policy administrators in your division making better policy decisions because of what they learn from being involved in DAS service delivery?

Mean : 3.19 (SD: 1.05)

Response		N	%
Not at All	1	18	6.3%
To a Little Extent	2	52	18.3%
To Some Extent	3	101	35.6%
To a Great Extent	4	84	29.6%
To a Very Great Extent	5	29	10.2%
Total		284	100%

¹ Question number corresponds to the survey question number. Graph item number corresponds to the bar graph legend.

Question 6 (graph item number 3): To what extent are policy administrators in your division seeking out ideas and feedback from others (both inside and outside of DAS) on their policies?

Mean : 3.28 (SD: 1.22)

Response		N	%
Not at All	1	32	9.6%
To a Little Extent	2	57	17.1%
To Some Extent	3	90	26.9%
To a Great Extent	4	94	28.1%
To a Very Great Extent	5	61	18.3%
Total		334	100%

Question 7 (graph item number 4): To what extent are policy administrators in your division making poorer policy decisions because their attention is diverted by their involvement in DAS service delivery?

Mean : 2.34 (SD: 1.08)

Response		N	%
Not at All	1	59	25.7%
To a Little Extent	2	71	30.9%
To Some Extent	3	72	31.3%
To a Great Extent	4	18	7.8%
To a Very Great Extent	5	10	4.3%
Total		230	100%

Question 10 (graph item number 5): To what extent are policy administrators in your division communicating their policies effectively to DAS employees, customers and stakeholders?

Mean : 3.19 (SD: 1.09)

Response		N	%
Not at All	1	24	7.0%
To a Little Extent	2	68	19.9%
To Some Extent	3	106	31.0%
To a Great Extent	4	107	31.3%
To a Very Great Extent	5	37	10.8%
Total		342	100%

2. Balance

Question 3 (graph item number 6): To what extent are policy administrators in your division balancing both effective policymaking and delivering quality services?

Mean : 3.43 (SD: 1.02)

Response		N	%
Not at All	1	13	3.8%
To a Little Extent	2	49	14.3%
To Some Extent	3	105	30.6%
To a Great Extent	4	129	37.6%
To a Very Great Extent	5	47	13.7%
Total		343	100%

Question 8 (graph item number 7): To what extent are policy administrators in your division balancing the need for having consistent policy enforcement with being flexible, when the situation truly warrants it?

Mean : 3.12 (SD: 1.12)

Response		N	%
Not at All	1	26	8.3%
To a Little Extent	2	67	21.5%
To Some Extent	3	97	31.1%
To a Great Extent	4	88	28.2%
To a Very Great Extent	5	34	10.9%
Total		312	100%

3. Management

Question 2 (graph item number 8): To what extent are policy administrators in your division managing scarce resources with the most efficiency?

Mean : 3.27 (SD: 1.07)

Response		N	%
Not at All	1	20	5.8%
To a Little Extent	2	60	17.4%
To Some Extent	3	113	32.8%
To a Great Extent	4	110	32.0%
To a Very Great Extent	5	41	11.9%
Total		344	100%

Question 5 (graph item number 9): To what extent are policy administrators in your division demonstrating accountability for achieving the mission and goals of your division?

Mean : 3.29 (SD: 1.16)

Response		N	%
Not at All	1	24	7.2%
To a Little Extent	2	61	18.3%
To Some Extent	3	98	29.3%
To a Great Extent	4	96	28.7%
To a Very Great Extent	5	55	16.5%
Total		334	100%

Question 9 (graph item number 10): To what extent are policy administrators in your division having the access they need to communicate with senior leaders in the government and legislature?

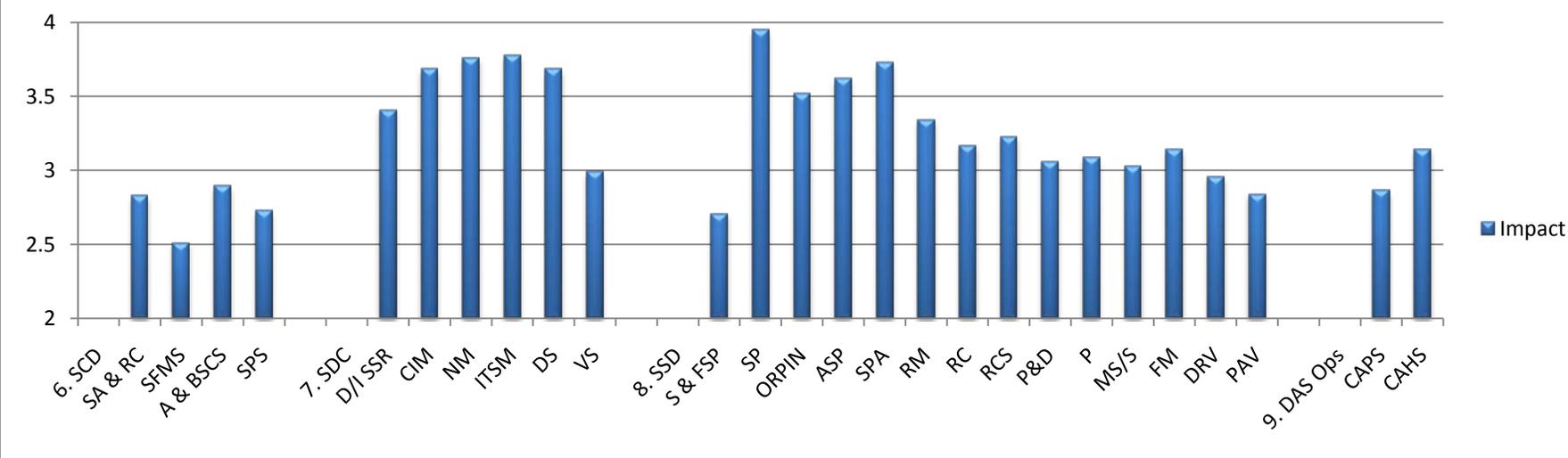
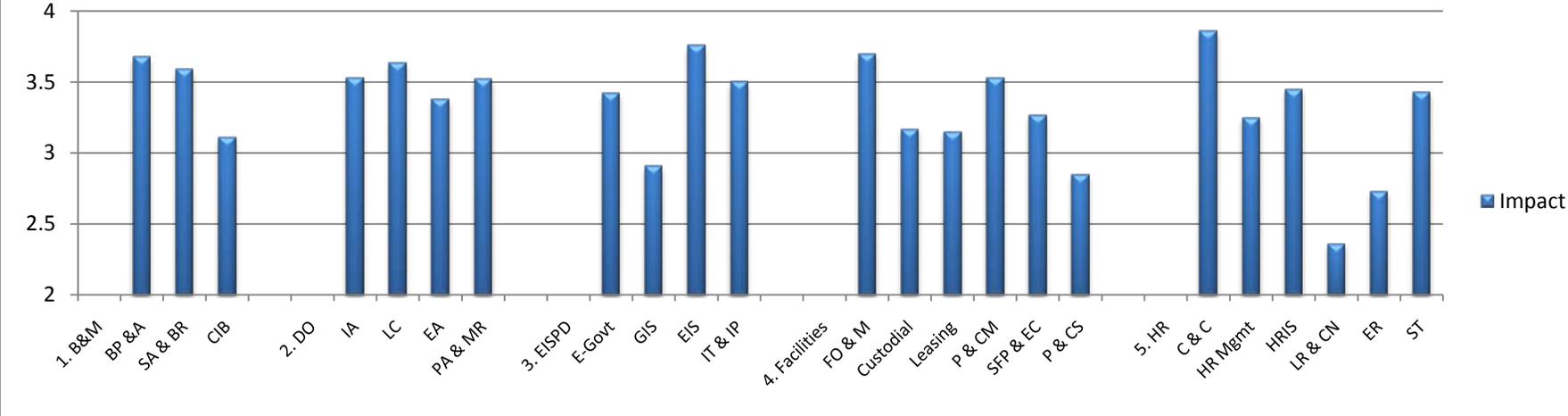
Mean : 3.35 (SD: 1.08)

Response		N	%
Not at All	1	16	6.3%
To a Little Extent	2	34	13.5%
To Some Extent	3	82	32.5%
To a Great Extent	4	85	33.7%
To a Very Great Extent	5	35	13.9%
Total		252	100%

X. DAS Employee Perception on Impact of DAS Service Improvement

The survey asked employees to assess the potential impact of improving given services (1= little or no impact and therefore should be a lowest priority to 5= very high impact and therefore should be the highest priority). Employees ranked Classification and Compensation (3.9) and State Procurement (4.0) the highest out of DAS services, indicating that improvements within these services would provide the largest impact to the agency overall, or very near ‘high impact (=4 points).’ Alternately, employees felt that improvements within Executive Recruitment (2.7) and State Financial Management Services (2.5) would have only ‘low impact (=2 points)’ to ‘moderate impact (=3 points).’ A division and agency-wide comparison of all mean scores is displayed visually below, illustrating those services that employees perceive to be the highest priority for improvement. A frequency table, organized by division, is presented in this section.

Expected Impact of Service Improvement Across All Divisions



Key to Abbreviated Labels in Graph

Graph Label	Division/Service Names
1. B&M	1. Budget & Management
BP & A	Budget Policy & Analysis
SA & BR	Statewide Audit & Budget Reporting
CIB	Capital Investment Budgeting
2. DO	2. Director's Office
IA	Internal Audit
LC	Legislative Coordination
EA	Economic Analysis
PA & MR	Public Affairs and Media Relations
3. EISPD	3. Enterprise Information Strategy & Policy Division
E-Govt	E-Government
GIS	Geographic Information Systems
EIS	Enterprise Information Security
IT & IP	Information Technology and Investment Planning
4. Facilities	4. Facilities
FO & M	Facilities Operations and Maintenance
Custodial	Custodial
Leasing	Leasing
P & CM	Planning and Construction Management
SFP & EC	Statewide Facilities Planning and Energy Conservation
P & CS	Parking and Commuting Services
5. HR	5. Human Resource Services Division
C & C	Classification and Compensation
HR Mgmt	HR Management and Consultation
HRIS	HR Information Systems and Services
LR & CN	Labor Relations and Contract Negotiations
ER	Executive Recruitment
ST	Statewide Training

Graph Label	Division/Service Names
6. SCD	6. State Controller's Division
SA & RC	Statewide Accounting and Reporting Services
SFMS	Statewide Financial Management Services
A & BSCS	Accounting and Budgeting Shared Client Services
SPS	Statewide Payroll Services
7. SDC	7. State Data Center
D/ISSR	Data / Information Systems Service Response (24/7)
CIM	Computing Infrastructure Management
NM	Network Management
ITSM	IT Security Management
DS	Data Storage
VS	Voice Services (telephone)
8. SSD	8. State Services Division
S & FSP	State and Federal Surplus Property
SP	State Procurement (overall)
ORPIN	ORPIN
ASP	Agency Specific Procurement
SPA	Statewide Price Agreements
RM	Risk Management (overall)
RC	Risk Claims
RCS	Risk Consulting Services
P & D	Publishing & Distribution (overall)
P	Printing
MS/S	Mail Services / Shuttle
FM	Fleet Management (overall)
DRV	Daily Rental Vehicles
PAV	Permanently Assigned Vehicles
9. DAS Ops	9. DAS Operations
CAPS	Client Agency Payroll Services
CAHS	Client Agency Helpdesk Services

1. Budget & Management Division

1.1. Budget Policy & Analysis

Budget Policy and Analysis - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.68 (SD: 1.18)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	2	4.5%
Low impact.....	2	5	11.4%
Moderate impact.....	3	12	27.3%
High impact.....	4	11	25.0%
Very high impact (it should be the highest priority).....	5	14	31.8%
Total.....		44	100%

1.2. Statewide Audit & Budget Reporting

Statewide Audit and Budget Reporting - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.59 (SD: 0.90)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	0	0%
Low impact.....	2	3	8.1%
Moderate impact.....	3	16	43.2%
High impact.....	4	11	29.7%
Very high impact (it should be the highest priority).....	5	7	18.9%
Total.....		37	100%

1.3. Capital Investment Budgeting

Capital Investment Budgeting - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.11 (SD: 1.07)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	10.8%
Low impact.....	2	5	13.5%
Moderate impact.....	3	13	35.1%
High impact.....	4	13	35.1%
Very high impact (it should be the highest priority).....	5	2	5.4%
Total.....		37	100%

2. Director's Office

2.1. Internal Audit

Internal Audit - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.53 (SD: 0.98)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	0	0%
Low impact.....	2	9	15.5%
Moderate impact.....	3	20	34.5%
High impact.....	4	18	31.0%
Very high impact (it should be the highest priority).....	5	11	19.0%
Total.....		58	100%

2.2. Legislative Coordination

Legislative Coordination - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.64 (SD: 1.11)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	4.9%
Low impact.....	2	6	9.8%
Moderate impact.....	3	16	26.2%
High impact.....	4	21	34.4%
Very high impact (it should be the highest priority).....	5	15	24.6%
Total.....		61	100%

2.3. Economic Analysis

Economic Analysis - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.38 (SD: 1.18)

Response	N	%
Little or no impact (it should be the lowest priority).....	3	5.0%
Low impact.....	12	20.0%
Moderate impact.....	17	28.3%
High impact.....	15	25.0%
Very high impact (it should be the highest priority).....	13	21.7%
Total.....	60	100%

2.4. Public Affairs and Media Relations

Public Affairs and Media Relations - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.52 (SD: 1.20)

Response	N	%
Little or no impact (it should be the lowest priority).....	4	6.3%
Low impact.....	9	14.3%
Moderate impact.....	16	25.4%
High impact.....	18	28.6%
Very high impact (it should be the highest priority).....	16	25.4%
Total.....	63	100%

3. Enterprise Information Strategy & Policy Division

3.1. Geographic Information Systems

Geographic Information Systems - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.91 (SD: 0.98)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	8.7%
Low impact.....	2	12	26.1%
Moderate impact.....	3	14	30.4%
High impact.....	4	16	34.8%
Very high impact (it should be the highest priority).....	5	0	0%
Total.....		46	100%

3.2. Enterprise Information Security

Enterprise Information Security - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.76 (SD: 0.80)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	0	0%
Low impact.....	2	2	4.0%
Moderate impact.....	3	17	34.0%
High impact.....	4	22	44.0%
Very high impact (it should be the highest priority).....	5	9	18.0%
Total.....		50	100%

3.3. Information Technology and Investment Planning

Information Technology and Investment Planning - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.50 (SD: 1.16)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	8.0%
Low impact.....	2	5	10.0%
Moderate impact.....	3	13	26.0%
High impact.....	4	18	36.0%
Very high impact (it should be the highest priority).....	5	10	20.0%
Total.....		50	100%

3.4. E-Government

E-Government - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.42 (SD: 1.13)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	8.0%
Low impact.....	2	6	12.0%
Moderate impact.....	3	12	24.0%
High impact.....	4	21	42.0%
Very high impact (it should be the highest priority).....	5	7	14.0%
Total.....		50	100%

4. Facilities

4.1. Facilities Operations and Maintenance

Facilities Operations and Maintenance - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.70 (SD: 0.93)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	0	0%
Low impact.....	2	10	11.0%
Moderate impact.....	3	27	29.7%
High impact.....	4	35	38.5%
Very high impact (it should be the highest priority).....	5	19	20.9%
Total.....		91	100%

4.2. Custodial

Custodial - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.17 (SD: 1.15)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	9	10.0%
Low impact.....	2	16	17.8%
Moderate impact.....	3	26	28.9%
High impact.....	4	29	32.2%
Very high impact (it should be the highest priority).....	5	10	11.1%
Total.....		90	100%

4.3. Leasing

Leasing - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.15 (SD: 1.04)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	5.0%
Low impact.....	2	17	21.3%
Moderate impact.....	3	31	38.8%
High impact.....	4	19	23.8%
Very high impact (it should be the highest priority).....	5	9	11.3%
Total.....		80	100%

4.4. Planning and Construction Management

Planning and Construction Management - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.53 (SD: 0.96)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	3.6%
Low impact.....	2	7	8.3%
Moderate impact.....	3	28	33.3%
High impact.....	4	34	40.5%
Very high impact (it should be the highest priority).....	5	12	14.3%
Total.....		84	100%

4.5. Statewide Facilities Planning and Energy Conservation

Statewide Facilities Planning and Energy Conservation - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.27 (SD: 1.03)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	3.6%
Low impact.....	2	18	21.4%
Moderate impact.....	3	25	29.8%
High impact.....	4	29	34.5%
Very high impact (it should be the highest priority).....	5	9	10.7%
Total.....		84	100%

4.6. Parking and Commuting Services

Parking and Commuting Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.85 (SD: 1.05)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	9	10.6%
Low impact.....	2	23	27.1%
Moderate impact.....	3	29	34.1%
High impact.....	4	20	23.5%
Very high impact (it should be the highest priority).....	5	4	4.7%
Total.....		85	100%

5. Human Resource Services Division

5.1. Classification and Compensation

Classification and Compensation - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.86 (SD: 1.08)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	3	3.9%
Low impact.....	2	6	7.8%
Moderate impact.....	3	15	19.5%
High impact.....	4	28	36.4%
Very high impact (it should be the highest priority).....	5	25	32.5%
Total.....		3	100%

5.2. HR Management and Consultation

HR Management and Consultation - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.25 (SD: 1.05)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	5	6.5%
Low impact.....	2	13	16.9%
Moderate impact.....	3	24	31.2%
High impact.....	4	28	36.4%
Very high impact (it should be the highest priority).....	5	7	9.1%
Total.....		77	100%

5.3. HR Information Systems and Services

HR Information Systems and Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.45 (SD: 1.19)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	5.3%
Low impact.....	2	13	17.1%
Moderate impact.....	3	23	30.3%
High impact.....	4	17	22.4%
Very high impact (it should be the highest priority).....	5	19	25.0%
Total.....		76	100%

5.4. Labor Relations and Contract Negotiations

Labor Relations and Contract Negotiations - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.36 (SD: 0.99)

Response		N	%
Little or no impact (it should be the lowest priority).....	1	4	5.3%
Low impact.....	2	7	9.2%
Moderate impact.....	3	32	42.1%
High impact.....	4	24	31.6%
Very high impact (it should be the highest priority).....	5	9	11.8%
Total.....		76	100%

5.5. Executive Recruitment

Executive Recruitment - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.73 (SD: 1.09)

Response	N	%
Little or no impact (it should be the lowest priority).....	10	13.5%
Low impact.....	22	29.7%
Moderate impact.....	24	32.4%
High impact.....	14	18.9%
Very high impact (it should be the highest priority).....	4	5.4%
Total.....	74	100%

5.6. Statewide Training

Statewide Training - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.43 (SD: 1.24)

Response	N	%
Little or no impact (it should be the lowest priority).....	9	11.4%
Low impact.....	7	8.9%
Moderate impact.....	20	25.3%
High impact.....	27	34.2%
Very high impact (it should be the highest priority).....	16	20.3%
Total.....	79	100%

6. State Controller's Division

6.1. Statewide Accounting and Reporting Services

Statewide Accounting and Reporting Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.17 (SD: 1.26)

Response		N	%
Little or no impact.....	1	4	9.8%
Low impact.....	2	10	24.4%
Moderate impact.....	3	9	22.0%
High impact.....	4	11	26.8%
Very high impact.....	5	7	17.1%
Total.....		41	100%

6.2. Statewide Financial Management Services

Statewide Financial Management Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.49 (SD: 1.16)

Response		N	%
Little or no impact.....	1	2	4.9%
Low impact.....	2	6	14.6%
Moderate impact.....	3	13	31.7%
High impact.....	4	10	24.4%
Very high impact.....	5	10	24.4%
Total.....		41	100%

6.3. Accounting and Budgeting Shared Client Services

Accounting and Budgeting Shared Client Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.10 (SD: 1.01)

Response	N	%
Little or no impact.....	1	2 5.0%
Low impact.....	2	9 22.5%
Moderate impact.....	3	15 37.5%
High impact.....	4	11 27.5%
Very high impact.....	5	3 7.5%
Total.....	40	100%

6.4. Statewide Payroll Services

Statewide Payroll Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.27 (SD: 1.12)

Response	N	%
Little or no impact.....	1	3 6.7%
Low impact.....	2	8 17.8%
Moderate impact.....	3	14 31.3%
High impact.....	4	14 31.1%
Very high impact.....	5	6 13.3%
Total.....	115	100%

7. State Data Center

7.1. Data / Information Systems Service Response (24/7)

Data / Information Systems Service Response (24/7) - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.41 (SD: 1.12)

Response		N	%
Little or no impact.....	1	7	6.1%
Low impact.....	2	17	14.8%
Moderate impact.....	3	32	27.8%
High impact.....	4	40	34.8%
Very high impact.....	5	19	16.5%
Total.....		115	100%

7.2. Computing Infrastructure Management

Computing Infrastructure Management - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.69 (SD: 1.07)

Response		N	%
Little or no impact.....	1	5	4.4%
Low impact.....	2	9	7.9%
Moderate impact.....	3	30	26.3%
High impact.....	4	42	36.8%
Very high impact.....	5	28	24.6%
Total.....		114	100%

7.3. Network Management

Network Management - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.76 (SD: 0.92)

Response		N	%
Little or no impact.....	1	2	1.7%
Low impact.....	2	9	7.7%
Moderate impact.....	3	27	23.1%
High impact.....	4	56	47.9%
Very high impact.....	5	23	19.7%
Total.....		117	100%

7.4. IT Security Management

IT Security Management - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.78 (SD: 0.91)

Response		N	%
Little or no impact.....	1	2	1.8%
Low impact.....	2	7	6.1%
Moderate impact.....	3	29	25.4%
High impact.....	4	52	45.6%
Very high impact.....	5	24	21.1%
Total.....		114	100%

7.5. Data Storage

Data Storage - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.69 (SD: 1.03)

Response		N	%
Little or no impact.....	1	3	2.6%
Low impact.....	2	13	11.4%
Moderate impact.....	3	26	22.8%
High impact.....	4	46	40.4%
Very high impact.....	5	26	22.8%
Total.....		114	100%

7.6. Voice Services (telephone)

Voice Services (telephone) - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.99 (SD: 1.10)

Response		N	%
Little or no impact.....	1	10	8.7%
Low impact.....	2	27	23.5%
Moderate impact.....	3	44	38.3%
High impact.....	4	22	19.1%
Very high impact.....	5	12	10.4%
Total.....		115	100%

8. State Services Division

8.1. State and Federal Surplus Property

State and Federal Surplus Property - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.71 (SD: 1.03)

Response		N	%
Little or no impact.....	1	14	13.2%
Low impact.....	2	30	28.3%
Moderate impact.....	3	39	36.8%
High impact.....	4	19	17.9%
Very high impact.....	5	4	3.8%
Total.....		106	100%

8.2. State Procurement (overall)

State Procurement (overall) - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.95 (SD: 0.93)

Response		N	%
Little or no impact.....	1	2	1.8%
Low impact.....	2	5	4.5%
Moderate impact.....	3	24	21.4%
High impact.....	4	47	42.0%
Very high impact.....	5	34	30.4%
Total.....		112	100%

8.3. ORPIN

ORPIN - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.52 (SD: 1.06)

Response		N	%
Little or no impact.....	1	4	3.7%
Low impact.....	2	14	13.1%
Moderate impact.....	3	31	29.0%
High impact.....	4	38	35.5%
Very high impact.....	5	20	18.7%
Total.....		107	100%

8.4. Agency Specific Procurement

Agency Specific Procurement - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.62 (SD: 0.95)

Response		N	%
Little or no impact.....	1	2	2.0%
Low impact.....	2	9	8.8%
Moderate impact.....	3	34	33.3%
High impact.....	4	38	37.3%
Very high impact.....	5	19	18.6%
Total.....		102	100%

8.5. Statewide Price Agreements

Statewide Price Agreements - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.73 (SD: 1.05)

Response		N	%
Little or no impact.....	1	4	3.7%
Low impact.....	2	10	9.3%
Moderate impact.....	3	23	21.5%
High impact.....	4	44	41.1%
Very high impact.....	5	26	24.3%
Total.....		115	100%

8.6. Risk Management (overall)

Risk Management (overall) - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.34 (SD: 1.00)

Response		N	%
Little or no impact.....	1	4	3.8%
Low impact.....	2	14	13.5%
Moderate impact.....	3	43	41.3%
High impact.....	4	29	27.9%
Very high impact.....	5	14	13.5%
Total.....		104	100%

8.7. Risk Claims

Risk Claims - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.17 (SD: 0.96)

Response		N	%
Little or no impact.....	1	4	3.9%
Low impact.....	2	19	18.6%
Moderate impact.....	3	43	42.2%
High impact.....	4	28	27.5%
Very high impact.....	5	8	7.8%
Total.....		102	100%

8.8. Risk Consulting Services

Risk Consulting Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.23 (SD: 1.04)

Response		N	%
Little or no impact.....	1	5	5.2%
Low impact.....	2	18	18.8%
Moderate impact.....	3	33	34.4%
High impact.....	4	30	31.3%
Very high impact.....	5	10	10.4%
Total.....		96	100%

8.9. Publishing & Distribution (overall)

Publishing and Distribution (overall) - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.06 (SD: 0.98)

Response		N	%
Little or no impact.....	1	6	5.5%
Low impact.....	2	24	22.0%
Moderate impact.....	3	44	40.4%
High impact.....	4	28	25.7%
Very high impact.....	5	7	6.4%
Total.....		109	100%

8.10. Printing

Printing - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.09 (SD: 1.06)

Response		N	%
Little or no impact.....	1	8	7.4%
Low impact.....	2	22	20.4%
Moderate impact.....	3	39	36.1%
High impact.....	4	30	27.8%
Very high impact.....	5	9	8.3%
Total.....		108	100%

8.11. Mail Services / Shuttle

Mail Services / Shuttle - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.03 (SD: 1.10)

Response		N	%
Little or no impact.....	1	11	10.5%
Low impact.....	2	19	18.1%
Moderate impact.....	3	40	38.1%
High impact.....	4	26	24.8%
Very high impact.....	5	0	8.6%
Total.....		105	100%

8.12. Fleet Management (overall)

Fleet Management (overall) - If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?

Mean: 3.14 (SD: 1.13)

Response		N	%
Little or no impact.....	1	12	11.9%
Low impact.....	2	13	12.9%
Moderate impact.....	3	34	33.7%
High impact.....	4	33	32.7%
Very high impact.....	5	9	8.9%
Total.....		101	100%

8.13. Daily Rental Vehicles

Daily Rental Vehicles - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.96 (SD: 1.15)

Response		N	%
Little or no impact.....	1	13	12.9%
Low impact.....	2	20	19.8%
Moderate impact.....	3	35	34.7%
High impact.....	4	24	23.8%
Very high impact.....	5	9	8.9%
Total.....		101	100%

8.14. Permanently Assigned Vehicles

Permanently Assigned Vehicles - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.84 (SD: 1.09)

Response		N	%
Little or no impact.....	1	12	12.1%
Low impact.....	2	26	26.3%
Moderate impact.....	3	32	32.3%
High impact.....	4	24	24.2%
Very high impact.....	5	5	5.1%
Total.....		99	100%

9. DAS Operations

9.1. Client Agency Payroll Services

Client Agency Payroll Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 2.87² (SD: 0.90)

Response		N	%
Little or no positive impact (lowest priority).....	1	9	15.8
Moderate impact.....	2	24	42.1
A large positive impact.....	3	17	29.8
A great positive impact (highest priority).....	4	7	12.3
Total.....		57	100%

9.2. Client Agency Helpdesk Services

Client Agency Helpdesk Services - *If these service processes were improved, how much of an impact would it have on DAS accomplishing its mission?*

Mean: 3.14³ (SD: 1.05)

Response		N	%
Little or no positive impact (lowest priority).....	1	10	15.9
Moderate impact.....	2	21	33.3
A large positive impact.....	3	15	23.8
A great positive impact (highest priority).....	4	17	27.0
Total.....		63	100%

² Due to an error, the two services for DAS Operations were rated using a four-point scale. The mean reported here was converted to be equivalent to the five-point scale mean. The original mean from the four-point scale was 2.39.

³ The original mean from the four-point scale was 2.62.

XI. DAS Operations Division Services KPM

The survey asked employees to rate DAS Operations (including finance, contracts, accounting, IT, payroll, and employee services) on eight key performance measures (KPMs). The definitions of these measures can be found below. Services were ranked using a 5 point scale (1= very dissatisfied 5= very satisfied).

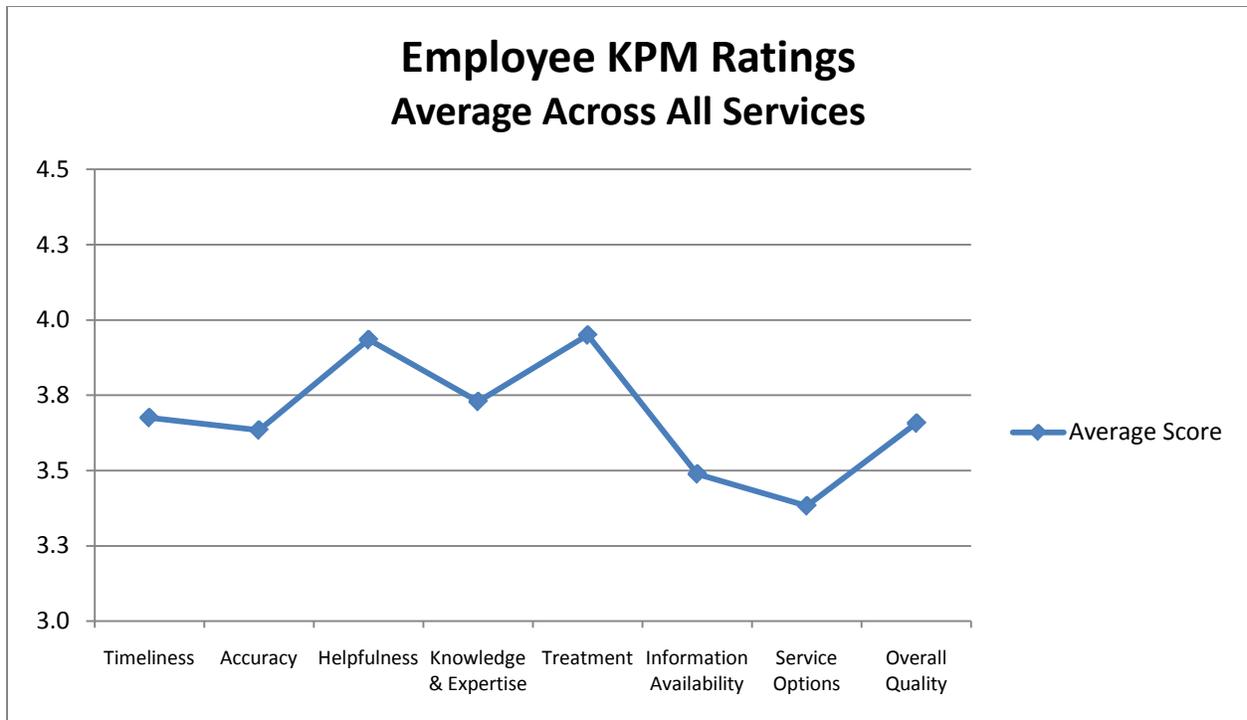
The subsequent line graphs illustrate that all of the services in DAS Operations Division scored at least a 3 on every dimension. The scores indicate that, on average, employees felt 'neither satisfied nor dissatisfied (=3 points)' or 'satisfied (=4 points)' about each service's performance. It is clear that Payroll Services is the top rated service in this division, averaging at least a rating of 'satisfied (=4 points)' on seven out of eight key performance measures. Information Systems and Services, and Contract Services are the second and third top-performing services respectively, while Employee Services is the lowest performing service in the division. Information Availability and Service Options are consistently ranked the lowest among all KPM dimensions.

The Key Performance Measure (KPM) scores were disaggregated by employee role (unrepresented, union represented, management, and executives) and length of service in Oregon state government. Generally, unrepresented employees rated services higher on the eight KPM dimensions than all other employees, but just slightly, indicating they are usually 'satisfied (=4 points)' with the given services. Executives did not always rate services the lowest, but they were less satisfied than other employees on accuracy and service options, averaging a 3.3 and 3.1 on those KPM dimensions respectively, meaning they felt 'neither satisfied nor dissatisfied (=3 points).' When disaggregated by length of service in Oregon state government, no clear trend emerged, indicating that tenure does not affect employee satisfaction with state services. Individual service means and frequencies follow the division-level line graphs.

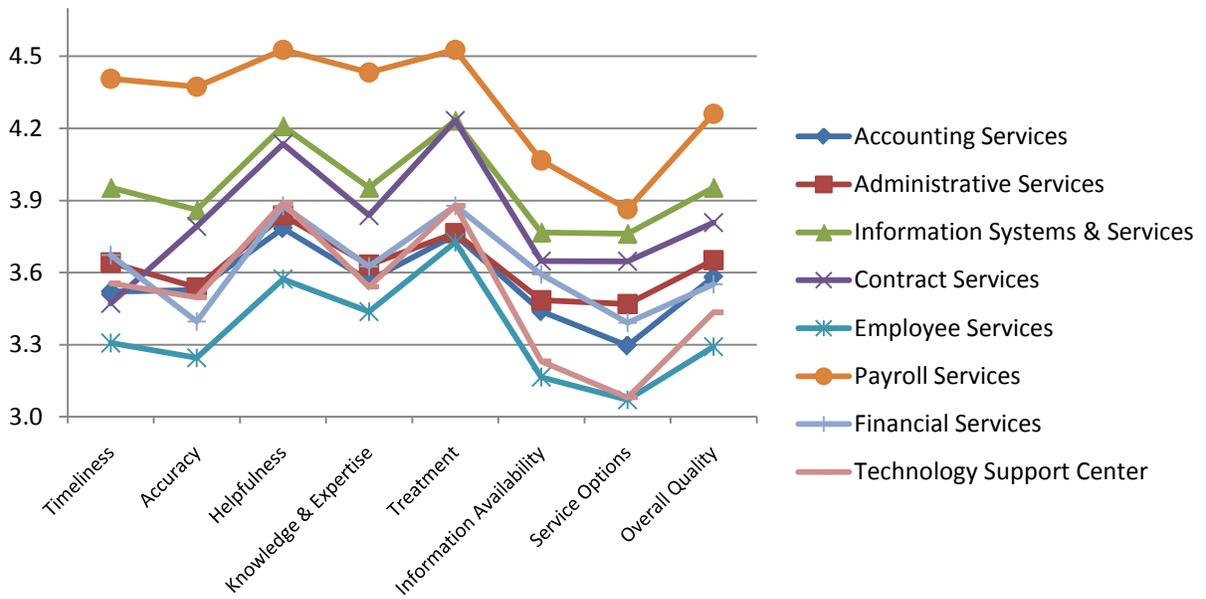
Key Performance Measure (KPM) Definitions

KPM	Definition	KPM	Definition
Timeliness	<i>The timeliness of performance provided.</i>	Treatment	<i>The courtesy and professional treatment provided by employees.</i>
Accuracy	<i>Performing services accurately and correctly the first time.</i>	Information Availability	<i>The availability of information.</i>
Helpfulness	<i>The helpfulness of employees.</i>	Service Options	<i>Offering service options that better fit your division's needs.</i>
Knowledge & Expertise	<i>The knowledge and expertise of employees.</i>	Overall Quality	<i>With the overall quality of this service.</i>

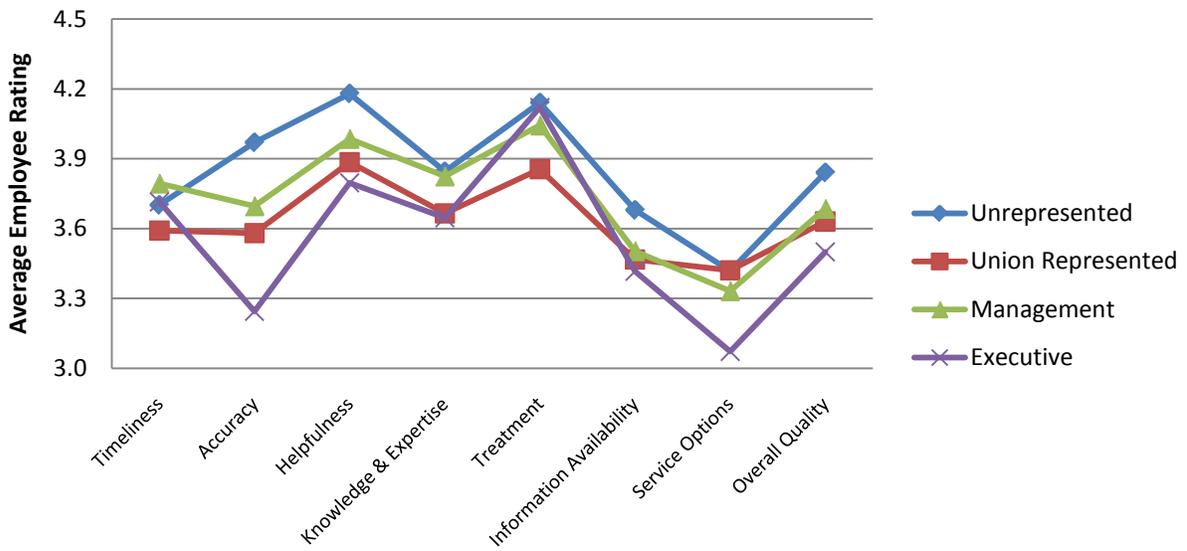
1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied



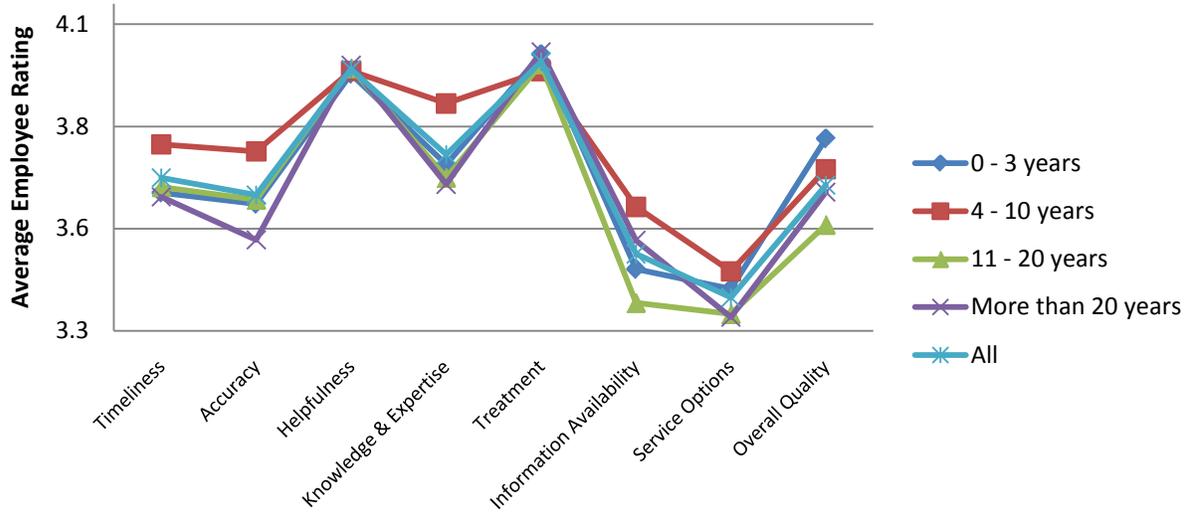
DAS Operations Division Services Average KPM Scores



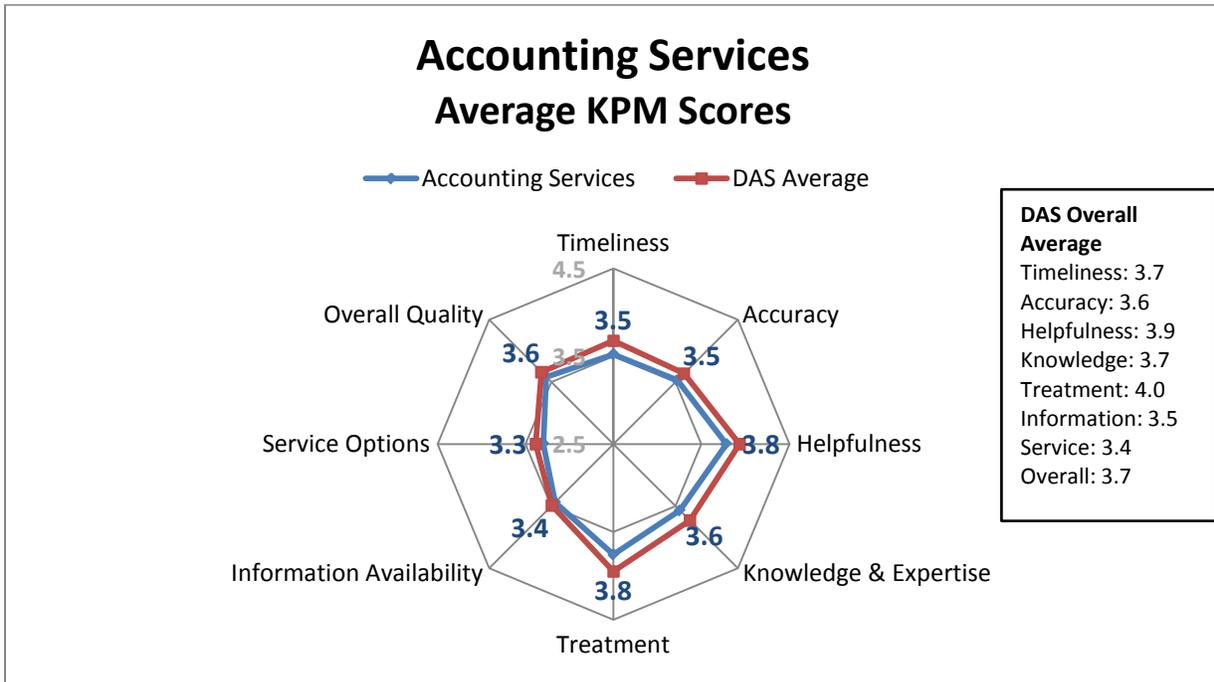
Employee KPM Ratings by Role



Employee KPM Ratings by Length of Service in OR State Government



1. Accounting Services

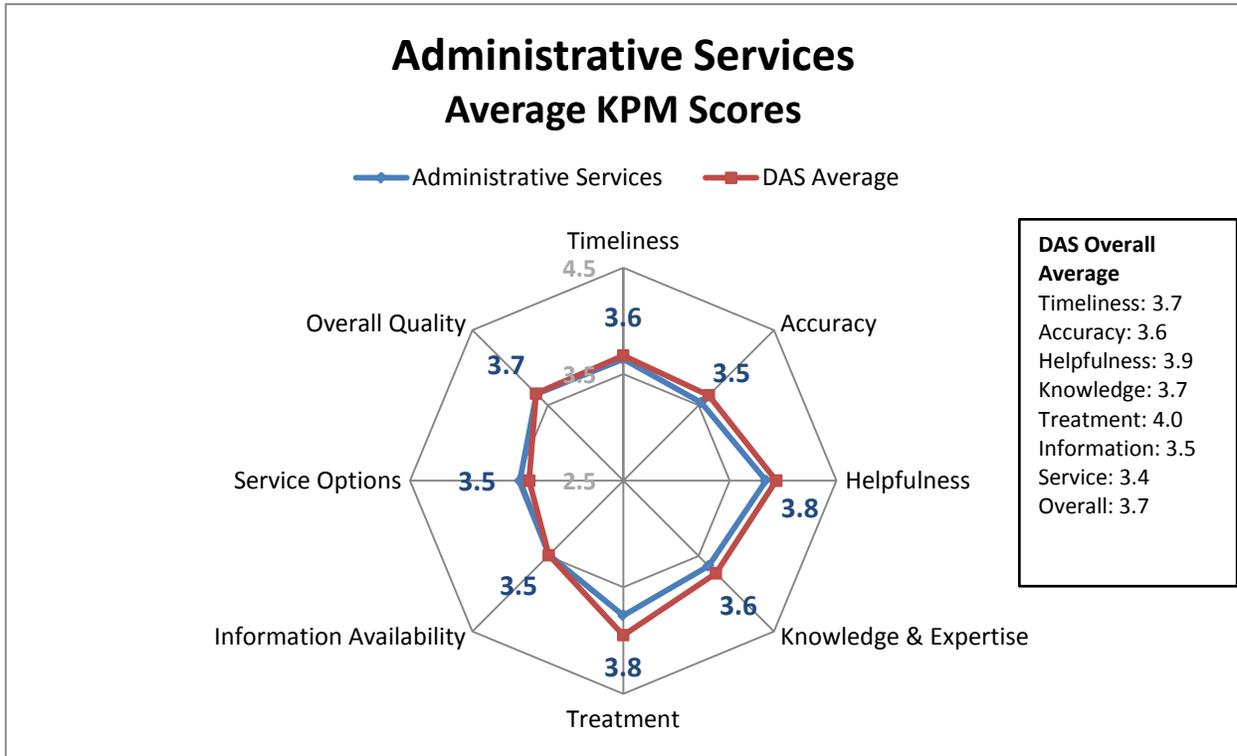


Number of Responses for Each KPM Dimension

Evaluate how satisfied you are on each specific dimension of quality for Accounting Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	11	23	25	13	73	3.52	1.002
	%	1.4	15.1	31.5	34.2	17.8	100.0		
Accuracy	N	2	13	14	34	11	74	3.53	1.037
	%	2.7	17.6	18.9	45.9	14.9	100.0		
Helpfulness	N	3	5	15	33	18	74	3.78	1.024
	%	4.1	6.8	20.3	44.6	24.3	100.0		
Knowledge & Expertise	N	1	13	17	29	14	74	3.57	1.035
	%	1.4	17.6	23.0	39.2	18.9	100.0		
Treatment	N	5	9	7	31	22	74	3.76	1.203
	%	6.8	12.2	9.5	41.9	29.7	100.0		
Information Availability	N	2	14	18	28	11	73	3.44	1.054
	%	2.7	19.2	24.7	38.4	15.1	100.0		
Service Options	N	2	16	20	25	8	71	3.30	1.034
	%	2.8	22.5	28.2	35.2	11.3	100.0		
Overall	N	1	13	14	34	12	74	3.58	1.007
	%	1.4	17.6	18.9	45.9	16.2	100.0		

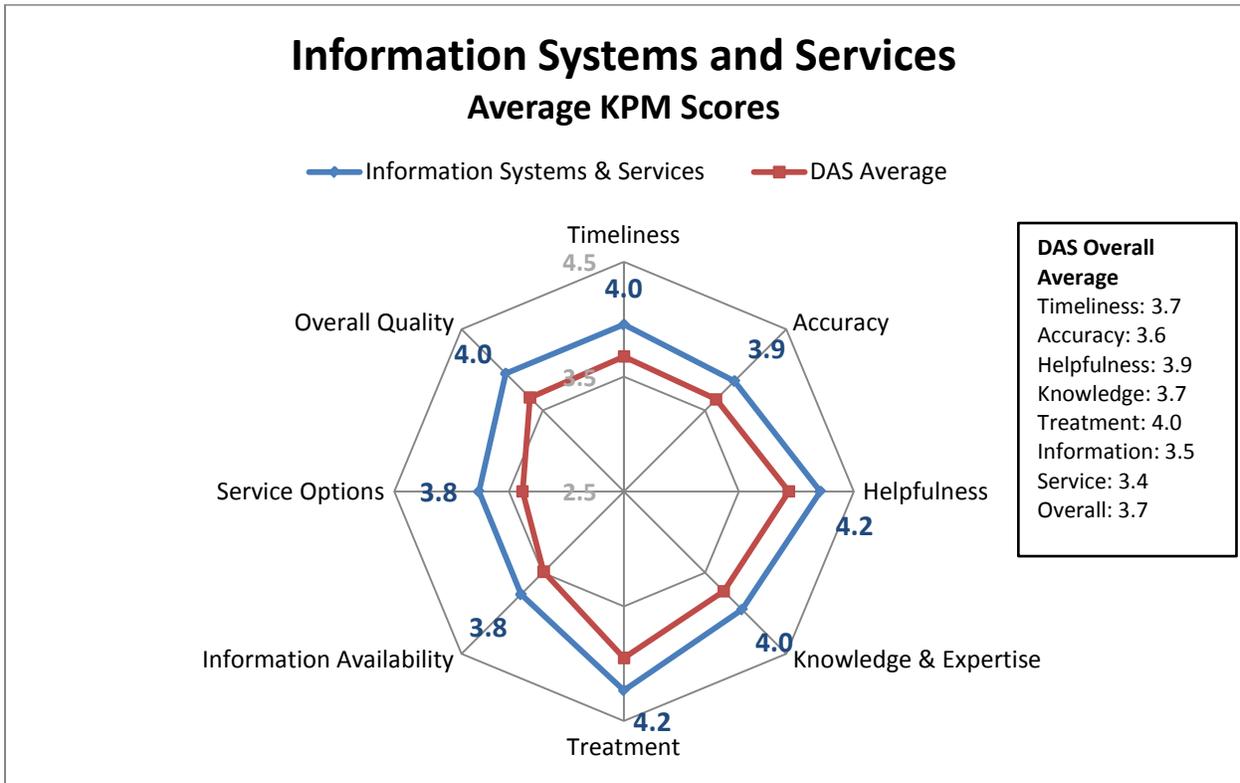
2. Administrative Services



Number of Responses for Each KPM Dimension

<i>Evaluate how satisfied you are on each specific dimension of quality for Administrative Services:</i>									
		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	3	3	19	32	10	67	3.64	0.949
	%	4.5	4.5	28.4	47.8	14.9	100.0		
Accuracy	N	2	9	16	31	9	67	3.54	0.990
	%	3.0	13.4	23.9	46.3	13.4	100.0		
Helpfulness	N	2	8	8	31	19	68	3.84	1.060
	%	2.9	11.8	11.8	45.6	27.9	100.0		
Knowledge & Expertise	N	2	9	12	34	11	68	3.63	1.006
	%	2.9	13.2	17.6	50.0	16.2	100.0		
Treatment	N	3	5	16	25	19	68	3.76	1.081
	%	4.4	7.4	23.5	36.8	27.9	100.0		
Information Availability	N	3	10	15	31	9	68	3.49	1.044
	%	4.4	14.7	22.1	45.6	13.2	100.0		
Service Options	N	1	9	19	29	6	64	3.47	0.908
	%	1.5	12.1	22.7	47.0	16.7	100.0		
Overall	N	1	8	15	31	11	66	3.65	0.953
	%	1.5	12.1	22.7	47.0	16.7	100.0		

3. Information Systems and Services

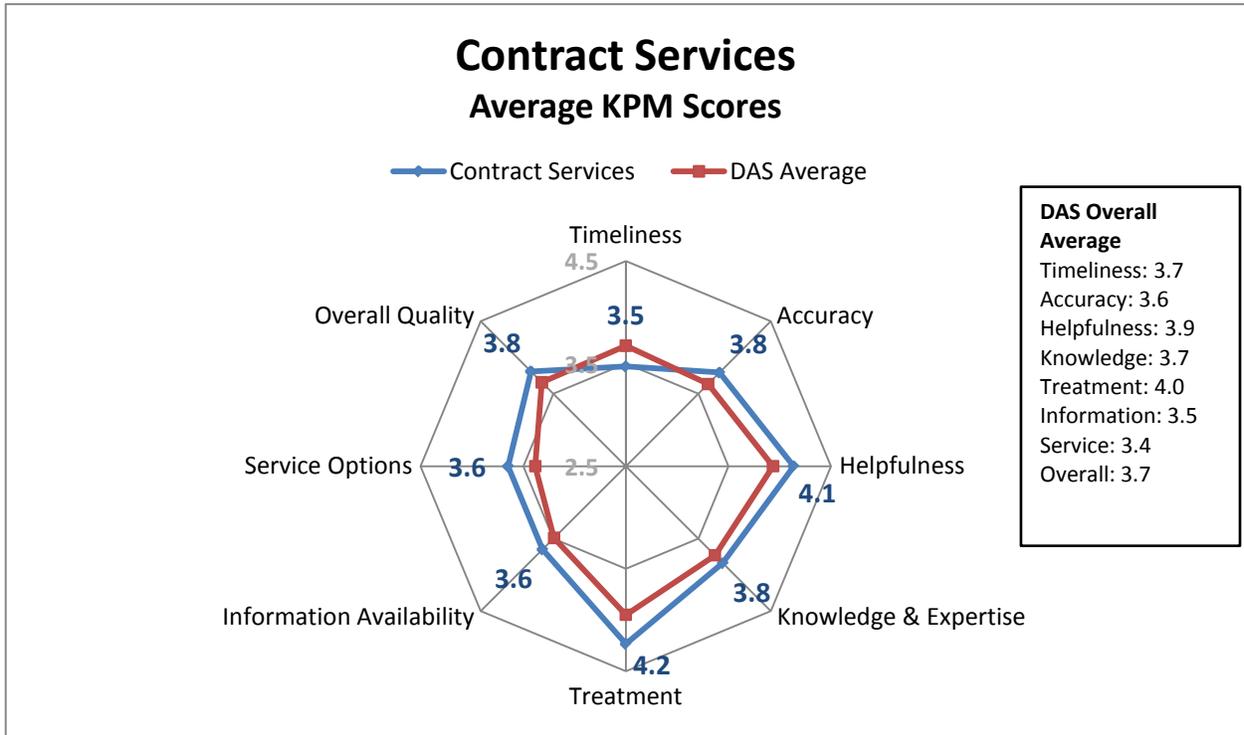


Number of Responses for Each KPM Dimension

Evaluate how satisfied you are on each specific dimension of quality for Information Systems and Services (formerly Enterprise Application Services):

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	0	5	27	9	43	3.95	0.872
	%	4.7	.0	11.6	62.8	20.9	100.0		
Accuracy	N	2	2	4	27	8	43	3.86	0.941
	%	4.7	4.7	9.3	62.8	18.6	100.0		
Helpfulness	N	1	1	3	21	17	43	4.21	0.861
	%	2.3	2.3	7.0	48.8	39.5	100.0		
Knowledge & Expertise	N	1	3	7	18	14	43	3.95	0.999
	%	2.3	7.0	16.3	41.9	32.6	100.0		
Treatment	N	1	1	4	18	19	43	4.23	0.895
	%	2.3	2.3	9.3	41.9	44.2	100.0		
Information Availability	N	1	2	9	25	6	43	3.77	0.841
	%	2.3	4.7	20.9	58.1	14.0	100.0		
Service Options	N	1	3	8	23	7	42	3.76	0.906
	%	2.4	7.1	19.0	54.8	16.7	100.0		
Overall	N	1	2	5	25	10	43	3.95	0.872
	%	2.3	4.7	11.6	58.1	23.3	100.0		

4. Contract Services

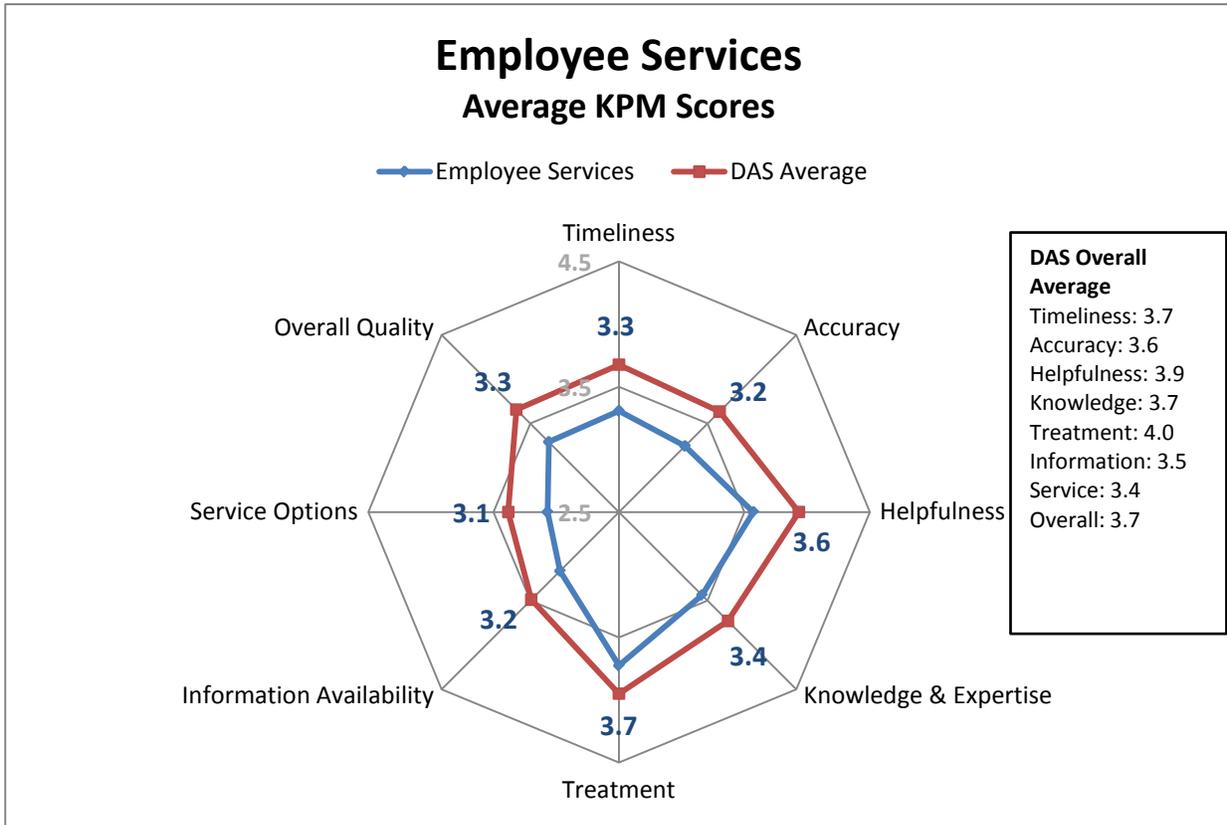


Number of Responses for Each KPM Dimension

*Evaluate how satisfied you are on each specific dimension of quality for
Contract Services:*

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	2	11	14	41	4	72	3.47	0.919
	%	2.8	15.3	19.4	56.9	5.6	100.0		
Accuracy	N	0	8	10	43	11	72	3.79	0.838
	%	.0	11.1	13.9	59.7	15.3	100.0		
Helpfulness	N	0	5	5	39	25	74	4.14	0.816
	%	.0	6.8	6.8	52.7	33.8	100.0		
Knowledge & Expertise	N	0	7	12	41	14	74	3.84	0.844
	%	.0	9.5	16.2	55.4	18.9	100.0		
Treatment	N	0	3	4	39	27	73	4.23	0.736
	%	.0	4.1	5.5	53.4	37.0	100.0		
Information Availability	N	0	10	15	36	10	71	3.65	0.896
	%	.0	14.1	21.1	50.7	14.1	100.0		
Service Options	N	0	8	17	34	9	68	3.65	0.860
	%	.0	11.8	25.0	50.0	13.2	100.0		
Overall	N	0	7	13	40	13	73	3.81	0.844
	%	.0	9.6	17.8	54.8	17.8	100.0		

5. Employee Services

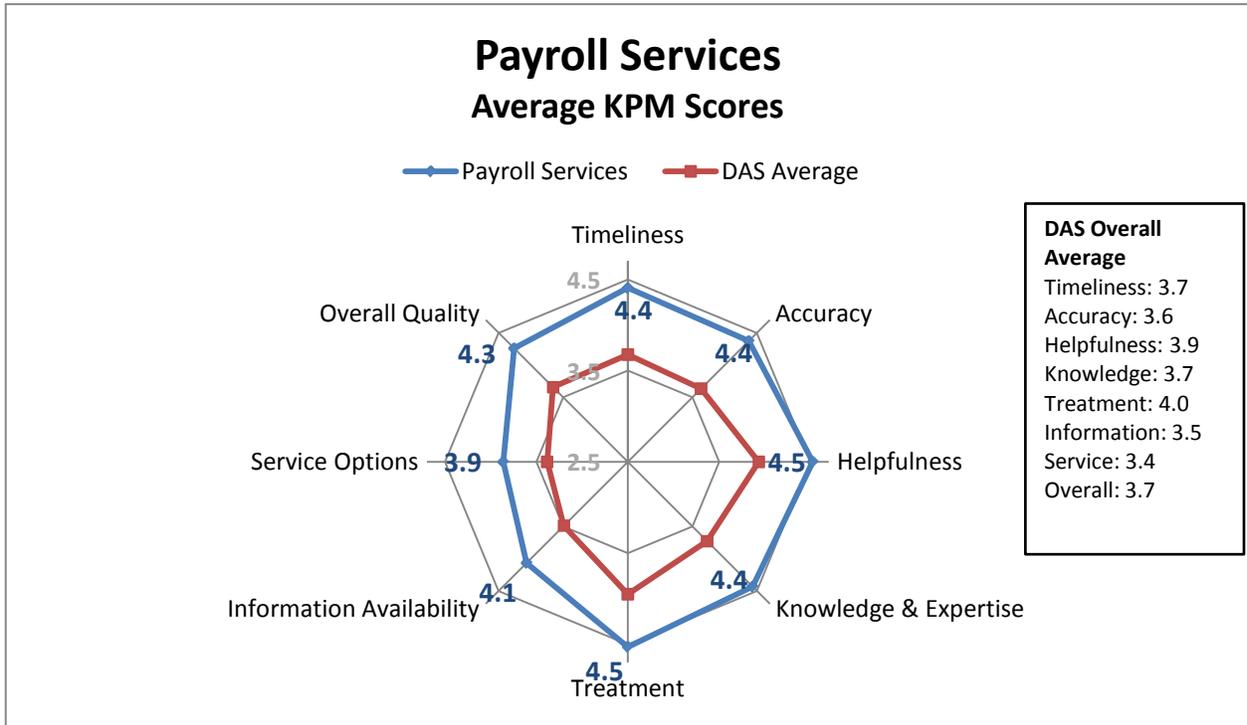


Number of Responses for Each KPM Dimension

Evaluate how satisfied you are on each specific dimension of quality for Employee Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	6	18	26	41	10	101	3.31	1.065
	%	5.9	17.8	25.7	40.6	9.9	100.0		
Accuracy	N	8	18	26	41	9	102	3.25	1.094
	%	7.8	17.6	25.5	40.2	8.8	100.0		
Helpfulness	N	5	17	17	42	22	103	3.57	1.143
	%	4.9	16.5	16.5	40.8	21.4	100.0		
Knowledge & Expertise	N	4	17	27	40	15	103	3.44	1.054
	%	3.9	16.5	26.2	38.8	14.6	100.0		
Treatment	N	3	12	18	46	23	102	3.73	1.036
	%	2.9	11.8	17.6	45.1	22.5	100.0		
Information Availability	N	7	21	34	30	11	103	3.17	1.086
	%	6.8	20.4	33.0	29.1	10.7	100.0		
Service Options	N	9	17	39	28	7	100	3.07	1.047
	%	9.0	17.0	39.0	28.0	7.0	100.0		
Overall	N	9	14	31	36	13	103	3.29	1.126
	%	8.7	13.6	30.1	35.0	12.6	100.0		

6. Payroll Services

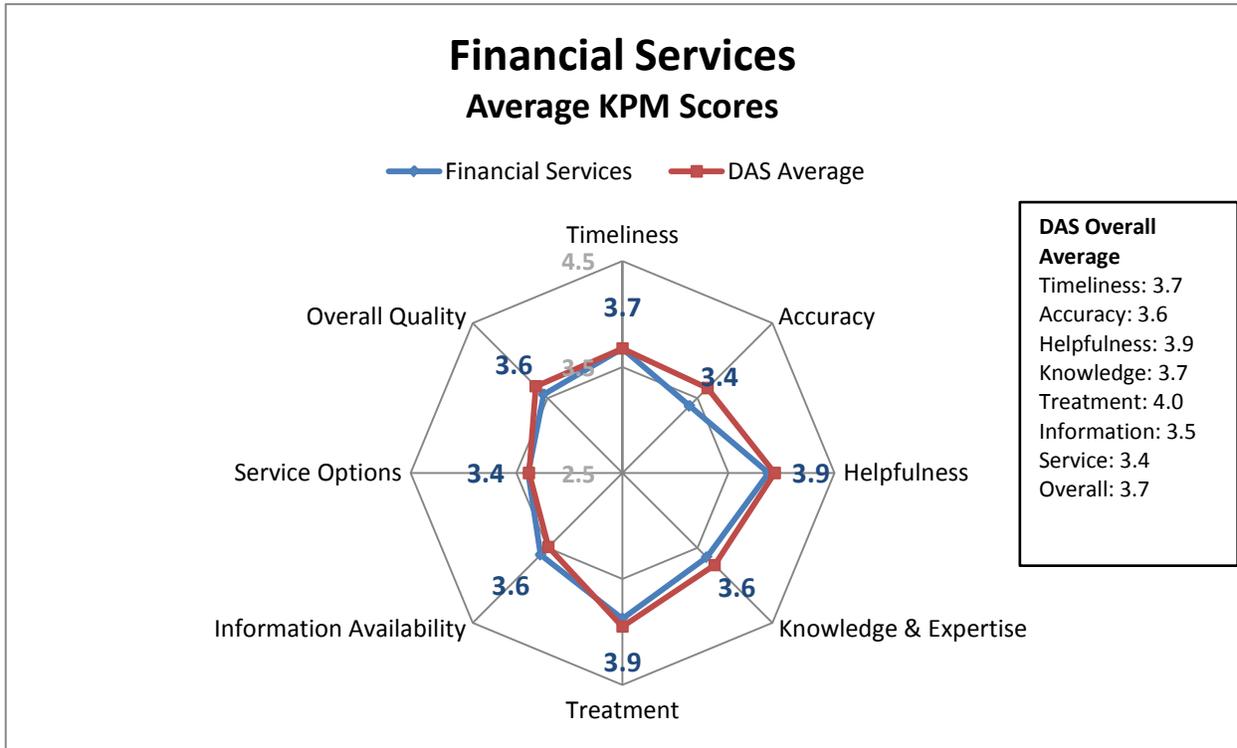


Number of Responses for Each KPM Dimension

Evaluate how satisfied you are on each specific dimension of quality for Payroll Services:

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	0	1	7	37	46	91	4.41	0.683
	%	.0	1.1	7.7	40.7	50.5	100.0		
Accuracy	N	0	1	11	32	47	91	4.37	0.740
	%	.0	1.1	12.1	35.2	51.6	100.0		
Helpfulness	N	0	0	7	29	55	91	4.53	0.638
	%	.0	.0	7.7	31.9	60.4	100.0		
Knowledge & Expertise	N	0	1	7	34	48	90	4.43	0.688
	%	.0	1.1	7.8	37.8	53.3	100.0		
Treatment	N	0	1	5	30	55	91	4.53	0.656
	%	.0	1.1	5.5	33.0	60.4	100.0		
Information Availability	N	1	4	14	40	31	90	4.07	0.884
	%	1.1	4.4	15.6	44.4	34.4	100.0		
Service Options	N	1	4	25	26	25	81	3.86	0.959
	%	1.2	4.9	30.9	32.1	30.9	100.0		
Overall	N	1	0	10	44	37	92	4.26	0.739
	%	1.1	.0	10.9	47.8	40.2	100.0		

7. Financial Services

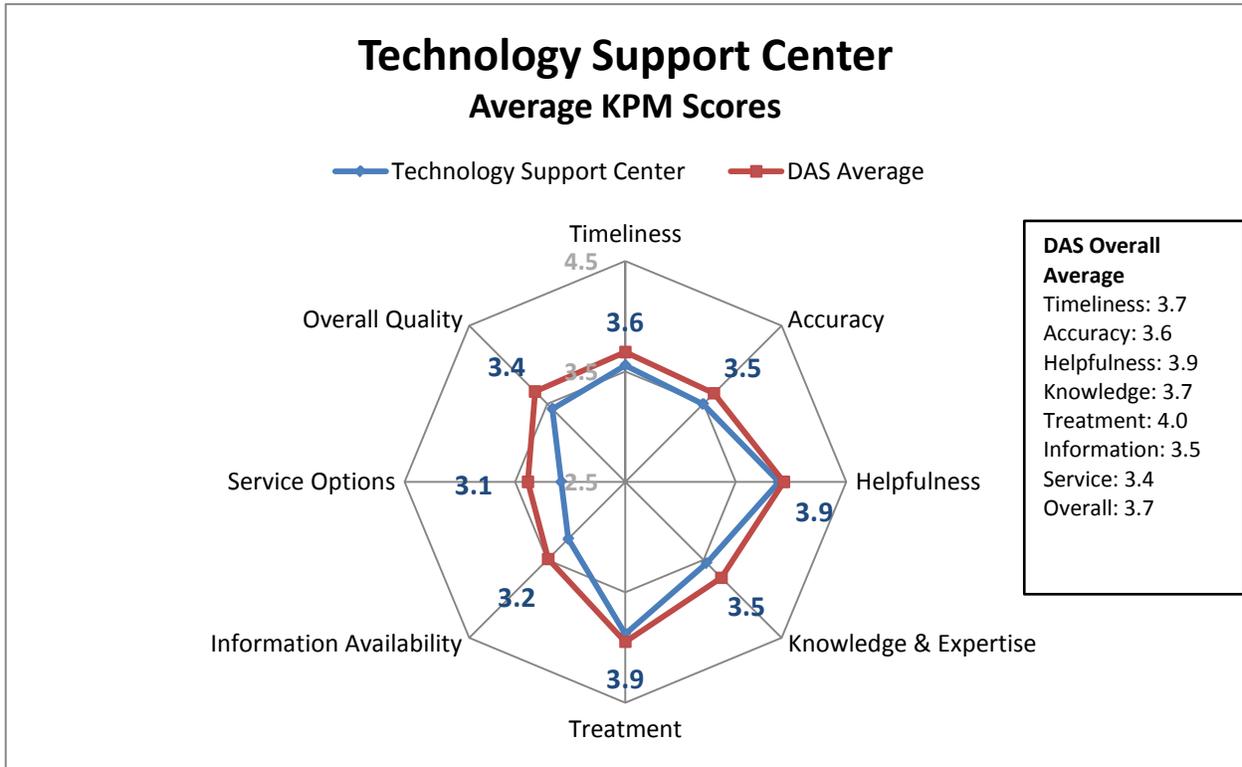


Number of Responses for Each KPM Dimension

*Evaluate how satisfied you are on each specific dimension of quality for
Financial Services:*

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	1	7	8	24	9	49	3.67	1.008
	%	2.0	14.3	16.3	49.0	18.4	100.0		
Accuracy	N	3	8	11	19	7	48	3.40	1.125
	%	6.3	16.7	22.9	39.6	14.6	100.0		
Helpfulness	N	1	4	6	27	11	49	3.88	0.927
	%	2.0	8.2	12.2	55.1	22.4	100.0		
Knowledge & Expertise	N	1	7	10	21	9	48	3.63	1.024
	%	2.1	14.6	20.8	43.8	18.8	100.0		
Treatment	N	1	4	8	23	13	49	3.88	0.971
	%	2.0	8.2	16.3	46.9	26.5	100.0		
Information Availability	N	0	9	11	20	9	49	3.59	0.998
	%	.0	18.4	22.4	40.8	18.4	100.0		
Service Options	N	0	9	14	19	4	46	3.39	0.906
	%	.0	19.6	30.4	41.3	8.7	100.0		
Overall	N	1	8	9	25	6	49	3.55	0.980
	%	2.0	16.3	18.4	51.0	12.2	100.0		

8. Technology Support Center



Number of Responses for Each KPM Dimension

*Evaluate how satisfied you are on each specific dimension of quality for
Technology Support Center:*

		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean	SD
Timeliness	N	7	20	26	71	22	146	3.55	1.057
	%	4.8	13.7	17.8	48.6	15.1	100.0		
Accuracy	N	3	27	31	66	20	147	3.50	1.009
	%	2.0	18.4	21.1	44.9	13.6	100.0		
Helpfulness	N	6	7	30	57	46	146	3.89	1.038
	%	4.1	4.8	20.5	39.0	31.5	100.0		
Knowledge & Expertise	N	6	17	37	64	22	146	3.54	1.018
	%	4.1	11.6	25.3	43.8	15.1	100.0		
Treatment	N	5	9	27	65	42	148	3.88	1.003
	%	3.4	6.1	18.2	43.9	28.4	100.0		
Information Availability	N	8	27	42	49	13	139	3.23	1.052
	%	5.8	19.4	30.2	35.3	9.4	100.0		
Service Options	N	11	31	42	42	11	137	3.08	1.085
	%	8.0	22.6	30.7	30.7	8.0	100.0		
Overall	N	6	22	35	67	15	145	3.43	1.006
	%	4.1	15.2	24.1	46.2	10.3	100.0		

XII. General Qualitative Comments from Employee Survey

Question A

What one issue do you think the DAS organization should be paying more attention to than it has been?

Summary

Overall, DAS employees were concerned with the level of attention paid to employee morale and general satisfaction. It was cited that more attention should be paid to rewarding good employees and letting go of poor performers.

“The moral is destroyed from constant change, fear of what upper management is doing or plans to do without employee involvement, economic downturn, etc. so recognize that too much change too fast is destroying desire to come to work or enjoyment of working for DAS”

“The issue of poor performance and acting upon this in the form of coaching, discipline, and even termination; management is too lax on this issue to the extent they ignore most of it.”

In addition, there was a general concern for the management structure, including the notion that DAS is becoming “top heavy.”

“Too many big chiefs not enough workers.”

Finally, DAS employees felt that there was a need to pay more attention to offering better customer service, building connections with customers, fostering open communication and understanding customer needs.

“Listen to the customers’ needs and work with them for the proper solution and not force feed them because "that's how it's always been done."”

“In general, the more you centralize a service and isolate the people who provide it from those who use it, the poorer the service provided. This is the fundamental problem with the state data center, and it applies to varying degrees with other DAS services.”

Question B

What is the most important thing DAS could do to improve customer services?

Summary

DAS employees felt that in order to improve customer service, there needs to be more attention to open communication with customers regarding both policy and service. DAS employees stated that more attention should be paid to communicating and understanding customer's needs.

"Engage regularly with customers to better understand THEIR business."

"Listen truly to the needs of the customer. Also, take the time to explain issues, processes, etc. so the customer understands why things are done the way they are done. What is it that is to be gained by doing X."

Also, there was a strong indication that more attention needs to be paid to training and performance standards agency-wide. On a related note, concerns arose regarding human resource policies, especially regarding recruitment, classification and compensation.

"I think my Division provides good customer service already, but I think that state government should invest in more educational opportunities for employees fairly, not just a selected few."

"Invest in the employees (happy workers = Better work) stop over-investing in management."

Question C

What is the most important thing your division or DAS could do to reduce inefficiencies (e.g. time-consuming procedures that appear to add little value, unnecessary steps to get things done, etc.) and waste?

Summary

Employees interpreted this question in a number of ways. Some employees gave suggestions on how to cut down on time-wasting procedures while others gave suggestions on how to cut down on expenses.

Employees would like to include front-line employees in more decision-making, as well as to increase communication, morale and trust in employees. Notably, there were a number of comments regarding the elimination of poor-performing employees as a way to increase efficiency.

“I think that it is important for employees to offer ideas to management concerning their position and inefficiencies they see in their routine.”

“Train the people that need to know how to use our system more efficiently and stop treating them like children.”

Others expressed concerns about management, mostly that there are either too many managers or too much ineffective micromanaging. A common sub-theme was too many checks and balances in the approval process.

“Allow managers to manage without all the layers of review. Way too much micromanaging goes on.”

Another category of comments described the organization of DAS as a whole. Some comments included modifying the strategic plan for the organization, while others advocated for the entire agency to be reorganized.

“Continue to implement Lean Six Sigma.”

“Consolidate divisions that perform like functions and let those who have the expertise provide the direction and priorities things that need to be done.”

There were a number of issues with technology. Employees are calling for more electronic forms and data systems. Internet or phone meetings are also preferred as a way to cut down on wasted time throughout the day. Closely tied to technology, but slightly different was problems with Human Resources. Most of the comments ask for an HRIS system, but a couple would like to implement performance-based pay systems and/or reclassify positions.

“Automate processes such as billing, reporting, budgeting. Invest in technology instead of all the manual processes.”

“Replace obsolete information systems.”

“Besides fixing Class/Comp...we need an HRIS system.”

Some employees suggested a process improvement program be undertaken to identify inefficiencies. This included everything from the forms used, to the policies enforced, to more division of labor.

“Analysis of process from step one through end result to track inefficiencies and duplication of efforts.”

“Too much paperwork.”

Question D

Use this space to write any other comments that you would like to make.

Summary

Comments in this section varied greatly, only a few weak themes emerged. Several respondents expressed their concerns about management, leadership, and accountability issues.

“Our dept is in the process of implementing a Future Business Model using Strategic Improvement Project. Unfortunately the management here is too controlling and will not empower staff to use their creativeness to complete projects in this endeavor. One of the 3 managers involved is great and gets it but the other 2 do not and this will fail because of them. This is the general feeling here in this dept - and I can only hope that my team mates are as honest on their survey.”

Some respondents also expressed displeasure with employee treatment.

“It doesn't feel good when you see your team work very hard to meet all kinds of requirements as the result of laws, rules, standards, customer expectations, etc. and you are told your work adds no value”

“I have observed how front line workers are over worked, over stressed and clearly not valued.”

Respondents also took this opportunity to provide feedback on the survey.

“This survey is way too long, though I know you are trying to be thorough.”

“Too many questions on this survey!”

“This survey is way too long...”

APPENDICES

1. Customer Survey Form
(Please See Supplemental Appendix Attachment)

2. Employee Survey Form
(Please See Supplemental Appendix Attachment)

3. Customer Survey Verbatim Comments

(NOTE: All references to individual names were taken out.)

A. What one issue do you think the DAS organization should be paying more attention to than it has been?

- (I have a very focused interest)- Expanding the QRF program to employers in the community (Need legislative action)
- a good working environment instead of just saving money
- A lot more focus on its duty to provide leadership and direction to state agencies.
- A modern approach to the use of technology, without the strangle hold focus on limiting the power to DAS
- A new HRIS system
- Accounting services. We received multiple invoices from DAS in 2009 that were not our and were actually for another division. DAS does not get proper billing information at the time services are charged and so wily nilly sends out invoices to "whoever" pops up on an aging list. I spent many hours on each erroneously sent invoice trying to call and e-mail DAS staff to inform them that the invoice they sent us was sent to the wrong address/division and wrong billing codes.
- Accuracy
- Accuracy and itemization of billing for print/mail services.
- Actually how much money is being wasted since they were open for business. Things were being done cheaper before DAS.
- Agencies are trying to do more with less. Many agencies have employees wearing multiple hats. Not everyone has the luxury of being responsible for only
- Agencies whose business plans cause (or seem to cause) perceptions of unfair discrimination in classification use.
- Agency oversight. When asked to make a 20% cut in our budget, the powers that be got rid of front line staff and keep supervising managers who supervise NOTHING. We are management heavy and the front line staff are overworked, underappreciated (if even acknowledged), and getting fed up.
- Air travel contracts, and allowable accrual and use of frequent flier miles for state use. Look into WA state Dept of Ed policies in this area.
- allow offices to purchase from vendors not on the state wide agreements if cheaper items are located: save tax payers money
- Allowing agencies to keep separately maintained vehicles - waste of money
- Allowing larger agencies to take care of their own services where requested to avoid duplication.
- Although we are extremely pleased with service from BAM, we believe the budget process could be greatly streamlined.

- An agency's mission, for not all agencies fits well in one size fits all approach
- Analyze all of its services and determine if they add value to what agencies do or end up hindering agencies effectiveness.
- analyzing their respective services with a critical eye to evaluate where they actually contribute tangible, meaningful value that other agencies can't produce themselves, versus wasting public moneys by being a layer of bureaucracy which actually adds little or no additional value to process & function
- Apply the rules fairly. Again there were double standards applied to this case several times. Agenda driven.
- Are its policies and programs cost effective for the state? Are there less expensive options available from the private sector?
- Are they providing relevant information or only justifying their existence by making agencies go through them?
- Are they really adding value?
- As far as I can tell the work they do is great. It just costs too much and we could save \$\$\$ in many cases by doing things a different way.
- Ask how central functions (particularly those managed by HRSD) can better enable state agencies to perform their missions
- Asking for and using feedback from other agencies before establishing policies
- Assessment of fees for services either not used or not needed or the agency does not share in the benefits
- Assisting agencies to eliminate duplication of like services.
- Assuring that the data center is performing the savings that it was intended to do. It is failing miserably in this area. A lot of valuable tax dollars are being wasted.
- Attempting to ensure that all departments and units are implementing rules equally and informing staff when "temporary" cut backs have been eliminated.
- Attitude of management in contract services.
- Audit is not working, policy violations not detected
- Balance its regulatory role with customer service. DAS has shown improvement in customer service over the years, but its regulatory role has become undefined and unclear.
- Balancing the needs of smaller agencies with DAS's need to save money
- Basic management and organization vision and systems. We talk high performance and protect the systems that lead to poor functioning. Example, spending millions to hire consultants for process improvement says to business, we are incompetent as managers, so we have to hire outside folks. People just don't get it.
- Be a resource and problem solver, not a restrictive mandate
- Be more cost effective in the services they provide. It would save the state money in these troubled economic times.
- Be reasonable with policies. Where I deal with a number of small contracts, the 1.6million liability insurance will cost us close to an additional 15 - 20% in contract costs so that the contractors can comply.
- Become more involved in selection and training of leaders at all levels in state government - esp. DHS.

- Becoming a better value for the money. I see a lot of agency money going to DAS for various things that I can't point to and explain any benefit to my agency.
- Becoming more cost effective, eliminating duplication. Removing its functions or agency functions not necessary.
- Being accessible
- Being aware of the impact some decisions have on small agencies
- Being on time for labor negotiation meetings... not changing meeting times at the last minute
- Being the leader of state government.
- benchmarking against peer govts (neighboring states) and becoming more efficient in using the SPOTS card
- Best practices across agencies
- Better commuter options
- better customer service
- Better information regarding compensation issues to employees who are affected by decisions--i.e. changes in comp
- Better service
- Broader baseline training for service desk in all areas
- budget and employee flex schedules for both managers and front line employees
- Building codes
- Building location and LEED certification.
- Business continuity. Build tools now while you have they institutional knowledge
- Business needs
- Buy the correct size of trash can liners for the staff trash cans.
- Can't steer the ship by watching the wake.
- Can't think of one specific thing at this time.
- Career development
- Centralize and consolidate services.
- Centralized Training, providing information of required deadlines with better lead times. (If not the same every year)
- Change agency culture.
- Charges for services
- Class / Comp - and also our relationship with labor organizations.
- Classification
- Classification of positions and pay scale of positions that cannot be grouped into a specific category-employees who

are very sub-specialized

- Classification studies
- Classification/Compensation & Reduction of Personnel (some key units have been extremely reduced making it very difficult for those units to provide timely and quality service)
- Close the State Data Center--establish standards and allow agencies to operate within the high-level, broad standards.
- Closing themselves down.
- collaboration with other agencies
- Comfort of the employees. The heat in the building I work in has been notoriously bad for the entire lifetime of the building. This lowers the moral of the employees.
- Communicating
- Communication
- Communication
- Communication among the divisions...DAS is an organization of silos with the areas communicating very little....this causes confusion and mixed messages in the agencies. Das also takes few risks...they want to be sure they are right and in control....we should change that behavior.
- Communication and feedback
- Communication between staff
- Communication with other agencies and listening to feedback.
- Communication within divisions and coordination of services.
- Communication.
- Compensate managers fairly
- compensation and classification system
- Compensation and salaries. The pay rate at the State of Oregon is woefully inadequate for the work that state employees perform and the responsibilities that state employees have !!
- compensation/classification
- Competitive rates
- completing projects already started and now are stopped and has lost momentum or is totally lost
- Computer security
- Consequences of actions. If the invoice is not paid or if the employee is not doing the work there need to be consequences.
- Consistent reporting tools for position control, accounting, budgeting, etc.
- Consistent training and procedures to address a variety of family issues/Helping Families stay together BEFORE they

get into trouble.

- Consistent use of state funds -- too much state travel in this economy
- Consolidation of conflicting rules and instructions to support one stop for answers
- Consolidation of services
- Consulting Services to Agencies
- Continual upkeep of facilities--painting wall scratches, holes, etc. before big problems arise
- Continue funding for and support of training function
- Continuing education incentives or programs. I think if there were more opportunities like the Masters in Social Work the state would end up with more individuals to fill higher positions that are qualified and experienced.
- Contracting for services, Inflation of product in cafeteria's need to be better monitored. Not just increase when the restaurant owner feels like it. Custodial Services in the Human Services Building
- Contracts and Negotiations
- Cooperating with other units of government.
- Coordinating legislation
- Coordination. There are a lot of different projects going on and they sometimes seem to be working in their own silos without looking at how they connect and interact with other parts of the organization
- CORRECTING THE STIFLING STATE EMPLOYEE CLASSIFICATION, COMPENSATION, RECOGNITION SYSTEM CURRENTLY IN PLACE THAT NURTURES, REWARDS AND MAINTAINS WORK PERFORMANCE MEDIOCRITY AND ALIENATION--- THE REST OF OREGON, AMERICA AND THE WORLD OPERATES ACCORDING TO SYSTEMS OF REWARD AND ACKNOWLEDGMENT FOR EXCELLENCE-- NOT THE DAS ADMINISTERED SYSTEM
- Cost
- Cost effectiveness of the dynasty it has created that is not saving taxpayer dollars or managing resources effectively- albatross.
- cost for the job done, follow up with customer after job is done
- Cost of services for value provided; agencies get charged for DAS "experiments"
- Cost of the SDC
- Cost reduction
- Cost savings. Better customer service. Helpfulness. How to do things rather than how to avoid or why they can't.
- Costs to agencies is higher than when the agency did it themselves.
- Creating more policies and procedures that all state agencies are required to follow. This will gain consistency in their application.
- Custodial Services - bathrooms and elevators are disgusting
- Custodial staff - perception of multiple people doing the work of only one person.

- Customer needs and communicating effectively without getting caught up in the laws, policies, regulations. Speak in layman's terms.
- Customer request for change in processes
- Customer Service
- Customer Service (e.g. flexibility, timeliness, "what's right for the client, not just DAS")
- Customer Service and departments working together as a team
- customer service and timeliness
- Customer service to agencies. Separate regulatory functions from service functions. More oversight, less direct service.
- Customer service, a friendly, cheerful attitude.
- Customer service, better training, understanding they are not the experts when it relates to other agencies, listening to their customers and not dictating what must be done and how it must be accomplished. Their customers are knowledgeable and as talented as DAS, and this needs to be recognized and acknowledged by DAS. One size does not fit all, and DAS believes they are the only ones who know anything and everything.
- Customer Service, how to make State workers jobs better.
- Customer service.
- Customer service.
- Customer service. Second would be cost.
- Customer service. The biggest complaint is that DAS reps are often curt and unfriendly and/or they don't communicate well without overusing jargon.
- DAS could improve the communications between agencies and DAS managers.
- DAS could serve its customers better by having a better understanding of their true needs (not even necessarily their

wants, but their needs).

- DAS has been providing good support on sustainability issues and I think additional sustainability services, such as an intrastate carpool web site, would be helpful.
- DAS has got their fingers in too many things. Their fleet, risk, and trainings are too expensive and do not address our specific agency needs.
- DAS is a giant vacuum sucking up resources and funding that the state can no longer afford. It may have sounded good on paper to consolidate certain functions at DAS, but in practice it has not turned out that way. All DAS does is to say "no" and get in the way of agencies accomplishing their missions.
- DAS Leasing.
- Das needs to be a much better job in communicating information
- DAS needs to enforce better stewardship of the state funds, efficiency. look at how \$ are being spent, look at ways agencies get around rules (i.e. double fills, in our agency there are several positions with more than 10 full time people assigned to them).
- DAS policies do not fit all agencies equally and yet they try to use a cookie cutter approach.
- DAS provides tools for other agencies to get their work done. We don't want to worry about the tools too much, we want to get our work done. The tools should just work without too much hassle.
- DAS seems to make decisions about raising the price of their services without considering the impact to other state agencies that rely on their services.
- DAS service charges that other agencies pay need to be set at the same time the agency GRB amounts are approved.
- DAS' staff cutbacks have negatively impacted services
- DAS used to oversee agencies to ensure they were following policies, contracts, etc. This is no longer true and agencies just do whatever they want and then get a lawsuit filled which ends up costing the state thousands of dollars.
- Data Center: data storage....redundancies in data
- Data security/cost
- Decentralization of Services
- Decentralizing services
- Deferred maintenance of government buildings.
- Differed Maintenance
- Develop progressive policies for employee health and wellness with a focus on environmental changes in food, physical activity, access etc.
- Developing an overall business model for the state government. There is constant conflict over whether we should operate as a unified entity of a 'holding company' type of organization. Clarification on this issue would help drive better policy decisions and support strategies.
- Different agencies have different needs and requirements. A "one size fits all" approach is not realistic. A need for great flexibility should be key

- Direction of state data center seems questionable. Agency management appears to be stifling the effectiveness of the staff, which is doing the best they can, under the circumstances.
- Distinguish service provision from oversight role
- Divesting itself of functions that can be more effectively handled at the agency level where responsiveness and flexibility are vital.
- Do not know enough about DAS and what it does or should be doing to comment.
- Do you ever clean the parking lots?
- Doing what's best for the agencies, not what's best for D.A.S.
- Don't cut back on facilities/custodial staff anymore. They keep our buildings safe for us. Security, too.
- dot gov - team site - site publisher -- get strategic, move faster on web 2.0
- Duplication of efforts.
- Duplication of efforts. Let agencies make their own policy, IT, Web, etc. decisions. Allow agencies to think outside of the box instead of keeping us all behind the times.
- Duplication of services provided which are unnecessary and have not proved to be cost effective.
- Duplication of services, doing things that agencies currently have people that could do themselves.
- During this economic climate why are agencies remodeling their buildings when they are also laying people off?
- Dwindling services to the agencies even though we continue to pay the same service fees.
- E-85 Fuel stations
- Educating the line staff especially on the policies and political implications of their actions.
- Education of employees about policies. On-line isn't enough.
- effective communication
- Effective consolidation - Network security is one area I see you doing very well at providing consistent service for everyone
- Effective delivery of services in support of state agency missions.
- Effective leadership - starting at the top - understanding their role vis a vis state agencies
- Effectively reducing costs
- Effectiveness of data systems statewide
- Efficiency. While many custodians work efficiently, other lag along. Encourage these individuals to take pride in their work and to do it more efficiently. They are the face of state government to our building visitors.
- egov program
- eGov, better availability.

- E-government
- Either deliver what they say they will do or relinquish the role and allow others to fill it. Do a better job at listening to what is really needed and not guessing.
- Eliminating redundancy. Many of the DAS units do the exact same type of work that the agencies perform. It is a waste of money. I think DAS seriously needs to evaluate their role. They seem to be there to be "policing" the agencies. I think there is a better way to do it. For instance, the amount agencies pay for rent is much higher with a DAS building than a private building. Why? I think DAS needs to determine their essential services and eliminate duplication.
- Employee classifications and whether they are under classed or not - primarily clerical positions
- Employee Health and Wellness.
- Employee resources
- Employee retention and training
- Employee safety and health and controlling losses and costs.
- Employee satisfaction and wages
- Employee workload
- Employee Benefits
- Enterprise architecture, strategic IT purchasing, data issues.
- Enterprise needs, and opportunities to provide services nearly every agency performs duplicatively.
- Establishing procedures in State Data Center.
- ethics
- Excessive Overhead
- Executive Branch Leadership
- Executive recruitment
- Explaining to public how cuts impact services (service expectations)
- Facilities Division needs dramatic improvement
- Facilities
- Facilities management. If they just used a little foresight, they could have seen the coming need for staff reductions in early 2009, and realized that reduced staff size meant a reduced need for office space, and all the costs of leasing and remodeling the Somerville building, plus the cost of shuffling personnel within the Labor & Industries Building, could have been avoided
- Financial costs over run
- Finding an appropriate leader for the Human Resource Services Division.
- Finding cheaper/more cost effective ways to do things, like phone service. Doing more in house not contracting out.

- Finding enterprise solutions for agencies to allow for more cost-effective, seamless services
- firewall requests need to be processed more quickly
- First and foremost, the DAS organization neither helps nor hinders my work. However, I certainly hear enough complaints from management about the DAS's bureaucracy and fees to pay for it.
- Fix the Telecom billing process and method, create/roll out a web based TSO portal to replace the main frame version.
- fleet services
- Flexibility in travel. Allowing personnel to purchase their own travel and be reimbursed. If you have a bad actor, deal with the bad actor. State travel would take less of the employee's time and be cheaper if the employee was doing the purchasing.
- Focus on curing "bully boss" situations within the Agencies.
- Focusing on providing services that can be done more efficiently and cheaper than individual agencies providing themselves
- focusing on the role of supporting all agencies, instead of supporting DAS
- Following up on the outcomes of POP's. The OPAR division of DHS got several million dollars in 07 to form a new policy unit to increase collections. The unit does absolutely nothing. The only reports they run that generate revenue were already being run by other units in DHS. now the manager, XXXX, wants to give more level 30 jobs to her friends from the typing pool, so she is pushing another pop (for medical) . Before she gets the money, someone should audit what the unit that was approved last time is actually doing.
- Get away from operational functions. DAS has repeatedly failed to deliver effective operational services -- stick to policy.
- Get out of business processes where the value savings to the state is no longer cost-effective
- Getting information out to all levels of state management about how to access services provided and what they can do for the manager in real terms
- getting input from other agencies prior to taking action or making decisions
- Getting out of the way
- Getting qualified and skilled people in positions that need to have this level of expertise
- Getting rid of itself (DAS) for a huge cost savings to the State of Oregon. cut out the "fat"
- Getting temporary employees out of the workplace.
- GIS development and integration, but most importantly dissemination of the information to all state employees in a manner that data can be easily found. Currently too many silos exist and dat is recreated.
- Give
- good custodial service
- Good sound, well thought out public policy. They have too many analysts and managers who have never been in an agency, and lack practical experience.
- Good technical people being selected to become poor managers. Management skills are rare. There needs to be

some new thinking for organizational development.

- Government organization and efficiency
- Grants Administration
- Handling moves. Seriously. I've never seen worse.
- Having enough staff in critical, high risk, complex positions (like grievance management, classification, etc.) to effectively do their work. They have too much to do.
- having more transparency around the roles/responsibilities of each division within DAS
- Helping agencies find efficiencies and helping make those changes, on an ongoing basis
- Helping agencies get to yes...so they can conduct business in the most professional way possible.
- Helping ALL agencies accomplish their missions.
- Helping to keep other state agencies compliant with state law.
- Helping us to save energy and adopt more sustainable practices. XXX does a good job but more could be done and there would be a \$\$\$ payoff. We struggle to achieve energy savings in our old building. We need more help and probably some investment.
- Hiring people that actually know what they are doing and instead of promoting the dead wood inside.
- Holding Agencies accountable for following the DAS Statewide Rules and Policies. There is massive inconsistency among individual agencies regarding enforcement of the DAS policies.
- How "customers" perceive DAS service delivery and processes; act more collaboratively with agencies
- How DAS decisions affect quality of life for agency staff and the public
- How employee address records are inputted and updated.
- How federal funds are budgeted from original receipt to final disbursement, as they flow through different agencies. They, and the Legislature, could change the process to make everyone's life easier!
- How is DAS providing a service more efficiently than an agency or contractor can?
- How managers treat employees, especially XXX.
- How many customers are in the PDX metro area.
- How much work they make and how they impact working conditions for agency staff.
- How some policies cost agencies more money than they should.
- How they spend their money.
- HR Class & Comp. Streamline the services.
- HR policy development and revision should always be reviewed by DOJ Employment attorneys for consistency and accuracy - this does not always seem to be the case at this time.
- HR technology systems

- HR Training provided throughout the state.
- Human Resource direction
- Human resource issues
- I do not currently have any issues that I can think of
- I don't know
- I feel DAS does a good job of providing attention to detail toward all state agencies and outside customers
- I have next to no interaction with DAS, so I can't answer.
- I know some of my ratings have been somewhat critical. Please do not disregard them as mere complaints. The world has changed forever because of the current economic crisis. We absolutely have to do things differently than we have in the past. It is absurd that, during an economic crisis, we have unions that are dictating the terms of compensation plans for our employees. Even though our employee salaries tend to be somewhat lower than comparable positions in other sectors, the total compensation plans are quite lucrative for our employees, and we have NO ROOM to complain and demand more compensation in this economic environment. Despite what the unions would like people to believe, union employees are not "bearing the brunt" of the poor economy. As administrators responsible for activities across the state, please stand firm and begin to act according to your stewardship. It shouldn't have taken this long to request this type of feedback in this type of environment. Things are different now. Start acting like it.
- I know the budget is tight, but my choice would be low cost training for agencies.
- I think DAS is paying attention to the issues of being more flexible, it just takes too long to see results
- I think DAS is self serving and redundant
- I think that DAS HR providing client services should be communicating better to agency payroll & DAS payroll.
- I think the State should be fully staffing Water master offices and providing office space instead of making requests to Counties each year.
- I think they have done a great job helping our agency this past year. Exemplary
- I'd like to see the ADA policy ratified and rolled out.
- If they'd stop "tweaking" the network, communication would be more stable.
- iLearn implementation to state agencies
- Impact of decisions on other agencies.
- Impact of imposed time frames on agencies
- implementation of system-wide upgrades
- Implementing more cost saving measure other than cutting positions. Having flexibility to gather ideas and use them.
- Improve the support and quality of service that comes out of the SDC.
- Improving easy tracking of fiscal spending so line managers know their fiscal status versus budget.
- Improving legacy statewide systems.

- Improving SDC service and decreasing cost
- improving services without forming lengthy studies that don't accomplish much
- In light of budget reductions DAS needs to identify through this survey and other means the core services that DAS must provide to other agencies. Protect those services so they do not end costing the state as hole more dollars. i.e.: pushing services to state agencies that cannot be realistically accomplished by agencies on their own.
- In my area of work, GIS coordination in the state is starting to increase, but could use a lot more attention, especially for agencies that are slow to pick up the technology or just getting into it
- Include management in the evaluation of job applications and attachments. Many qualified candidates are not being hired because they don't know how to specifically respond to PD 100 and application materials. I have spoken with various professionals who have stated they have tried over and over to land a State job without success. A Manager's eyes could quickly tell if someone has the expertise they are seeking.
- Including Public Works equipment in State Price Agreements (Graders, rollers, backhoes, loaders, etc.).
- Inclusivity and decision-making follow-up - ensuring Agencies' business needs are understood and honored when statewide policies and practices are established is crucial. Understood that this can be a major challenge, and input is honestly often solicited at the front end, but some final decisions still appear to be made in a vacuum (which may not be accurate; but if not, then the rationale for the decision needs to be clearer).
- Increase of staff to accommodate the high level of cases. Increase in services for the families we work with.
- Individual accountability. Get the right people, committed to doing the expectations of their job with regular status checks. More accountability throughout - like the PRIVATE sector.
- industry standard pricing of services
- Information security and availability during catastrophic events
- Information Technology
- Integrated, enterprise planning of Information Security initiatives.
- Intellectual capital is a key asset. - Invest in recruiting the best, maintaining & building skills (workforce development) and retaining great talent.
- Internal communication/leadership
- Internal culture; staff development; telecommuting
- Internal customers.
- Invoicing--we spend much time trying to get DAS to get their billings correct.
- INVOLVING AGENCIES in designing processes and systems
- Is there really cost savings to have the state data center
- Is there still opportunities for anyone to submit ideas for improvements, report waste, etc.?
- IT data storage, SECURITY and potential efficiencies related centralization of the State's data
- IT infrastructure and resources. The SDC has taken away local/agency control of IT processes.

- It is hard to download detail for computer invoices. It takes forever.
- It is too big, ineffective, over reaching, out of touch, redundant
- It is unclear to me exactly what DAS is responsible for, and to what extent they control policy.
- It need to reduce its scope and slim down
- IT Security
- It should be more of a partner is helping state agencies perform their work. I don't see a lot of partnership in the relationship and I don't see DAS taking the lead in filling the gaps to provide services to the state. An example is that DAS does not have a statewide process for electronic documents. Having a consistent statewide approach on all e-docs would be so useful, particularly for consistency, records management, archiving, etc.
- It should quit trying to take over areas where other agencies have expertise or special business needs of their own
- Its charges are making it so we try to avoid using its "services" whenever possible.
- It's difficult to know what all that DAS does since it's so huge. Does it really communicate what all its functions are; and does that info get to every level of various agencies?
- Job training and promotion within the group.
- XXX's unfriendly customer service skills
- Keep services in agencies where they were most effective -- do not try to do everything and charge triple for it.
- Keeping cost down and maximum service to its customers.
- landscaping in the winter! come on, why does the grass need edged in the middle of winter? That guy drives me crazy.
- Leadership. DAS generally has a collaborative approach which is appreciated but it sometimes causes decisions to be dragged out.
- Legislative concepts to address dysfunctional policy requirements.
- Less controversy in program/policies.
- Lifecycle management of equipment
- Listen to their customers, and act on their suggestions. The current impression is, they ask for suggestion but do what they want.
- Listening to others. Seeking improvements.
- Listening to people they serve.
- Listening to stakeholders and then approaching problem solving in a more cooperative manner.
- local facilities issues
- Logging calls about particular vehicles and what their instructions were for that vehicle.
- Looking for real reduction option savings

- Looking for ways to make Agency work more streamlined
- Lose the one-size-fits-all mentality and ease the burden on small agencies of complying with inapplicable or impractical dictates.
- Losing the recruitment services and going with NeoGov. This service is impossible to work with. I had over 200 applicants for an AS1 job. There is no way to evaluate 200 applications to offer interviews, and the agency does not have enough resources to interview even a moderate percentage of the applicants. Also Risk Management's out of control. They are laying blame on the Ethics Commission for a lawsuit filed against the agency for a law passed by the legislature and signed by the Governor. The Commission should not have to shoulder the burden. My fees are going from \$2,137 in 2009-11 to \$13,366 in 2011-2013. But they offered me consulting. What are they going to tell me, don't have the legislature pass laws that effect the agency?
- mailing distribution and inventory control
- Mainframe Disaster Recovery & Systems Security
- Maintaining a strong infrastructure to support the cuts the agencies are taking
- make rules and follow the rules for everyone management to. we need good employees start at the top management.
- Making good decisions that benefit the State, not DAS
- making local government agencies more aware of services available
- making more cost-effective purchasing/procurement decisions and documenting and communicating those
- Making state government run more efficiently
- Making State services more efficient, leaner, smaller, and less costly!
- Making sure all State of OR agencies have up to date telephone systems. Not 1980 systems that are not supported by techs. We are deregulated. Many providers have artificially LOW rates currently. AT& T and VERIZON are the big players. Get in there and not only get some of the FED money coming out for broadband and internet-PUSH to get the backbone updated. 9-1-1 is not a "wireless" service. Credit Card modem transactions are not a "wireless" service. Broadband and internet are fingernail polish-you still need a healthy NAIL to apply it to.
- Making sure that price agreements they make are the best for the state in terms of cost. Some of the agreements lock us into higher prices than we can get with other vendors.
- Making the history of and current status of how agencies budget for and use central services more transparent, to better tell the story of the importance of having a central administrative agency for monitoring and promoting overall state performance and accountability
- Manage the Department as if it were a private sector entity, making prudent expenditures and cost savings as a routine...
- management compression
- Management needs to ask the technical or operations staff for input before making decisions.
- Management salaries. Managers are paid marginally more than the people they manage, and sometimes less. Manager salaries are substantially lower than similar positions in private industry. The two year freeze on management salaries is unconscionable.
- Management supervision & education. Giving employees the tools to train for mgmt, while also looking closer at mgmt whose behavior prevents others from growing because of their own limitations. For example, getting offended

when an employee respectfully offers a different opinion. Not against policy, but word gets around and no one dares to disagree.

- Management training and HR services
- managing their employees
- Mandate for purchasing agents to have certification in order to utilize state contracts and state credit cards. This requires ALL state agency managers to support anyone working in a purchasing capacity to get the required training for their position.
- Methods of billing - 2+month delay on phone bills seems a bit much
- Misuse of overtime especially for furlough months; hiring practices; services to Oregonians
- more collaboration with agencies on policy changes
- More communication with customers and the Legislature about what we do and why we do it.
- more discussion with agencies before issuing policies
- More division
- more fluid methods of service delivery
- More information, in small amounts, about the services they provide.
- More of the financial impact on what a project would require.
- More overall consistency in directing agencies.
- More responsive and strategic shared services
- Move forward with revamping the classification system &/or communicate its timeline.
- Moving state systems into the 21st century
- More extensive management service training of varying levels.
- narrow the focus to what only government can/should do
- Need for a systemic restructuring of government into a true enterprise. We can't implement enterprise solutions while loosely organized in a federated model.
- Need to permit building closures for non-essential staff when outdoor conditions are unsafe, e.g. an inch of ice on everything!
- Needs of individual agencies
- Negotiating a contract that puts management back in charge of the workplace.
- Networking with all other agencies as well as Legislative staff to really communicate well regarding the value that DAS does bring to all other agencies in Oregon. It seems that sometimes DAS gets the raw end of the deal during session because other agencies are either asked to speak about DAS or provide negative reviews of DAS solely based upon the fact that they have to pay an assessment.
- New system running slow. I know that it's been address, just hoping it doesn't create problems with accessing or

inputting information into the system.

- No comment.
- None
- Not cutting out all the training. We need trainers who know state government.
- Not sure
- Offer shuttle service from several park and ride lots throughout Salem, with West Salem being a priority due to problems with bus connections.
- Open to new ideas of doing business.. think outside the box to solve problems
- Operational efficiencies across all agencies, including DAS. This is a time of consolidation and retrenchment in government with the need to eliminate redundancy and ineffective processes and procedures across the board, while at the same time revamping delivery of services to citizens to meet the modern era. I give DAS and EISPD in particular great credit for seeing and acting on the these needs. The EIRMS has embodied in it a very great potential to change the face of government. Unfortunately, IT cannot do that alone. The businesses of every agency have to step up to the plate and follow the lead being set by the State CIO's office. With the arrival of a new governor later this year, an opportunity of considerable potential exists to fundamentally alter the way agencies do business to the benefit of citizens.
- Organization for project managers, not showing up late and/or unprepared for meetings, etc.
- ORPIN online help desk. The manuals are not up to date and are not very helpful.
- ORPIN process. Too complicated, wieldy, but have nice folks to ask for assistance.
- Outsource services. i.e.. payroll, online timesheets, fleet mgmt
- Outsourcing.
- Overall Integration & balance across State Agencies
- Overburdening agency budgets with service charges in a time of budget crisis.
- Oversight role - giving more procurement delegation to agency
- Overworked employees
- P.R. Getting the word out to agencies about what is offered through DAS.
- Parking
- Parking
- parking and commuting.
- Parking assignment timeliness
- Parking commuting
- Parking?
- Pay more attention to assisting agencies, not duplicating, overlapping, and excessively charging agencies and state

workers.

- Payroll
- Payroll and taxability issues
- People need to be able to get to work and be able to afford it! Parking needs to be addressed. Park N Ride w/shuttles.
- perform honest evaluations of the problems,
- personally conducting surveys like this one to receive best quality information
- personnel classification studies
- Planning and administration.
- Planning for future growth when planning, designing, constructing buildings.
- Policy development that is easily understood by front-line staff and is applicable and appropriate.
- Poor relations between mgt. and staff. In some sections at PSOB, there is no trust or respect between mgt. and staff. This is not an effective or sustainable approach
- population forecast staff capabilities..... inconsistent forecasts, great impacts to OYA.
- Positive communication verses regimented constantly quoting ORS's, rule and regulations, OAR's, OAM's etc.
- Price agreement.
- Printing information from one system and then having to manually type it into a DAS system.
- Proactively planning for things like changes in demographics of the workforce and risks associated with those changes. Proactively defining risks of state government - both short term and long term and articulating the policy/methodology for proactively planning to handle those risks - how to mitigate risk, what risk to accept etc.
- problem resolution which will give you customer satisfaction
- Process improvement for State Data Center
- Procurement
- Procurement - huge \$\$\$ but DAS provides little benefit and is an obstacle
- Procurement & Contracting
- Procurement and Surplus - would be helpful if they could be more responsive when contacted.
- Procurement
- Promoting from within.
- Provide a Web conferencing tool to cut down travel expenses
- provide more thorough "data" documentation in ORPIN (original contracts and all amendments and related docs)
- Provide premium customer service.

- Provide services and not be building empires
- Provide sufficient resources for EISPD to perform its large statutory mandates. It has good people and just needs resources
- Providing access to data that does not stop at the State borders.
- Providing accurate advice
- Providing additional resources to assist with state payroll with programming.
- Providing cost-effective services for all state agencies, when an issue touches all agencies.
- Providing currently technology (like time and attendance) for agencies to better manage processes
- Providing incorrect information to agencies. Sometimes answers are given without researching applicable laws. The "DAS has the final say" rule is troubling when statutes clearly define laws that DAS is not aware of. Inaccurate information and the sense that "we have to do what DAS says" can be problematic, especially when a new manager believes DAS and acts on their response without further probing into laws that pertain to the agency.
- Providing leadership for state government
- Providing modern information technology tools for communicating with the public.
- Providing more detail when invoicing customers currently it is a summary and it would be nice to have the charges in detail publishing and distribution
- Providing what is needed to their customers and to be more flexible to meet their needs.
- public perception of state services
- Publishing and Distribution
- Purchasing Contracts and Vendors
- purchasing practices of Oregon state police and hiring practices
- Purchasing rules.
- Quality and timeliness at the DAS Print Plant
- Quality Control
- Quality of customer service, which is broad, I realize, but really gets to the point: Good, reliable service delivered professionally and courteously.
- quality of managers
- Quality of Service
- Quality of service of SDC. They cannot set even standard rates after several years. In addition, their support is very basic and we have lost ability to really provide good customer support. BACKUPS are a prime example.
- questions from employees regarding policy and potential policy violations.
- Quick turn-around of contract work orders

- Real Property Services for other agencies
- Reality.
- Reclassification of Administrative support positions
- recognizing who their customers are
- Recruitment and retention of quality ODOT Engineering Employees and the pay raises to keep them!
- Recruitment of high quality employees for agencies
- Recycling facilities in every agency that are easy to use and maintain. There are so many more positive ways that we can recycle than are currently available.
- Redesigning the human resource function in state government
- Reducing assessments
- reducing costs and inefficiencies. Provide training to specific state agencies so they can do specific work for themselves.
- Reducing costs for the state data center
- Reducing costs of the SDC by requiring everyone one to use it, or making it optional based on least cost evidence.
- Reduction of paper forms and more electronic submittals including payroll.
- Reevaluating its policy of discontinuing video conferencing services.
- Re-evaluating methodology for assessment charges - charges based on FTE may not be relevant in some cases, i.e., network charges for an agency with large FTE numbers but the majority of FTE share computers
- Reliance on State Agencies since agencies can provide guidance regarding the best way to get work done while providing services for the public.
- Removal of employees who do not do their job
- Replacing both the SFMA and PICS systems with 21 century software. These systems are so old and antiquated.
- Require and give HR Training to managers
- restructuring the pay scale so that is reflects all uses and personnel, not just overall. for example, in ODFW the EBA and NRS scales have long needed updating. This may not be true for ODOT or others, but for us it is a major issue. It has not been adequately addressed in the 15yrs I've worked here.
- Results instead of process.
- retaining good people. your CIO and related IT execs have been a revolving door. reward common sense if you ever stumble across it
- Retirement of key technical staff and the replacement of them.
- returning calls/responding faster and assisting other agencies better.
- Review all government agencies for duplicative services provided and paid to sustain specific populations using tax payer dollars and federal funds

- Right now, there seem to be lots of problems in the Facilities Division and in Class and Comp of HR.
- Right sizing their organization.
- Risk and Employee Safety
- Risk consulting
- Safety & Health of Employees : Reducing Workers Comp Claims
- Safety for employees from other employees
- Safety/health of the state employees
- Sale of state property in a more collaborative way for overall state benefit.
- saving costs in the smaller things, like office supplies--share surplus between agencies
- Saving money
- Saving money
- SDC costs
- Search capabilities within ORPIN
- Security
- Services simply cost more through DAS - not sure how this might be remedied.
- Set up a car-pool for vehicles going to the same destination on the same day to reduce single motor pool car usage. Do it also for regions of the state to avoid duplication.
- Setting agencies to a fee based environment and online services.
- Sharing information on best practices for IT or any process, with other agencies so people are not re-creating the wheel each time.
- should lay off people and cut programs rather than freezing salaries/promotion step increases
- Simplify and clarify the rules.
- Simplify everything possible -- systems are needlessly complex and duplicative.
- Since DAS is a central service agency, working with all state agency's to provide effective and efficient services
- Solicit and use regular feedback from agency stakeholders
- soliciting input from their customers on their performance and possible suggestions for budget savings and resource management.
- Solving state data center issues
- Some DAS Guidelines are a repeat of what the SOG's for the Agency I work for. A double effort/etc of energies.
- Some employees of DAS seem to be averse to change and focused on control
- Sometimes it feels like there is so much secrecy with areas like budgeting and legislative issues, that I think some of

these processes occur in a vacuum. At times I feel like I have no opportunity to share concerns or to even ask questions when budgeting or legislative issues arise. I don't know if this is due to a current local management practice or if it is a working policy of DAS/DHS, but it doesn't develop any sense of trust or confidence that hard budgeting or legislative problem-solving is performed with the greater good in mind.

- Sometimes we need to communicate with more than one division in DAS to accomplish a task. There are so many divisions, so many rules/procedures that steps can easily be missed causing delays in service requests.
- Speeding the turn around on processing of RFPs for purchasing. Current processes take far too long.
- staff should be trusted to purchase the computer equipment needed to meet their own program needs.
- State agencies that have high staff turnover - there is a reason. Need to take a very serious look at agencies like ODFW that are so corrupt in its internal workings it is unbelievable! Total waste of tax payers' dollars and makes me ashamed to say I work for the state. The evil has hit the press and yet they have gotten by with it for a long time.
- State Data Center and IT planning and other technology services are very poor. The industry is changing so fast and there are so many options that having a central location for them made sense but the sense shown in implementing them and translating them to actual services only cost the line agencies tens of millions so dollars more than what they were spending and yet the service is very poor
- State Data Center does not provide restore of data, archive or disk based backup. The Tivoli direction is out of date. Need a disk based backup system to be adequately meeting restore responsibility to citizens.
- State Data Center security
- State Data Center: do well what it was chartered to do, rather than attempting to expand its reach; better cost containment
- State employees are constituents too.
- State Mail Shuttle Service.
- State Price Agreements; particularly vehicles
- Statewide Training, proper training is key to an efficient state government, it was disappointing to see the cuts in an area.
- Stop regulating and forcing agencies to do it your way or not at all, you are a hindrance not a help
- Stop making rules that all the state agency's have to use the (example internet service you choose) then charge the agency's half their budget for the services when they could get them cheaper and better service elsewhere.
- Stop outsourcing. Recruit and promote from within and stop dependency on contractors
- Streamlining their services. Incorporating something similar to the LEAN programs.
- Streamlining/reducing the work that is placed on agencies and agency heads.
- Subject matter expertise leading to valuable and accurate services.
- Succession planning and developing our new managers who will take my place.
- succession planning which would include innovative recruitment, flexibility in benefit programs and new and critical thinking.
- Support services for human resource functions.

- Supporting state agencies as opposed to just enforcement.
- Sustainability. Things have improved but in regards to procurement, buildings and vehicles - as DAS goes so goes the agencies. Agencies can be limited in their efforts due to DAS policies and decisions.
- Sustainability; waste reduction and energy conservation
- Take a look at what it costs the lower class workers (AS1/2, OS1/2, ISS3, etc) to have to make ends meet the same as it does the rest of the non-state employee labor force overall. We struggle just as much as a non-state worker, but are mandated to take reduced wages (furloughs) and pay for parking. I think parking should be free for these lower classed workers in state government. They are financially treated the same as someone who makes thousands more a month, but struggle the hardest. It's totally unfair!
- Taking better care of its staff, especially the janitorial folks who need encouragement and support!
- Teach managers about key internal control concepts including segregation, authorizations, documentation. How do you to set a tone from the top and do more with less?
- TEAMS
- Technical support, not enough staff in OIS to support the needs of the agency.
- Technology and being able to provide services electronically rather than on paper.
- Technology and Security
- That State of Oregon administrative personnel are paid at competitive salaries to other government entities.
- The ability to do a lot of things ok is not better than doing a few things very well. Please focus more attention on current services to make the projects valuable
- The ability to provide electronic information for agencies to manage personnel, budget and payroll.
- The Agency views
- The amount of work they visit on agencies.
- The business of state government is changing. This is becoming a 24/7 world, and I believe we need to make some adjustments. I think some of that could be with retirees, we need a new classification system to include people who only work 50% of the year. This would take care of a lot of the holes we have now, and would provide those with little or no retirement benefits to continue to contribute to a work environment. Yes, aging health issues would need to be addressed somehow, but the long term picture is for a changing longer living population.
- The challenges the State will face as a large number of senior employees leave and there is a shrinking population of interested and talented individuals to pick up the workload.
- The changes SB 311 made that affect contracting out.
- The consistent quality of the printing
- The cost and timeliness of price agreements.
- the cost of having our servers at SDC. Makes no sense.
- The data backup system at SDC
- The data center in support of small agencies and fees for small agencies

- The desired outcome. Often there is process without an understanding of the outcome that is desired. This leads to process for process sake.
- The difference between small agencies that could use some support and direction and the big agencies that are off doing their own thing regardless of what DAS tell them.
- The difference between the effect a policy has on a smaller agency as opposed to a large agency.
- The economy. Our state is in trouble. Our nation is in trouble. Do we have to go SUPER fast all the time? What happened to Humanness. Or we all going to be turned into machines? Just checking
- The ever changing
- The extent to which its mandates require more and more of other state agencies at the same time as those agencies (at least ours!) are more and more limited in our staffing and other resources with which to respond.
- The failures of the SDC, the failures of provisioning.
- The functionality of small agencies
- The grounds in general. Moss should be removed from the cement to prevent slipping hazards. Other than that they are doing a fantastic job.
- the growing need for geographic information systems and keeping up with the technology that supports it
- The image of the agency. Some agencies see parts of DAS as a roadblock. If not staffed properly delegate authority to agencies don't keep us waiting.
- The impact of their decisions on agencies and offices outside of the capital mall. Particularly the 24/7 institutions, remote field offices, and smaller agencies without resources.
- The knowledge, skill, expertise and creative talents of the staff it employs.
- The management style that pervades the entire agency. The dictatorial style should have gone out decades ago. Look at the retention of employees and you'll see a pattern in certain division that is appalling. The managers like to say it is because of the system and how long it takes to learn but this rhetoric.
- The need to replace vehicles at the hundred thousand mile markings
- The needs of the agencies it supports.
- The needs of the agency
- The needs of their customers
- The number and impact of IT security policy requirements proposed and adopted, and the impact of those policies on agency budgets.
- The number of layers it takes from an underlying agency field office to get anything done because the number of layers it has to get to get an approval done by DAS. Facilities is one example.
- The operational effectiveness of the State Data Center is clearly the largest opportunity for increased cost effectiveness.
- The outdated PICS and PPDB systems
- The overall condition of DAS facilities, specifically the Human Services Building. Basic cleanliness of public buildings

should be a concern.

- The PERS OPSRP programs are a ponzy scam (Pension Obligation Bond) that needs to be audited from outside the state. Oregon judges receive these benefits and are biased; their rulings are not fair to the rest of the tax paying population.
- The quality of custodial cleaning services, and the value of the SFMA Courses.
- The rates charged back to agencies in an assessment for their membership in the State Data Center are exorbitant. No information services provider could charge as much as DAS and deliver as little as they do in the private sector. They would be fired on the spot.
- The SDC needs to be much more responsive and must be held accountable for lack of service delivery.
- The state as an enterprise, is no longer looked at as a good place to work and make a career in service. As experienced workers retire or leave, it is difficult to recruit good qualified replacements. This will get worse when the economy improves.
- The State Controller and his Deputy are two of the worst examples of leaders in Oregon government.
- The State Data Center needs to be able to tell agencies what has to be done to protect data. That is their job - they should not be trying to appease each agency but should be following industry standards to ensure the safety of state data.
- The State Data Center needs vast improvements. The cost for the service provided and the level of service provided are grossly out of balance.
- The State Data Center seems to be invisible. I don't know who to contact for anything.
- The upkeep of facilities
- their Analysts. There is a wide range. There is Stellar, Very Good, Good, Needs Improvement, and Needs to Work Somewhere Else
- their image with their business partners
- Themselves and their customers. When they do budget cuts, they should be looking at what does NOT impact their customer instead of recommending all the things they took over for us.
- There have been no cost savings in fact cost have increased dramatically
- There's not enough parking in some of the state agency and I believe that they should pay more attention to the hazardous weather conditions and allow employees take the day off.
- They keep asking for opinions, but they don't change the way they operate.
- They need to consider allowing field staff to use their own personal vehicles. More cost effective.
- They need to put more analysts back to work at SPO.
- They need to understand the importance of a commuter database, and encourage carpool and vanpool membership. There are entirely too many folks commuting individually, adding greatly to the excessive fuel use and carbon emissions problem,
- They should update their PPDB system. It is out of date.
- Thinning out management. Especially those with a poor track record

- Timeliness in responses and consistency
- Timely billing with correct billing address.
- To add value to service; the only need is to understand when the agencies have gotten ahead of them in service delivery & do some of the things that they're hesitant to do e.g. contracting out for more routine services, etc.
- to remember they are not just a regulatory function (you can't, shouldn't) - customer service includes other agencies
- too many hindrances to getting work done.
- Tracking and reporting on charges to agencies for services
- Training
- Training
- Training and help support building the capacity of service delivery organizations
- Training assistance
- Training for new state employees on how DAS fits into the State's organizational structure, and which services it provides.
- Training is key to improved quality and compliance with existing rules and policies, and towards greater efficiency using technology.
- training on budget development- offer training in Portland and other areas of the state
- Training Opportunities
- Training the work force.
- Training, also keeping the costs of training down.
- Training/supervising heads of state agencies
- Transparency in government
- Travel choices
- Treat employees in other agencies like the customers they are. You wouldn't have a job if it wasn't for us.
- Truly test the technical skills of high level employees throughout the State, level 28 and above. I feel there are lots of positions (i.e. Managers) that cannot do what's in their position descriptions, unless they have (lower level employees) do it for them? If the manager cannot do the work delegated downwards, how will the employee learn the correct way of doing things? Think about all the dollars spent on a high level managers not providing the expertise essential to learning state government? When the lower level employee finally gets the years under their belt and gets the opportunity, will they be any better at being a manager? If an employee is forced to train themselves high level work, how much longer does it take before the employee finally gets it right?
- Try to act a little more like private industry so that your services won't get contracted out because we really don't save money in the long run because private industry must find a way to make a profit and that power can be abused. Not that government doesn't abuse power from time to time but they are more open to public scrutiny, as they should be but people need to realize that the government "is us", not some entity out there looking after us--we need to all look after each other and treat each other as we would like to be treated.

- Unbiased evaluation of the State Data Center's benefits and shortcomings
- Understanding agencies that they work with that are non-regulatory driven in scope and statutes
- Understanding that the agencies are their customers
- Understanding what its customers need, and providing strategic responses rather than writing another policy.
- Unique or special agency needs
- unknown
- Update computer system for budget, especially PICS system.
- Updating policies or amending contracts when the need arises (i.e., baggage fees on airlines, who pays that?)
- Updating policies.
- updating the time capture system
- Upgrading antiquated systems like PICS. This system needs to go, it is too temperamental and causes rework & hand-checking that should be more web-based, like ORBITS. And ORBITS should be more interface-friendly.
- Upper Management acknowledging lower management when a group does outstanding work or accomplishments
- Upper management often makes choices that do not consider the needs of the customer, make service worse, and waste money
- Using the information that flows internally into DAS to benefit all of state government. Capturing lessons learned and best practices and then sharing it. Making communication more pro-active.
- Vehicle maintenance options for those not in the Salem area.
- Ventilation System
- Video and Webinar services - to cut travel
- waste - recycling - greening as a cost-saver - encouraging employees to do the right thing
- waste - why do we need to have our floors shiny if we are in a recession for example???
- we are customers
- We need a state motor pool in the Portland area.
- Website organization
- What is the actual earned value of the SDC?
- What it charges agencies for service. Advanced Planning. Wanting to help an agency reduce waste not cause more waste.
- What its own employees (especially IT) are doing and how they are using or abusing their position
- What the agencies the serve really do.
- What would be the most cost effective practice in handling claims for each state agency.

- When doing reclassification studies talk to the people who do the job not the managers.
- When running cost analysis do not focus solely on your individual service budget but look at the impact, or potential impact, to all agencies accessing the service.
- When you provide a service, recognize that it is important to understand the client's needs and assign people capable of doing the work.
- Why does DAS exist.
- Wiping down bathroom stall handles & surrounding area and public door handles & surrounding area.
- Without a doubt, the single action that DAS can take to save money and improve efficiency (and moral!) for state employees, across the board, is to replace the antiquated, DOS-based Hummingbird timekeeping system. Each month employees waste countless , expensive hours struggling with Hummingbird. DAS would save thousands of dollars (millions in the long run?) over and above the cost of purchasing new timekeeping software & training employees on it
- Working efficiently with other state agencies/Universities
- Working to avoid making people dependent upon government services.
- Workloads and/or size of certain divisions within the agencies.

B. What is the most important thing DAS could do to improve customer services?

- A lot of money is spent on consultants. DAS Execs need to spend more time understanding what staff need and are doing and forget about hiring consultants to tell them.
- acknowledge issues, problem solve, and follow-up
- Actually be available and LISTENING.
- Actually know who their customers are
- Actually value their customers
- Add staff
- add staff in key positions
- Add value instead of impede needed processes
- Adequate staffing
- Adopt an attitude to actually care about what others suggest -- and then actually incorporate those suggestions into their policies and actions
- Adopt the recommendation in A that I offered 15 years ago!
- aligning what can be done which means changes to administrative rules to what can be done.....which means an alignment of resources with workload
- allow agencies to take more risks and eliminate unnecessary red tape and process to help agencies meet their deadline
- allow customers to do the job themselves
- allow for more flexibility
- Allow options on permanently assigned vehicles that will provide improved safe operation of the vehicle such as

power mirrors so they can be adjusted while in the driver's seat.

- Answer phones more often. Certain members of staff forward their calls to voicemail and only return calls.
- Answer the phone or at least return phone calls within 24 hours.
- Anticipate our needs instead of us having to ask about when things are going to be done...such as updating policies to reflect new laws, e-recruit issues etc...
- Appear less bureaucratic; understand and value flexibility when it comes to making smart decisions w/taxpayer funds
- As with so many state agencies, I find DAS's structure confusing & opaque.
- Ask and listen to customers when developing policy and direction. Be truly considerate of the needs of the agency they are supporting
- Ask customer what they want, tell what they are going to pay, show them what, ask them again and if they do it, then do it.
- Ask for input from others aside from just a few high -level administrators.
- ask not tell
- Ask people what they want/need from DAS instead of telling us what you are doing for us.
- Ask the customer what they are trying to achieve and then help them achieve it. If it cannot be done, tell them why but do not always rely on the way we have always answered the question in the past.....does the past answer still make sense? If so fine, if not change it...change is OK!
- attitude adjustment
- Availability and response time reduced.
- Be a resource, not a doer of services that agencies can do better on their own
- Be a strong and knowledgeable leader. And increase your staffing levels - there's hardly anyone home anymore.
- Be available
- Be available, and follow through and follow up on public inquires
- Be consistent
- Be firm and decisive without being overbearing. DAS is the leader of agencies. It must make the case to legislature and to all other agencies for why we have to transform and how to involve people who can help. It's also a time when we need clear, strong involvement of agency leaders. Those who oppose moving forward should be reassigned in favor of those who can lead us into a new era. I don't see this as optional.
- Be flexible and provide all forms, instructions, manuals, etc on their web page.
- Be friendlier, return calls promptly
- Be less dictatorial and more customer-service oriented. At least strive to adjust to individual agencies and locations instead of what appears to be a one-size fits all approach.
- Be more accessible and responsive to the customers.
- Be more collaborative with other agencies for suggestions rather than ruling with an iron fist
- Be more collaborative with agencies, setting some standards for consistency
- Be more courteous and provide better customer service. I often felt I m bothering someone when I call
- Be more curious
- Be more humble and down to earth with their internal customer, the state employee.
- Be more of an advisor and less of a regulator.

- Be more responsive and provide timely feedback
- Be more responsive to the public's needs and requests (such as parking and commuting issues)
- Be more timely in responding to questions. Sometimes it takes a long time to receive answers.
- Be more transparent to the average state employee and the public at large.
- be open to hearing what the agencies want rather than what DAS thinks we want
- Be open. Listen and implement new ideas when feasible.
- Be prompt and supplying correct information
- Be responsive to the needs
- Be the stability of state agencies.
- Be truthful and helpful
- Be willing to listen to agencies regarding the mandatory use of SDC.
- Become a partner with the agencies rather than the directing everything.
- Before an information request goes out, have someone in DAS try to answer the request as a way to get the bugs out.
- being consistent and correct
- Being more transparent about the billing process. Specifically what are we paying for with each bill.
- Better broadcast the appropriate contacts.
- better communication
- Better communication
- Better communication - and in plain English, not links to policies and other bureaucratic speak
- Better communication (simple, easy to understand, less layers) & transparency.
- Better communication about problems
- better communication between depts. i.e. maintenance and facilities
- Better communication with agencies. As noted before I sometime get information from vendors about the status of an upcoming Price Agreement renewal before I can get any information from SPO.
- Better communication with customers - regularly providing update to customers of status projects.
- Better time lines for agency's to respond (too short of a turnaround lately). Consult the agency before (emphasis added) making decisions regarding policies effecting the agency. See A. DAS Budgeting policies run counter to efforts to work cooperative with partners.
- Better train their employees to be concerned with useful answers
- Better ways for asking for immediate feedback (e.g. on e-gov home page)
- break itself apart. Keep facilities, motor pool, and surplus. Everything else is waste.
- Broader baseline training for service desk in all areas
- Build go communicative relationships with its agencies.
- Build their own expertise and knowledge base
- Capital management section is always very helpful, very friendly, very timely and well informed. Risk management is the same, they really try to understand agencies issues. AT least they provide that perception.
- Change attitude of telling others how it should be instead of constant regarding what could make it better.

- Change mind-set from being a policy command/control organization to being a true customer service organization.
- Change procurement rules so money can be saved.
- Change the culture of the agency to that of a world class service model, instead of a our way or the highway type attitude.
- Clear cut liaison with various divisions and clear email addresses for each division representative
- Clearly delineated information for services to agencies and entities outside of the Salem and Portland area.
- Come to Agencies for meetings, do one week visits, walk in their shoes, too many high level employees and managers have not been at the user (Agency) Level in a long time or never
- Communicate and make decisions that are based upon input from agencies
- Communicate better and really listen to outside agencies that may actually have a better, more cost effective way of doing things.
- Communicate better with the field about what's going on and how it impacts the field
- Communicate better within itself and cross train employees. When contacting specific departments (motor pool, publishing & distribution, printing), if someone is absent, nobody else can help you.
- Communicate better. Not via email. But in person.
- communicate effectively with all agencies
- Communicate in a clearer fashion not dictate orders.
- Communicate more and work more quickly
- communicate more effectively
- Communicate to the ground level.
- Communicate up-front rather than to wait for agencies to ask questions individually on statewide topics.
- Communicate with its customers and seek their needs. The impression we have is that, we the customer, are a nuisance and we should just get with the program; that changes on a daily basis.
- Communicate with their customers. Ask for input before instituting policy or process.
- Communicate, communicate, communicate
- Communicate, communicate, communicate....
- Communicate. Confirm when orders are placed. Update on progress of order.
- Communicating and listening more to the agencies that it's supposed to be serving.
- communicating with personnel about what the classification studies reveal
- communication
- Communication
- communication & transparency
- Communication and feedback
- Communication and flow of information.
- Communication! Workers that know what they are doing and get it done in a timely matter.
- Communication! More communication!
- Communication, within DAS and with agencies, no matter the size of the agency.
- Communication. Not only to the other agencies but to internal people also.

- Compile statewide processes so everyone's on the same page with how we work and conduct business on those areas that cross over all divisions.
- Computer connectivity and security.
- Consider business needs when evaluating specific HR needs
- Consider customers' needs
- Consider opinion of client agencies and get feedback before making changes
- Consider the needs of all agencies and areas when implementing statewide systems, policies and price agreements.
- consider time required to comply with many of the DAS policies compared to benefit and look at overall good - how many organizations ignore the policies / Balance DAS policy requirements to impact on employees
- Consistent & timely feedback from the telecom billing section
- consolidate and streamline services by placing necessary staff in respective agency(ies) - decentralizing to improve functionality within each respective state agency's mission/purpose with accountability
- Continue to ask their customers if they have received the answer to their questions by following up after the final contact
- Continue to communicate and utilize agency directors in their deliberations for service delivery and cost.
- Continue to keep its customers informed of major & minor repairs.
- Continue to question why we do the things we do and do they add value to the overall process.
- control the service desk tickets impact on work assignments
- cost & process transparency
- covered short term bike parking
- Create a "culture" of inclusion for DAS policy and rule making, giving other Agency staff significant input in the process to increase buy-in.
- Create a better system for payment for trainings.
- Credibility and fairness between the employee and management. DAS judgment calls favor management.
- Customer service has always been great at P&D, parking and all other divisions that I have worked with.
- Customer service has been good.
- Customer service in most divisions is not an issue. DAS employees are the best! Timely and courteous.
- customer service is great
- Customer Service is the best at the places I use it.
- Cut costs and not put un-necessary restrictions on our contractors.
- DAS Agencies should become more proficient in scheduling and planning ahead to be more proactive vs. reactive
- DAS need to review the mail services between agencies. It takes two days to reach mail to other agencies within the Salem Area only.
- DAS needs to have a few staff actually go into the field and experience the day to day needs of the agency at all levels and divisions, (fleet, personnel, HR, etc.)
- DAS needs to improve their invoicing practices throughout their accounting department.
- DAS needs to step out of the way when it is deterring business, such as in procurement. Delegate authority to agencies and then consult with us to improve our services, rather than inadequately attempt to provide those services.

- DAS provides great customer service
- DAS should expand on services it excels in, contracts for services and printing.
- Decentralization of Services
- Delegate or decentralize most facilities, leasing and contract work
- Deliver usable products. Deliver what customers need.
- Develop broad-based policies relating to concepts or objective of the State of Oregon rather than laying out specifics that are cumbersome and do not take into account agency needs.
- Developing a better image through actually caring about people more than bureaucratic rules
- Direct line to SDC service desk. Currently, we have to go through DHS service desk. Important details of the request are often lost in the translation to the SDC.
- Dissolve the Services Division hierarchy and Motor Pool and concentrate more within the subdivisions (procurement/risk/surplus)
- Do a better assessment of the units and re-distribute staff to ensure key units are appropriately staffed.
- Do an internal audit of their processes, personnel - kind of what this survey is intended to provide.
- Doing a great job already
- Doing fine by me
- Don't be so rigid; e.g., I don't understand why you won't provide the HR newsletter to managers outside of HR.
- don't know
- Don't know enough about their jobs to comment intelligently
- Downsize and focus on core needs of agencies
- During these economic times I think you are doing the best you can.
- Educate key policy folks on what good management and organizations look like and then make changes. Instrumentalism, safe changes, isn't going to fix it.
- Either hire people that know what they are doing or shut the SDC down
- Eliminate duplicative services that provide little to no benefit (leasing, hr)
- Eliminate redundancies, in other words perform an audit only role for state agencies that provide services
- e-mail asking if everything is ok with services
- Embrace change
- Employees I've worked with have been excellent. Reduce or revise unnecessary processes, reduce red tape, increase clarity and simplicity.
- Empower the employees to resolve/address customer concerns with their skills and expertise and within some set parameters.
- Encourage people to stay off government service.
- Ensure agency feedback on policy/process changes.
- Ensure communication within its own divisions - e.g., Budget & Mgmt.and HRSD
- ensure that staff knows who their client agencies are for each service.
- Ensuring DAS Folks really mean "We're here to help you", and don't just say it ...
- Establish a Hi-Definition video conferencing bridge.

- Establish better and easier contact between SDC and client technical staff.
- Evaluate the impact some of the requirements have on small agencies - some requirements are too cumbersome - i.e. the budget process
- Expanded use of examples for use with forms
- Explain "why" when it makes key decisions (especially HR related) that affect agency business
- Explain more what sometimes appear to be unilateral decisions on their part.
- Faster Web Servers
- field train staff in other agencies for a day or 1/2 day. step into their shoes.
- Find an appropriate leader for the Human Resource Services Division. That division is completely lost.
- Find solution for agency problems, not dictate how the agency should do things, and then implement the solution quickly and cost effectively.
- Fix the HR Department
- Fix the SDC, get rid of EDS
- Flexibility -- each agency is unique, has its own issues -- one size DOES NOT fit all
- focus on exceeding the customers expectation, not just meeting them.
- Focus on the workers. Try to impact their lives in a better way to give them one less thing to worry about. Think about their budgets as well as the State budget (i.e., parking costs).
- focusing on the role of supporting all agencies, instead of supporting DAS
- Follow up on work requests by calling the requestor to ensure work done as expected.
- Follow up with a customer when they receive an e-mail or phone call with a question or concern
- Follow-up on e-mail questions--simply forwarding them on to someone else doesn't always work.
- Get back to us immediately. Tell us the truth. Don't add on extra, secret charges. Work with us to keep all our costs down.
- get eGov RFP out and select technically qualified vendor
- Get more input from agencies
- get more storage get more bandwidth
- get new managers
- Get out and see what is happening within the agencies. Don't want to get a phone call or e-mail.
- Get out and talk with agency managers/employees
- Get out of the building, walk around state agencies and know the impacts of their policies and services
- Get out of the way and let the agencies do their jobs.
- Get out of the way. (In reality they will probably set up a committee and do a study that will be shelved and forgotten, but not until all of their highly paid managers have fed at the trough for as long as possible.)
- Get real with some of the policies. Some of these things are simply ridiculous.
- Get rid of XXXXX and replace her with someone who will do what they say they will.
- Get rid of ORPIN! It's time consuming and detrimental to practical business.
- get rid of the "because we have always done it that way" attitude
- Get rid of the Data Center.

- Getting enough feedback. This survey is a good start.
- Give agencies quicker access to 3rd level support when they have already done significant troubleshooting, rather than having to explain the situation to a Service desk person who needs to repeat and document what has already been done.
- Give each agency the ability to self regulate.
- Give more customer service training.
- Give services back to agencies who do it more effectively.
- Give us back our own infrastructure.
- Go away
- good job with customer service
- great customer service
- Greater transparency for other state employees and citizens in general.
- Happy with customer service.
- Have a better understanding of the "real world" dynamics in the agencies. I think DAS tries to control through policies and rules without considering how relevant and/or practical they are.
- Have a customer service field service team that has direct access to the expert knowledge at DAS. Make it to where DAS can dispatch these experts to agencies at the agency's request, regarding Budget, Policy and Program functions. Think of it as the technical support center for everything government related. Agencies should welcome the on hands training and support directly from the experts at their discretion.
- Have a customer service orientation/philosophy.
- Have a positive attitude and communicate between departments for the good of the customer
- have a service center in Portland like you had at Swan Island
- Have accessible information on the internet/intranet.
- Have better contact information. Who to contact for what kind of problem.
- Have classes readily available for new staff and managers.
- Have designated Claims reps for each state entity with back up.
- have good employee an management.
- Have more of a voice on what products DAS does provide, provide them to the best of our ability.
- Have more receptionists that assigned several caseworkers each, so that when someone calls, the issues gets addressed quickly and appropriately.
- Have not had any specific instances where I felt customer service needed to be improved.
- Have point of contact (real) people to contact instead of email addresses that are impersonal.
- Have some
- Have some open forums and invite people to come to share on those changes that effect them.
- Have staff with more knowledge and expertise than the people they are trying to serve
- Have the agencies' leadership identify the key issues that DAS should help facilitate with outcomes; not just outputs
- Having someone available at all times to provide services that take seconds to employ, such as rebooting a server. Oftentimes, I have to leave a message and the task in question isn't dealt with for 15-20 minutes.
- Help the customer resolve ALL inquiries or questions - follow through in a timely and efficient manner. "Ownership"

of the solution or seeking out the solution.

- Help to promote (within DAS, but even outside of DAS) a mindset among state employees that, as programs are run, projects worked, decisions made, etc., customer service is paramount and that asking for customer feedback is important to the long-term well being of state government...and that customers include internal to state government and external to state government folks with all needing to be treated accordingly as valued customers of the state services provided.
- Help with reducing reporting requirements
- Hire and train staff in best practices
- Hire back some employees. Its cut to bare bones, making it impossible for them to provide any services
- hire friendly employees; team building
- Hire managers that are more concerned with the agencies they serve than themselves
- Hire people that have an education in their field. Don't promote just because no one else will take the job. An outside review should be done of managers to see how effective they are.
- Hire professionally competent staff.
- Hire some new staff, who want to help the customer.
- Hire subject matter professionals to manage the subject specific divisions.
- hire support staff
- Hold monthly meetings with line agencies to get feedback on what is working and what is not. DAS does not seem to want to be customer driven but only do as we say driven. Costs for these operations are passed on to line agencies without apparent concern for the impact on agencies budgets.
- Hold the same standards for themselves as they do for others
- Honest Communication all saying the same thing
- HR to recognize that they are a service provider.
- I don't know if it's the agency I work for, but I think there should be more helpful information (contact information, who should we contact for payroll) more readily available.
- I don't know.
- I frequently wonder ' how do other agencies handle this?' Expand the 'How do I...!' for state employees list to include networking resources for infrequent items, somehow merging the 'Who ya gonna call' list
- I have not had an issue with DAS customer service.
- I suppose the most important thing would be to change the attitudes of the staff to be more service oriented and less enforcement oriented. After all, Accounting is an art, not a science--look at the way it has changed over the years.
- I think it's fine
- I think overall DAS has improved in its commitment to improve customer service.
- Identify your critical strengths and work them. If you are doing work that isn't core to the agency and government 86 it. Give it to agency land or just stop doing it. Don't charge us for things we don't use or don't want.
- If they'd stop "tweaking" the network, communication would be more stable.
- If unable to respond to a service request, then please keep customer informed of status.
- Ignore the big agencies who have the staffing to do their own support functions and spend more time on reducing the burdens on staff in small agencies.
- Improve and update the classification system.

- Improve Communication
- Improve communication with its customers.
- Improve communications and outreach
- Improve employee relations while still holding employees accountable. A happy employee will provide better service to the public than a disgruntled one, and not allowing an employee to get away with unacceptable behavior reduces
- Improve expertise through staff improvement
- Improve internal communications between divisions and sections. My worst experiences with DAS occur when I get mixed or conflicting messages from different groups (e.g., facilities and construction)
- Improve its "customer service" focus.
- Improve SFMA by making it more user-friendly.
- Improve technological capabilities on front end (R*STARS, ORBITS, PICS, etc.). Cost of replacement tiny by comparison to current cost of poor management decision making tools, analytical tools, and vast staff resources to maintain systems rather than performing valuable duties.
- Improve the current negative perception/image re: charging lots of \$\$\$ for services/but end user not seeing benefits of \$\$\$ spent.
- Improve the leadership. The customer service provided by employees is directly influenced by the quality of leadership.
- Improve the quality of the services they provide.
- Improve the skills of its contract officers and leasing agents
- Improve throughput of requests for services and procurement
- Improve turn-around times of contract work orders
- Improving services to customers and following through with oversight.
- Increase listening skills and providing flexibility, reducing dogma
- increase turnaround time for vendors to receive payments
- Increased communication with client agencies
- Individually, most staff are great people - as a whole, DAS feel bureaucratic. Not sure what the answer is. Just keep on being friendly and offering good professional advice.
- Interact with clients better
- Involve agency staff in meetings where information is exchanged and when possible attend meetings at the agencies.
- INVOLVE THEIR CUSTOMERS
- ISD staff need to trust ODFW staff to purchase the computer equipment they need to get their work done. ISD staff are making poor choices for field data collection activities
- I've never asked for customer service, so I don't know. I just have to follow all of their rules and regulations.
- Job rotation of senior staff (analysts and administrators) to served agencies.
- Just better communicate the "why" of what they are doing and do it more timely
- XXX was wonderful...
- Keep agencies apprised of changes before they happen and listen to feedback/input. Be willing to make changes based on that feedback/input.
- Keep an open mind -- keep discovering / evaluating new potential solutions for services. Introduce flexibility and

options for customers when possible.

- Keep current on business line and communicate within group for information to customers.
- keep good communication lines open between DAS and state agencies.
- keep you posted on progress, i.e. ordering a permanently assigned vehicle
- Learn to be flexible,
- Leave administration to the agencies
- less levels of managers and more staff, it should not take 3 or 4 levels of managers to manage a group of 10-15 staff
- Let agencies have more control
- Let employees know what DAS does.
- Let others know the positives that they do not just impose.
- Let the State Data Center operated as it and give them the authority to tell agencies what they need to do. As it is now, they waste too much time trying to get agencies cooperation and they are not working as effectively as they could.
- listen
- listen
- Listen and communicate to their customers. I had one DAS employee say when questioned why were doing a specific task, because we say so.
- LISTEN and EVALUATE FAIRLY
- Listen before acting; not be afraid to change.
- Listen better to our needs and act on them
- LISTEN MORE OFTEN AND ACT MORE PROACTIVELY!
- Listen more. For example: The HSB is a no scent building, but the hand soap in the bathrooms is scented. There are numerous people in this building allergic to perfumes, can't we get rid of them?
- Listen to agency feedback and then do something about it!
- Listen to and meet the needs of agencies under its direction
- Listen to and work with agencies to best meet their needs.
- Listen to customer input and work to provide change
- Listen to customers. This is prevalent in some DAS divisions but not all.
- Listen to experts in the Agencies they service
- Listen to the agencies feedback. There is no flexibility in dealing with DAS except with SABRS
- Listen to the agencies more when it comes to policy measures instead of just dictating them
- Listen to the agency/customers
- Listen to the customer before making decisions that impact their customers.
- listen to the customers.
- Listen to the employees in the agencies that they serve. Be more customer service oriented.
- Listen to the input of their customers.
- listen to the needs of the customer and implement them
- Listen to the staff doing the service. They are more in touch with what the customers need rather than the

management at the other end, making the policies without a good handle of the consequences of their decisions.

- Listen to the stakeholders especially procurement and safety stakeholders.
- Listen to the voice of the customer - see things from the customer perspective.
- Listen to their customers
- Listen to their customers instead of acting like they are the supreme authority
- Listen to what the customer needs and then do it.
- Listen to what their customers' needs are and finding ways to meet those needs.
- Listen to what we are saying and think about it.
- listen to what we, the customers, are saying
- Listen!
- Listen!
- Listen, to the customer one size does not fit all.
- Listen.
- Listen.
- LISTENING TO AGENCIES
- Listening to client needs
- longer office hours
- Lower the cost of service to a reasonable level.
- Maintain DAS buildings equally. Better decision making and better priority list would be improvement of service.
- Make face to face contact with employees explaining policies and procedures in an understanding manner
- Make it easier to purchase capital equipment.
- Make more of an effort to connect with managers that are not located in one of the larger buildings
- Make procurement membership easier?
- MAKE REPRESENTED STATE EMPLOYEES TRULY FEEL LIKE CUSTOMERS RATHER THAN SUBORDINANTS AND BURDENS/LIABILITIES
- Make sure everyone is on the same page as far as procedures go for videoconferencing
- Make sure their staff are either trained well (Turnover for new staff to state are often filling vacant slots and have no mentor to help them be effective quickly)
- Make the ORPIN website more user friendly.
- Make the right decisions about the new e-Government platform and get all the agencies on Board to maximize its use. DAS should not give up on a statewide intranet as a way to bring us together as one enterprise.
- make the website more user friendly. map out the DAS org structure..division, offices, etc is confusing
- Make their employees happy, because if they are happy they will make others happy.
- Make themselves more available. More often than not, I have to "hunt down" someone to assist me.
- Make updates to web information more frequently: e.g., state phone book/employee searches, HRSD information lists, instructions publications, etc.
- Making things easier to find on the DAS website
- Manage employees more effectively so that they can communicate with laypeople without leaving us feeling inept,

even when we know what we're talking about.

- Manage their resources effectively--mainly dollars.
- Management to listen to employees who usually are the front line and get questions and requests from the public
- Many areas. Return phone calls or respond to emails.
- measuring what's working; follow through and offer staff development
- Meet more with agency heads
- Meet to gather information rather than send out surveys that folks don't want to fill out - course you might have the same problem trying to get folks to come to a meeting.
- Modernizing the pay system.
- Modify the heating and cooling of the bldg- cool in summer and warm in the winter
- monitor calls and emails to ensure professional communications
- Monitor the effectiveness of their employees and policies.
- More active involvement, proactive involvement
- More Communication
- More help/personnel in some areas
- more online help with DAS services
- More outreach to Oregon agencies
- More outreach to user agencies to determine their actual needs and wants at a divisional level, not at the agency level
- More Parking or Commuting options
- More qualified staff. More services/and funds to provide the services.
- More quality control
- more timely completion of requests (likely need more staff)
- more transparency
- Most of the DAS staff I've dealt with are great at customer services. The catch is how to find who you want.
- Move more quickly on processing RFPs for purchasing.
- My only contact with DAS is using our permanently assigned vehicles. My contact with the department in Salem that provides the vehicles has been great. They provide notification when the vehicles need maintenance. They are quick to approve authorized service.
- My only experience with DAS was for one training class, and that was fine.
- Negotiate on Costs to Agencies and be Accountable for Performance
- Next time you hire a statewide trainer see if she can remember who her customers are, try being humble for awhile, and attend the statewide meetings.
- No comment.
- no improvement needed
- No more cutbacks
- no suggestions
- Not argue and listen to customers

- Not defer questions back to the agencies. They should assume questions have already been asked at this level.
- Not really sure I have not had to deal directly with DAS too often.
- Not sure.
- nothing
- Nothing - its good.
- Nothing, they have been very helpful and patient.
- Open the Portland and Eugene Motor Pools.
- Organize the services and information about service on the website to easily find and execute the function required.
- ORPIN needs to be revised....it is very difficult for small community organizations to navigate
- Our building HVAC is constantly malfunctioning.
- Outsource many of its services to the private sector who can do them better (e.g., cloud computing, data storage, 3rd-party email).
- Overall customer service is great with DAS. Sometimes return phone calls take a little too long (often several days).
- Overall doing well, especially under your new leadership.
- parking should be free to employees
- Partner with agencies
- Patience
- Pay attention to timeliness of service and customer feedback.
- pay their workers comparably to the nongovernmental side- Employee retention should be of utmost priority to our customers
- Permitting flexibility to state agencies that operate in locations around the state.
- Personal vehicle use.
- Plan to provide less-centralized IT, website, eGov infrastructure and focus that energy toward providing access, tools, funding and other resources for the agencies to technologies
- Please have facilities crew on property until 5:30pm. Have these employees work staggered shifts such as 7am - 3:30pm or 8am - 4:30pm.
- Possible reinstatement of Recruitment Division (beyond executive).
- practice flexibility when developing policy - think of the big picture.
- Pro-active rather than reactive
- Probably hire more people to do the work. I doubt that is a possibility
- Problem solving with quick response.
- Procurement service to agencies
- Procurement. This division needs better trained and talented people. It needs to focus on getting deals done for agencies, not on its regulatory function
- professional treatment of workers
- Professionalism
- promote a message that DAS is here to help --- not hinder.
- Prompt Response and Updates

- Property train and then retain qualified employees (especially managers)
- Propose significant change to procurement rules to streamline the process.
- Provide a forum for more real time input from agencies and the public on "current issues". Something that would motivate or incentivize greater participation in the policy development.
- Provide a list of subject matter experts that we can call with questions (and who will call us back!)
- Provide a roadmap of services, who to go to for help
- Provide a service that people want, not because they are mandated
- Provide better communications and solicit and use feedback.
- Provide better information follow up. Even if something is stalled, acknowledging that it is stalled, what is the cause of the stall and when resolution might occur would be very helpful.
- Provide better quality vehicles that are reliable for field work.
- Provide better service and listen more closely to medium size agencies
- Provide continued training on dealing with difficult people and coaching skills
- provide easier access to general information (who does what?)
- Provide Facilities Coordinators with additional help when necessary to keep up with furniture and project issues.
- Provide machine folding of stapled documents. I understand that this can damage the rollers over time, but parts can be replaced. Hand work is very expensive.
- Provide meaningful feedback and resource the Data center so services can be supplied in a timely manner.
- Provide more information about why DAS is doing some things. We don't understand the logic behind the steps they are taking. DAS tells us they are closing the Portland motor pool but not why they took that step or how employees in Portland are supposed to do their jobs with no car.
- Provide more readily accessible information on processes and "how-to's" on certain tasks, i.e. ORPIN, State Surplus
- Provide more regional service, rather than having everyone be stationed out of the Salem area
- Provide more services to technical and support staff rather than just to management
- Provide more training to agencies, be more consistent when answering questions.
- Provide more trainings in local areas (away from Portland & Salem)
- provide onsite training about services provided and the best fit for our agency needs.
- provide on-site training on available DAS customer services
- Provide outreach...provide a list of services
- provide refresher training to DAS staff on customer service
- Provide servers and resources that we ask for instead of trying to fit us into their shared system that won't meet our needs
- Provide service at a reasonable cost
- Provide the Free Parking shuttle service on Airport Road in Salem to the Capitol Mall area and lift the pay freezes!
- provide the services we need, like training for managers
- Provide timely accurate answers to questions.
- Provide training and reinforcement for the tenants of customer service. Courtesy, flexibility, communication etc.....
- provide training on services provided

- Quicker response and follow-up would be great whether it be a phone call or quick e-mail.
- Quicker response times
- Quit being so arrogant
- Quit being the policy watch dog for agencies whose business it appears to know nothing about
- quit causing problems that individual agencies end up having to clean up and deal with customer complaints
- Quit making decisions that counteract our ability to deliver our best service.
- Quit this one size fits all. Our small agency is required to provide the same reports and information as large agencies. We do not have the resources to comply.
- Rather than closing offices, use flex time.
- Realize that all agencies are not created equal and take that into consideration.
- Realize that not every agency fits into the DAS view of the world.
- Realize that some DAS initiatives, although well intentioned, require incredible amounts of valuable agency resource. Be more realistic.
- Realize that we are the customers.
- Realize that their main goal is "service". It is OK to create internal guidelines, but you have to be flexible enough to apply those only as needed and open enough to listen to, and react to, your customers needs.
- really listen to the customer, not just sit and smile but treat us as real customers.
- Reclassification Studies
- Recognize that DAS's role is to provide customer service, rather than dictate agency activities.
- Reduce Cost
- Reduce inefficiencies, reduce errors, only require value added processes, listen to the customer.
- Reduce its size
- Reduce regulatory mind-set
- Reduce surplus property disposal fees
- Reduce the amount of "red tape" an agency needs to get their job done in an efficient and cost effective manner
- Reduce the cost for the customer agencies are paying up
- Reduce waiting time
- Regularly communicate in plain English
- Reinstate services that create savings statewide (training, voice/telecommunications) and actually INCREASE these services
- Release responsibilities to other agencies with oversight.
- Remember that although we are all state employees, we are also their customers. Approach from a service point of view and not a demanding point of view.
- Remember that other agencies have as many good ideas as DAS does.
- Remember that they are supposed to be providing "customer service".
- Remember that when a person is calling DAS they most likely have exhausted their local knowledge pool.
- Remember who the customer is and serve the customer.
- Remove antiquated financial systems.

- Reopen the motor pool in Eugene.
- Reopen the Portland Motor pool
- Reorganize themselves out of business. Become just an oversight agency and don't try to do anything. You're terrible at most things you attempt.
- repair timely (in my case it was a leaking radiator--it took three e-mails before someone came)
- Replace ORPIN with a more efficient, user friendly system.
- Replace the OSPS system; replace Adpics with a more robust, user-friendly, procurement module.
- replace top management at motor pool
- Replan or outsource the SDC. Okay, that's two things.
- Respond in a more timely manner
- respond in a timely manner
- Respond to its stakeholders -- this goes beyond just listening. Involve stakeholders in ideas and concepts. Review old and worn-out methods of doing business and be willing to let those go in favor of streamlining policies and procedures that answer stakeholders needs.
- Respond to phone calls in a more timely manner
- Respond within a timely manner. Confirm request(s). Immediate attention - communication updates - status checks.
- Respond more quickly. When I send a question their direction, it's rare to get a response in less than 2 weeks, regardless of the time sensitivity of the issue.
- Restroom cleaning times and wellness center cleaning times do not work well within the PSOB.
- Results instead of process.
- Return a quick response (via phone or email) within 48 hrs letting the sender know that their message has been received and even if you cannot get to it now, they will get to it.
- return network control to the agencies that wish to
- Return phone calls/messages.
- returning calls/responding faster and assisting other agencies better.
- Returning cleaning to a night time function.
- Revamp the entire e-mail system, have the forest be SDC and all agency underneath as the "sites". Get Microsoft involved in this design and make it happen. It is a mess right now!
- Revise its' business model to determine where it will apply its resources.
- Right-size staffing and improve training.
- Rotate agency staff in during peak workloads to broaden agency perspective of DAS and agency roles.
- Same answer as A above
- Same as above.
- Say hello first and smile more.
- Scale back their operation.
- see a above
- See A above
- See C

- See my earlier comment.
- Seek end user advise, regularly.
- Seek input from agencies.
- seek more specific feedback
- Send out more information. I know you have some good services but many people do not know what you do
- Separate policy setting from service delivery -- Put policy back into an Executive Department and the remaining critical services into a GSA.
- Separate the compliance function for the customer service function.
- Service Level Agreements regarding the SDC
- Share information between floors, sections, employees and interpret policies consistently. Get out of DAS world and realize what happens in agency land.
- Shift focus to true service delivery rather than revenue generation
- Shuttle service from several lots throughout Salem, since the free bus pass is no longer funded. Clarify where these funds (bus pass) were shifted to as parking fees should be used to maintain parking services.
- Simplify procedures and remove those who don't work. An efficiency expert could easily identify those people who do nothing and those who generate unnecessary procedures (paperwork) to validate the importance of their position.
- solicit feedback prior to policy making
- Solicit ideas from state agencies for saving costs / increasing efficiencies.
- Soliciting and sharing success stories on efficiencies and best management practices across agencies
- Start acting like it's in a competitive field to provide streamlined, efficient, human customer service in all areas.
- Start all activities with the desired outcome in focus.
- Start by defining what you do, know boundaries, and learn customer service
- Start by responding to calls/emails
- Start trusting their small agencies to do a good job with their payroll.
- State Data Center needs to communicate on a business needs basis, not a technical basis. More funds and a formal representative from each large agency. No fee basis for state agencies, only externals to be charged.
- Stay out of the way, allow the non-general fund agencies to manage their operations, themselves
- Step back and consider how their decisions affect all agencies in state government. Include more line staff in decisions that affect their daily work.
- stop acting like big brother
- Stop acting so elitist. Agencies are members of the state data center by force, not by choice.
- Stop cutting needed services
- Stop forcing everyone into what DAS thinks is reality, your reality may not be ours
- Stop making blanket policies for telecommuting, etc. Not all agencies are the same-especially if you are non-union. We need more flexibility to complete our jobs.
- Stop off-loading its work on the other agencies.
- Stop outsourcing and work on recruitment and retention policies.
- stop promising things it can't deliver. Get out of the business of statewide internet content management. It's lunacy.

- Stop trying to solve its budget issues by adding assessments to already strapped state agencies; stop assuming that all agencies can do more with less forever; stop the constant cycle of replacing experienced analysts with inexperienced ones that don't understand the agencies they serve...
- Streamline your websites to make them easier to find information. EX on payroll-there is a great section for Employee Information. <http://www.cms.illinois.gov/>-I like the drop list Quick Reference example from Illinois (otherwise this is busier than polka dots on the Freeway).
- Streamlining the work load so that DAS employees can be more available to handle requests and concerns.
- Surveys, feedback forms, etc
- Switch custodial services back to night. They are disruptive at times.
- Talk to each other across divisions and agencies for consistency. For example LRU with Consultation and DOJ. They need more staff.
- talk to people, don't just email them
- Talk to the employees
- Talk with line staff or line staff reps-not just management about ways to improve processes; train all managers to do better job
- Tell us what you do and how we can use your services.
- Tell us when you are making changes. And think them out - don't change things and leave us hanging. (i.e. - Enterprise)
- The executives could do a better job of listening to their employees and their concerns.
- The help desk is great. I would like to see greater/faster response to issues that impact agencies instead of agencies reporting the issues to the SDC.
- The people I deal with are pretty good. There are a few that don't return calls promptly.
- The people of Oregon are tired of paying taxes for services limited to specific populations. Unemployment is at an all time high and all Oregon can think of doing is creating more special taxes to fund programs. The people of Oregon are not customers of services provided in government because many of them don't qualify for many of the services government provides. If you want to improve customer services then you need to be customer oriented and in Oregon's government there is no parity in the equivalency for services provided to the people of Oregon. Services are limited by age, income, health status.
- The staff provide excellent customer service, but could do better if they had more staff to pick up part of the workload.
- There are many services that could be done faster, cheaper, and more to specifications if we contracted them out, such as printing, facility planning, custodial.
- There is confusion of the organizational structure of DAS. DAS is viewed as a whole, rather than the individual divisions. Customers don't necessarily see how DAS fits together.
- They have good customer service.
- They provide good customer service
- Think outside the box - provide more options.
- This survey is a great tool and strategy to improve customer service
- throw out the rule book
- Timeliness
- Timeliness in response
- Timeliness in responses and consistency

- Timely attention to maintenance and repair requests to buildings in Portland. I consider the response we receive to be cavalier and not in keeping with expected customer service. The Public Health Lab needs to function in the same manner as Portland hospitals and you should not ignore hot water issues, leaking faucets, electricity failures and doors falling off as something that can be fixed next week. A 24 hour turn-around time for repairs would be appropriate.
- timely communication/follow-up
- Timely responsiveness to agency needs
- To become more human. I know people in DAS that have come from places where I use to work. Thankfully we knew each other before they went to DAS. I treat them with Kindness just like I always did, and I appreciate them still!! Like I said, I think there is a NASTY mean person on the top causing everyone to feel frightened and it effects the whole apple cart.
- To get an electrician on site to fix a problem quicker than 30 days.
- Totally think out decisions from the top to the bottom. What are the long term ramifications to the little people?
- training
- training for their front line employees
- Training of their employees
- Treat employees very well and remove obstacles to performing customer service.
- Treat other state employees like human beings and equals not lower life forms.
- treat us like we are customers, stop making arbitrary decisions that affect how we do our jobs without discussing them with us and getting feedback
- Truly listen for understanding. Getting better at it as time goes on though.
- Truly understand the needs of their customers
- Try some. It seems all about ease for DAS rather than delight for customers.
- Understand and integrate its various functions/divisions
- Understand customer service. One minor example: I have NEVER had a DAS meeting where the person came to my office - I am always "summoned" to a DAS facility.
- Understand what services it provides and how agencies use them.
- Update ADPICS or replace it with a more user friendly version
- Update those outdated computer systems and provide up-front training prior to implementation
- Use a little logic and common sense.
- use the department of transformation to teach customer service to the rest of DAS
- Use the knowledge of agency staff (particularly in HRSD) when implementing new or changing existing policies and procedures. Sometimes things are changed within considering the impact on agency staff who are actually doing the work. Those staff would be glad to share what the impact is or would be.
- Use these surveys as a tool to improve communications between DAS and the agencies they support.
- User Friendly Internet site using plain language
- Value our time as much as theirs.
- View agencies as "customers"
- Website organization
- what they accept as a policy affects every agency - they may have the staff to take care of all these regulations, but

not everyone else does - it only adds to a heavy workload.

- When I am searching for a particular service within DAS I always spend an inordinate amount of time & get very frustrated to boot. I would like to see some kind of decision tree that would make it easier to find the service I want.
- When issuing statewide policies, accompanying those policies with templates for state agencies to use for rulemaking or procedure writing as needed.
- While parts of SCD may meet with customers, the true policy maker--State Controller--does not engage the business community
- Without a doubt, the single action that DAS can take to save money and improve efficiency (and moral!) for state employees, across the board, is to replace the antiquated, DOS-based Hummingbird timekeeping system. Each month employees waste countless, expensive hours struggling with Hummingbird. DAS would save thousands of dollars (millions in the long run?) over and above the cost of purchasing new timekeeping software & training employees on it
- Work at another agency for a while, then come back and work at DAS. It is amazing what a walk in your customer's shoes will do.
- Work closer with other agencies as an equal instead of as a controlling entity.
- Work harder at creating partnerships with agency customers
- work in an agency for a week or two...
- Work on improving the level of service the analysts give.
- Work with the customer to meet their needs; find ways of doing business that meet standard norms and expectations
- Working with agencies to identify ways that work for both DAS and the agency.
- You took away the local motor pool. You don't explain our options clearly enough. I don't like being forced to go to Printing & Distribution and they select providers rather than use an open and fair bid process.

C. What is the most important thing DAS could do to reduce inefficiencies (e.g., time-consuming procedures that appear to add little value, unnecessary steps to get things done, etc.) and waste?

- "Follow-Up", it is necessary to continue a process that has merit. The Wall to Wall program for all tangled processes with management ownership is a good idea. Group or team round tables to discuss the problems and resolve the inefficiencies.
- A lot of your policies--who has time to read them; they don't all work in the real world. A lot of agency time is spent re-writing them.
- Again, in the contact areas I have with DAS I'm not seeing any inefficiencies.
- Agree in the next bargaining cycle to eliminate the Step 3 process from the SEIU/DAS contract allowing the Union to go straight to arbitration
- Air travel contracts and allowable accrual and use of frequent flier miles for state use
- Allow agencies more flexibility. For example, the requirement for non-supervising managers to have domestic violence training in these times of furloughs is not a wise use of their time.
- Allow agencies to do more of their own contracting. Allow agencies to use contracts put into place by other

agencies to facilitate more interagency cooperation and reduce agency costs.

- Allow agencies to obtain their own print services with vendors. DAS currently charges 8% for services that we could do ourselves. Not value added for us.
- Allow decisions to be made by managers at the level that is ultimately affected.
- Allow employees to use their own cell phones and pay a set amount per serviced employees
- Allow greater flexibility for permanently assigned agency vehicles. This could include a clunker trade-in program and seeking fuel efficient SUVs that are still necessary for agency business.
- allow offices the flexibility to purchase items that are not on contract when cheaper items are found
- Allow state agencies to opt out from DAS services unless DAS can provide pricing and quality competitive with other service providers.
- Allow state workers to use their own insured vehicles for in-state day trips, and get reimbursement for gas mileage again.
- Also the use of Social Service Asst. time needs to be more efficiently used to support other staff, when their visits are cancelled. or they have free time.
- Although busy, my agency produces no value. Or does it? We don't know, because there is not agreed outcome.
- An very serious private corporation or University audit that is published for all the citizens to see.
- Appears very efficient
- apply the feedback from this survey
- Approve hiring for Fewer, higher-skilled positions w/ better use of automation & training
- As a service organization, look more broadly at service needs across state government.
- Ask for input from its customers.
- Ask for input from the employees before making a decision not after the decision is made by DAS
- Ask for state agency comment in this area. Agencies have to operate under DAS guidance. They will do this better when DAS knows what the agency has to accomplish.
- Ask the agency seeking services what they need: depending on the size and mission of the agency not all needs will transfer from one agency to another.
- Ask the state agencies - something in more depth than this survey.
- Asking for the same information multiple times. The SDA+C keeps asking for mission criticality, but when questioned doesn't ask for all information at one time. Requests need to be well thought out and look at the impact to the agencies.
- Basically everything differently. Several millions of dollars are wasted annually.

- Be clear about the intended outcome/deliverable that they have requested, rather than being focused on the "format". If the intended outcome was clear from the beginning, the agency might be able to produce it faster without being worried about "translation" issues.
- be flexible to adjust to better approaches and outcomes, look for opportunities to improve that provide better outcomes for the customers.
- Be more available to the workers ideas, suggestions and problems.
- Be more responsive to timeliness.
- Beta test the procedure (with a worker not a manager), to understand how long it truly takes
- Better communication between agencies and DAS and better understanding of the individual agency's challenges and need for management of these issues in all areas.
- Better communication between the divisions would eliminate some duplication of effort.
- better communications,
- Bring in managers from outside DAS that have proven experience delivering government services.
- Build on the Lean Management Tenets that are already being used in many parts of the state
- Bust up the data center.
- By more information sharing within a service unit, for example (and this is not a criticism) if hvac staff makes a change in a building system, make sure it gets documented on the mechanical plan and the info is shared with other techs.
- centralize all IT functions
- Centralize operations such as purchase orders, VISAs, timekeeping etc. Put all those duties back onto the department who handles them. Not other departments.
- centralize things they could do well - such as Lottery Bond accounting - instead of pushing it out to agencies.
- Change or at least review ineffective OAR's, policies and statutes
- Change procedures to expedite processes so they are not unnecessarily delayed
- Change the delegated authority for Agency procurements to 1 million
- Change the Fredrick Taylor organization style of management and the key HR and budget systems that support it. These systems drive the time-consuming, little value, unnecessary steps that leads to waste and public sector anger.
- Check for duplication of efforts with administration of agencies.
- Check with the people that do that function the most.

- Choose methods for efficiency and effectiveness instead of protection against any remote possibility of criticism.
- classification is a joke. I hope the new system makes more sense, is less subjective and is easier to allocate to.
- Clean up the issues with the data center.
- Clear direction in a timely fashion
- close their doors and let each agency deal with its own policies and issues.
- Come up with a better time recording system that is not so clunky and time consuming for individuals, managers, and payroll.
- Come up with some kind of assessment tool (or check list or whatever one might call it) to help agencies check how feasible it is before implementing a program, and make sure agencies do use it. Otherwise, time and money is wasted when agencies choose to start a program because it's a good idea, but doesn't have resources to support it.
- Communicate
- communicate
- Communicate
- Communicate better with customers
- Communicate clearly the first time, let customers know when (specially) they can expect a response, and keep online information (such as S3) up to date (live logging).
- Communicate with customer as customer requests
- Communication. Not only to the other agencies but to internal people also.
- Communications between divisions at DAS.
- Conduct an analysis where duplications are and eliminate some according to needs in the findings.
- Conduct more audits to look for duplication and waste
- Consider how to implement policies that give individual agencies flexibility to mold into their organization.
- Consider the long-term overall cost of a decision or action, not just the short-term, localized financial effect
- Consider what is really required by law verses cumbersome procedures which have been implemented without explanation.
- Consolidation of services, business process reengineering
- Consultants.
- Contact information that is easily available.
- continually coming up with large statewide reallocation studies
- Continue forums and workgroups that allow information sharing. Examples include the SFMS Users Group, A/P

Forum, Macro Users Group.

- Continue the Wall to Wall initiative in a thoughtful, reasonable way, involving employees at all levels as much as possible.
- Continue to streamline the purchasing processes. There are some very good employees and XXX seems to want to be customer service oriented, some of the mid managers don't seem to walk the talk
- Continue to work through projects like "lean processing"
- Contracts are too slow. Streamline procurement process and RFP process.
- Coordinate Problem Management between the SDC and individual agencies to reduce duplication of effort.
- Create a waste task force to go from agency to agency to see what could be improved.
- Create and enforce policy on computer shut-off for pc's and other computers not involved in overnight data processing.
- Credibly implement Lean methodologies in a sustainable way
- cross training job functions for both long and short term coverage. have one set of policies for all agencies and do not recreate policies at each agency this takes a lot of time and cost
- Cross-train staff to help when short handed
- Custodial staff - utilize department staff for many facility issues prior to DAS involvement -
- Cut back Furlough timekeeping policy. Restrictions are ridiculous and lead to wasted manpower and administrative overhead
- Cut out some of the levels of government so that not everyone has to approve each thing.
- Cut the red tape and authoritarian approach to doing business with agencies. Understand that the agency is the customer that they need to serve.
- DAS acts as a "middle man" to many services that can be contracted directly by an agency. Allow this to happen without adding additional cost to the service.
- DAS could reduce inefficiencies by allowing the implementation of innovative ideas to reduce time consuming processes that add no value.
- DAS doesn't need to do the same things other agencies have authority to do themselves.
- DAS feeds off other agencies. Their value is in question. What they charge for their services is over the top!
- DAS has moved further away from "micro managing" state agencies, which is a good step but when change of leadership philosophy happens at DAS (connected to change of leadership) it doesn't always get communicated well to employees within DAS.
- DAS procurement rules are a mess. Separate the procurement function from the regulatory function in the rules. Consider more closely aligning with DOJ model rules.

- DAS procurement rules are cumbersome and poorly written. They could be simplified greatly.
- DAS provides oversight, agencies manage their own IS systems, rather than DAS managing everything.
- DAS should be the leader in developing systems that agencies could use statewide but this does not happen. Agencies then have to develop systems on their own which seems like a total waste of money. Example would be the inefficient and antique PPDB system that should be replaced but due to lack of funding a new HRIS was scrapped. Agencies are now out on their own developing systems that will work.
- Decentralization of Services
 - decentralize procurement authority. Convert the state procurement office role to serving as a knowledge / expertise referral source and an audit / rule compliance function.
 - Delegate decision making to business HR units
 - Delegate functions to agencies that have the demonstrated capacity to adequately perform those functions.
 - Delegate more authority to agencies (e.g., position classification reviews)
 - delegate more authority to the agencies, we have to do the work for you the first time
 - delegate services down to the individual agencies
 - develop policies for data storage to remove some of the redundancies among agencies
 - develop policies that allow flexibility and common sense.
 - Develop policies that benefit the agencies not DAS
 - Different groups within DAS have policies that overlap, such as policies dealing with inventory. Trying to balance these policies so that they do not contradict each other would help.
- Disband
 - Disband the agency in general and have a very small number of employees to provide true oversight. DAS does not need to have so many employees that provide little to no value. The attitude I have seen is "we are DAS so you have to do what we say"...even if it has no benefit or value to a specific agency.
 - Discuss with other Agencies what services are truly beneficial.
 - Dissolve Services Division hierarchy - does there really need to be this layer above procurement/risk/surplus?
 - Do a customer analysis and listen to the data. One size does not fit all.
 - Do a major overall. Put out another survey to determine what areas are truly redundant, and are policing in nature and eliminate. Ask your customers what are the essential services they feel DAS provides them. The one question about rating didn't quite hit the point.
 - Do a risk assessment with all processes rather than establish processes to avoid almost all risk
 - Do away with the policy that employees must drive a state vehicle when available. The process of tracking

availability is cumbersome and very costly.

- Do cost benefit analysis of the SDC and let agencies opt out if they can save money, allow other agencies to opt in.
- Do cost/benefit analysis before implementing major changes
- Do more with what they have and listen to their customers...asking for clarification when they aren't certain of meaning or intent.
- Do not assume that an enterprise efforts are always more efficient or effective and focus on the outcome desired rather than the process.
- Do not duplicate efforts
- Do some process mapping, especially for processes that cross division lines.
- doing a pretty good job. especially leg coordination....
- Don't duplicate services that can be accessed faster and more inexpensively through the private sector.
- Don't know, but that is in part the problem: lots of folks don't know what DAS does. DAS itself should be more transparent.
- Don't rely on voice mail too much.
- downsize
- Downsize and focus on core needs of agencies
- DOWNSIZE.
- Duplication of roles with the larger agencies.
- Duplication of services
- Educate their customers with the needed information to complete a process correctly the first time
- Either avoid writing statewide policies, or write them faster, because other agencies don't have time to wait on DAS--we have people to serve.
- Electronic invoicing?
- Eliminate all but the most critical elements of its operations. Allow agencies to pick up the additional duties.
- Eliminate duplicate paper and email communications, including distribution lists.
- eliminate publications (use private business) eliminate motor pool (use rentals, sell off state cars and motor pool sites)
- Eliminate redundant forms for surplus property or have them online where they can be printed after completion.
- Eliminate SDC oversight committees

- Eliminate the need for multiple levels of approval.
- Eliminate the OCAC Certification in its entirety.
- Embrace critical thinking and change
- Embrace Lean thinking and look at ways to remove barriers and improve processes.
- Establish project management techniques and procedures.
- Evaluate if some state agencies could handle some claims directly.
- Evaluate the impact of policies on the organization and the costs associated with those policies.
- examine administrative processes one-by-one with an eye towards determining if all current steps, checks/balances are necessary and reducing process steps where feasible
- Examine every one of them to determine where inefficiencies are; work with the Legislature to change statutes that constrain what they do, examine closely their policies and get rid of those that are outdated, inefficient, or just not needed. Think more creatively about solving problems in different ways. Eliminate inertia.
- Expand agency procurement and HR authorities
- fewer project managers and more daily work flow management
- Figure out what its core businesses and services would be and get out of other non-value added distracting services.
- Find out who uses DAS outputs and determine the effect of changes before the changes are made, or at least let folks know in advance what's being changed.
- Find some way to bring qualified managers into the structure and then provide the necessary incentives to stop the management churn. Having one clueless manager brought in after another every couple of years is totally demoralizing and destructive.
- Find the inefficiencies in state government where dollars are being thrown at multiple agencies to provide duplicative service parameters to the same populations California is broke and folks are coming to Oregon. How long do you think Oregon can sustain the drain on services here? There is a very limited population of Oregonians working that actually pay taxes. You can't maintain sustainability when the same limited number of working class people are bearing most of the burden for taxes for services provided to limited populations.
- fix data center problems
- flatten the organization. too many managers.
- Fleet management. Seems like a lot of waste
- Focus more on applying consistent policies and infrastructure throughout the state rather than working to have consolidated policies and infrastructure.
- focus on eliminating redundancies in state agencies....data-wise
- Focus on productivity. Ask the question of every activity - what value does this add? If value exists, then ask how

can this be done more simply? If little or no value is added, eliminate it. Again, look to the EIRMS for answers, then apply it to the business of agencies across the state. Give people permission to eliminate non-essential functionality and to implement, through teamwork, the kinds of services and practices that benefit citizens and agencies alike. Reward positive behavior. Discourage negative behavior.

- Focus on the "big-ticket" items and delegate the smaller and day to day things. DAS SPO is too much into control.
- Follow procedures and process business accordingly.
- For years there has been a known bottleneck at DAS when processing a solicitation through them Admittedly, it's been a bit over 3 years since I last played that game. The solution would likely come through some process re-engineering to determine the exact bottlenecks and develop a work around.
- Gee, this is kind of redundant. I need faster processing of RFPs for procurement.
- Get a new State Controller and Deputy
- Get an outside consultant to evaluate their poor billing and invoicing practices.
- Get more involved with the actual work that goes on inside of agencies. Have DAS employees observe what goes on in state agencies, truly evaluate/audit the work going on behind the scenes. Are staff in agencies getting the support they need? What would DAS find?
- Get out of the way and let us do the work, we do anyway then DAS takes credit
- Get rid of ESO SIRT as it is just red tape and redundant to our already established processes The idea is good to have a statewide response team but the current is ineffective and each agency should have their own with primary contacts to each other; available to each other
- Get rid of IT Enterprise Planning would go a long ways, staff here have been classified at very high levels apparently due to their perceived importance on the line agencies for the fine work they intend to do but this is really a function that continuously is looking for a reason to exist. Little impact if this would go away.
- Get rid of ORPIN!
- Get rid of teamsite
- Get rid of the inefficient multilayer of unnecessary steps that have little value.
- Get rid of the State Data Center
- Get rid of the union aspect of working for government. Focus on hiring true LEADERS as managers, not technical experts. Groups that have LEADERS as managers & administrators will produce more and be more effective than those who have technical experts as managers & leaders.
- get rid of unnecessary best value analysis in a PA. If you feel it is necessary, do like PA 4140 & 4141 did. If over XX then compare the two. Don't make me spend two hours of research for a \$13 item.
- Get us out of our building.
- Give agencies better guidelines or explanations of procedures we must follow.

- Give agencies more freedom to make choices, decisions. See A.
- Give services back to agencies who do it more effectively.
- Give something of value back to agencies without charging them services they have already paid for: ie:office planning
- Give State Data Center authority to do what has to be done to secure data and make the systems efficient.
- give us back our networks
- Go away
- Go electronic in as many processes as possible.
- Go electronic with reports. The paper payroll/leave reports are hard to use and of little value.
- Go LEAN and be consistent with accountability and responsibility. Better training and cross training.
- have 3rd party evaluation of systems
- Have clear directions and up to date contacts
- Have local people
- have reliable computer programs, have faxes and scanners in each unit, hiring competent staff.
- Have small staff meetings occasionally within your section to see how reductions can be made. Come up with common goals of how to reduce waste.
- Have someone not connected with DAS review procedures, steps to get things done, etc.
- Have the custodial staff's full-time work be flexible so that the majority of cleaning can be done during the evening hours.
- Have the custodial workers start emptying the garbage and the recycle in each person's cubical.
- having to make repeated calls to resolve problems
- Help agencies establish a performance management system
- help solidify and focus Internal audit function
- Hire professionally competent staff.
- Hiring people that actually know what they are doing and instead of promoting the dead wood inside. Fire XXX and put YYY out to pasture.
- Hold people accountable to earn or work towards paying back for government services received.
- Honestly, I think a basic review of "form over function" would be helpful ... to ensure processes are purposeful.
- How about delegating all authority

- HR audits which take unnecessary time away from the value added work. Move this accountability to the agencies, hold the agency heads accountable for this work. This takes a change in thinking at the Gov's Office.
- I am not sure but maybe are evaluation of the current procedures is in order.
- I can't answer this effectively without knowing DAS's internal processes.
- I could go on and on about procurement. The lack of a true HRIS system is a major inefficiency, Parking services - why do we have that?
- I don't have that much contact with DAS. I only filled out this questionnaire so I could comment about the need to reduce paper use in the DAS telephone invoicing system. Agencies who get electronic info should be able to opt out of receiving paper copies.
- I don't know enough about DAS to answer this question.
- I don't know.
- I have no clue, but I think we'd save a lot of money if we outsourced our custodians
- I have seen in the past 10 years projects that were years in the planning stage that eventually were dropped. A substantial amount of resources were spent on these without generating any outcome of value. Planning time frames should have very tight controls. I would also suggest utilizing outside resources for some projects to take advantage of their expertise rather than trying to "wing it" with state personnel.
- I know we need purchasing guidelines, but some of them get in the way and cost way too much for low dollar items
- I think it would be highly valuable to set aside time at local agencies to brainstorm inefficiencies. For example, at my agency, I think it would be valuable to figure out how to carpool on the weekly visits.
- I think that getting maximal work output is more important than worrying about inefficiencies. With the dynamic environment we work in inefficiencies are just part of it. Some effort should be given only to reducing gross inefficiencies.
- I think there needs to be some real delving into unnecessary paperwork - and it may take legislative action to change. It's not easy, nor will changes be met with open arms, but it needs to be done.
- I think they do the best they can in the changing times.
- I think training and/or cross training is still an issue that needs to be addressed. It is important for smooth transition of employees into positions. Usually there is no training from the previous employee to the new employee. This leaves the situation open for inefficiencies and waste as the new person spends a lot of time locating the necessary parts of the job. This is time-consuming and usually adds little or no value to the position until the learning curve catches up with the requirements.
- I think you have pretty much stripped everything.
- I thought the purpose of DAS was to reduce inefficiencies.
- I would need to defer to our HR analyst.
- Identify what needs to be fixed, prioritize these items and get them done, involving other agency professionals.

- If DAS were more respected by agency staff, high functioning staff would go to work for DAS which would really help improve policy and service.
- If nothing is changing on a print order job other than the mail list, it seems a simple attachment with the list and instruction.
- If they'd stop "tweaking" the network, communication would be more stable.
- Illustrating how the data center added value could illustrate any efficiencies or inefficiencies.
- I'm happy with your services
- I'm too busy trying to keep up with my job to be concerned about whether DAS employees are doing theirs. With that said, they must be doing OK in that I am not aware they are not doing what they should be.
- Implement a budget system that is more intuitive and easy to navigate.
- Improve communications from SPO to state agencies.
- Improve consistency in management. High turnover in management promotes inconsistency and lack of progress.
- improve correctness and efficiency
- Improve key enterprise systems.
- Improve leadership
- Improve ORPIN - system is too slow most of the time & make it easier to find things.
- Improve Processes
- Improve technology
- Improve the cleaning and SFMA.
- Improve their business functions.
- Improve videoconferencing technology--reduce time and travel. More staff could be included.
- Improved time tracking for employees, this is a real issue at DOR. Self reporting of time with little oversight is being abused
- In addition to "B", I think it would be inherently more efficient and less costly to do our own vehicle maintenance. After all, how can it be cheaper to have maintenance done on our vehicles by companies whose goal is to make a profit?
- In general I do not work directly with DAS staff or forms.
- In my 30 year career I've been required to track my every move 4 times (comparable worth, performance measuring etc). It becomes a hot topic and nothing ever seems to come out of it. Please, no more wasted time tracking everything we do.
- Invest more in employee training and technology upgrades.

- It has improved, but starting meetings on time, less time for visiting, if there isn't enough material to have a monthly meeting, maybe cancel for one month.
- it is a awful that at PSOB we don't have enough cars to go out and perform our duties and have to look all over to even get a car to drive or go way out of our way to figure out what is DHS doing now with the car situation, rental, zip car, cars on floors, etc.
- It should go away and let agencies operate in a more decentralized fashion.
- Janitorial services back to evenings
- Keep our systems updated for our work load.
- Lean process improvement
- Learn more about the agencies they work with & solicit comments.
- Less complicated paperwork.
- Let agencies procure on their own knowledge and experience.
- Let employees provide input to make changes.
- let the agencies manage their own SPOTS programs with not so much DAS oversight, i.e. reviewing all transactions....what does this accomplish?
- Let the smaller agencies that track their own FMLA/OFLA track it.
- Let those agencies that are able do their own management of certain items.
- Letting agencies have more control would reduce duplicative efforts and because we have more ownership for our services, we are more attentive to our own budget and accuracy on jobs.
- Link more with customers.
- listen
- listen
- listen or read the full email before answering, I'd rather have a correct answer than a quick one that leads me in the wrong direction
- Listen to agency needs and try to accommodate
- Listen to people and use common sense.
- listen to people's ideas about saving money and try to establish an efficient and fast way to try them out
- Listen to the staff that delivers the service. They know what works and what doesn't.
- Listen to their customers first, have interactive discussions and not one way lectures.
- Listen to their customers.

- Listen to what is needed and not say why it can't be done but figure out how to get it done.
- Look at State travel policy - especially in the area of travel Awards and review of employee travel charge cards. TOO MUCH MONITORING. Look at what the private sector is doing in these areas.
- Look at the process and evaluate with check points. Have an efficient audit group review and evaluate.
- Look at the purchasing statutes and simplify them to speed procurement processes.
- Look at what we are doing internally and create process improvements, most importantly NOT being afraid of change or always afraid that if we do something more efficient there will be a reduction in work staff.
- Look for better ways of doing things that do not cost an arm and a leg. One example of cost versus service is the State Data Center. We really do not get what we pay for.
- Make a phone call to the contact person when something is unknown, rather than making a guess. I have frequent billing error because people guess at billed agency numbers.
- Make a rule that an agency cannot draft and apply any rule more stringent than DAS's. For example, anytime one of the staff I support needs to travel to an organization, I have to complete an In-State travel request and have it signed by 4 people. This is if the staff just needs to run 11 miles (22 RT) to check on a product.
- Make DAS follow same procedures as the rest of the state
- make information more readily available electronically
- Make it easier for each agency to FIND the procurement items we have to buy. We know we need toilet paper, light bulbs, cleaning supplies-make it easier to find the items: maybe with the #B Quick Reference Example under Broad Categories. Imagine I go into ORPIN-I see : Janitorial: I have a quick reference: I click on Toilet Paper, I get the ACTUAL price agreements listed for toilet paper. Not -guess what we call the item, guess what the #3334 means, etc. Bad design.
- Make it simple to find the desired service or person. The layers of titles & acronyms are unfathomable.
- Make more timely requests. Knee jerk decision making always is less efficient- not all aspects of issues gets evaluated, not having time to get input from Counties and partners is dangerous.
- Make payroll and timesheets electronic for all agencies and employees. Paper timesheets are a waste of time, energy and resources.
- Make service delivery based on meeting customer (agency's) needs at least cost and limit policy to implementing legislative requirements and executive priorities.
- Make sure a state cars issues have been fixed prior to pick up from the worker
- make sure contractors are following through
- making agencies change their applications, tools, to be easier/cheaper for SDC but costing the agency more time and money than it will take years for SDC savings to recover
- Making sure that all procedures are handled the same at each agency.
- Manage risk better, don't back down and lower the bar because we don't have enough confidence because we

don't have enough time to fight issues effectively.

- mandate electronic deposit, eliminate travel awards reporting, obtain a time and attendance program that meets agencies needs (we enter time in 3 different systems to meet needs)
- many iterations of budget submittals- agency request, governors, leg adopted-too much copying, binders!
- Maybe add input on cases before they reach DAS. Management sometimes gets too close to a case and their becomes judgment clouded.
- More customer feedback. Listen more closely to those who complain all the time. Many of us grumble quietly, but those noisy people are very likely expressing shared frustration. Find a way to use them.
- More on-line forms and delivery services.
- more training on computer management techniques File storage organization easy access to files.
- Most of what we do, but particularly procurement is glacially slow and bureaucratic
- Move E-government out to the agency's with an oversight panel comprised of agencies
- move faster on e-everything
- Move to more efficient and current software that is useable for tracking time, budget, etc...come into the 21st century I promise it won't bite.
- Moving Departments to different areas within DHS, buildings, etc. Cost to change phone numbers, moving exp
- My experience this past year has shown me how efficient DAS has been. which is highly important now more than ever before.
- No comment
- No idea - my only interaction was taking one training class, and that went fine.
- no if I told you DAS will not do anything anyway. like I said we have bad management
- no improvement needed
- No suggestions.
- none
- Not an advocate for the agency.
- not changing a process unless it is less expensive keeps OSPS in the covered wagon days instead of advancing towards the future
- Not have as many "layers" or people involved in processes.
- Not require all procedures to go through DAS, i.e. regular maintenance outside of Motor pool areas.
- not sure

- not sure
- Not sure yet. Will have to wait until I use the system regularly.
- Not sure.
- NOt sure.
- Not sure. Open & honest comment is best & I don't always see that
- Offer online resource reservations (parking, vehicle rental, custodial services, etc.)
- Offer unassigned parking spaces in the garage at a reduced rate, with limited assigned at a premium price. This would allow more workers a parking space. Many parking garages are run this way, including the City of Salem and City of Portland managed garages.
- Offering meetings only in Salem. They should be offered in Portland too! Waste of time and money.
- Once a new procedure is set, is working don't try to fix it again or keep changing it
- One pops to mind right off - go to bat for all state agencies on either simplifying or eliminating the requirement for an Affirmative Action Plan.
- One size fits all doesn't. We want to save energy, but turning off all equipment - even those that constant turning off will break - doesn't save us money. It costs us a lot to buy new printers because you broke them by constantly turning them off. Put solar panels on our roofs, and then reduce our electricity bills accordingly.
- Online application; scanning documents to process; utilizing telecommuting where available
- Overall, DAS is an efficient agency. None come to mind right now.
- Partner with the various agencies. Perhaps assign folks to individual agencies so that relationships can be built rather than having folks "specialize" in only one area or two.
- Pay for Parking
- Paying bills have become very tedious, when once it took two days now it takes weeks
- Payment vouchers should only be produced for amounts over a certain minimum, such as \$50. The whole budgeting process is too complex and time-consuming. As an "other funds" agency, we should especially have a streamlined process. The legislative process is also unnecessarily time consuming. All management meetings and training sessions should be available by tele- or video-conference, with minutes/materials available on-line as well. This would reduce the time/travel costs for meetings.
- perform honest evaluations of the problems, stop using the lowest bid/lowest quality contractors
- PICS - it is time to get a system that works. PICS is inefficient, nearly impossible to manage, an all around royal pain.
- Plan out projects in advance and see them through to completion. Example I-match or many other PPDB replacement ideas, that started out in the planning phases then just dropped off.
- Please refer to response in line A. There are processes & procedures, along with program development that the

agencies have been doing for quite a while & have already worked through the learning curve. Take advantage of the agencies experience.

- policies and requirements related to energy conservation, info security and procurement require much more time and energy than the value or savings added / the new requirements for tracking staff "commuting miles" and reducing it from travel is time consuming, causes employee anger and is beyond any federal IRS requirement
- Price agreements for many items are more than what it would cost at local vendors.
- print less paper, email invoices, etc more would be cost effective.
- Proactively gather and press for information instead of waiting for us to "ask the right question" or conversely ask for information one bit at a time instead of stating up front all of the information/date required.
- Process improvement evaluation.
- Process improvement on the various security and authorization processes at State Data Center
- Process improvement would be good, but without effective leadership, it wouldn't be that meaningful. Also, find out where problems really are - understand the problem before you fix something.
- Processes could be streamlined to a single point of contact. Multiple people touching the same form creates huge inefficiencies
- Procurement processes are excessively bureaucratic and duplicative
- produce clear, concise communications and post on the web for staff to read. e.g., hearing about a new procurement rule 9 months after it is adopted is too late.
- Provide adequate staffing to assist state agencies rather than decentralization.
- Provide appropriate direction to the Agencies and then determine where the "work" needs to be done (either at DAS or at the Agency level) so that work is not duplicative and there are clear lines of responsibility
- provide back-up that includes names of who requested jobs
- Provide better administrative systems: Payroll, SFMS, ADPICS, etc.
- Provide better training
- provide better training materials for new employees
- Provide centralized on-line payroll function.
- Provide centralized: IT management, training, purchasing, enterprise architecture from a state perspective as central services.
- Provide easy to access information.
- provide more information electronically, cut down on paper and printing costs
- Provide more readily accessible information on processes and "how-to's" on certain tasks, i.e. Fleet, Permanently

Assigned Vehicles

- Provide oversight but allow agencies to conduct their business. Audit for compliance.
- Provide process flows regarding their work. Use the internet more effectively
- Provide real quality control and oversight to DAS projects
- provide statewide solutions that do not need to be replicated at agency level
- PROVIDE STATEWIDE TOOLS FOR USE BY AGENCIES
- Provide sufficient tools and timeframes for implementation of new policies. Although new policies are (usually) presented to agencies during development, they are often implemented with unrealistic deadlines. This results in agencies taking very different approaches to implementation and often reinventing implementation strategies because no tools were provided. The EIS plan and standards approach is a good model for future efforts.
- provide supervisory oversight
- Provide training to users of services like the P&D training I recently attended.
- Purchasing just take too much time. Have a fast lane for contracts over \$150,000 but not complicated to do.
- push lean and encourage/support lean practice
- Put more resources into upgrading computer systems statewide. Without a computer network that works correctly on a daily basis (outdated system). It is hard to get work done in a timely manner.
- QRFs are a good example of government waste. Please investigate and compare their cost to other options.
- Quality control at all levels.
- Quit changing systems that work so that you can be in control of everything. SDC was the worst idea I have seen implemented in the 13 years I have been with the state... with shutting down Portland and Eugene Motor Pools coming in at a very close second... both were bad ideas that are costing tax payers a LOT of money
- quit duplicating work! Don't make us submit a form just because that's the way we've always done it. Let agencies enter data in systems, we already have to enter it onto a wkst to give to DAS.
- quit making cutbacks to staff because they are supposed to be the leaders/major supporters for all agencies
- quit micro managing agencies, allow agencies to purchase their own vehicles, get out of the business of facilities management leave it up to specific agencies
- Raise the current \$5,000 purchasing threshold to \$10,000 or \$25,000
- Raise the minimum project costs to \$10,000 or \$15,000 without going to bid.
- Rapid Process Improvement session
- Realize it's a new day and take actions accordingly. Times/economics have changed - no more business as usual.
- Realize that consolidation doesn't always equal cost savings.

- Recruiting a skilled, healthy workforce
- Reduce all the paperwork in the budget process. Do we really need an ARB, a GRB and a LRB, etc. We kill a lot of trees with our budget process that hasn't really changed in decades.
- Reduce compliance/paperwork demands on state agencies; allow us to self-certify compliance with performance standards
- reduce duplication, centralized efforts that are provided or needed more appropriately at each respective state agency
- Reduce Middle Management and De-centralize Services to Agencies
- Reduce non-productive meetings, develop statewide standards for IT equipment and security, stop shifting DAS work responsibility to agencies
- Reduce one size fits all rules and regs.
- Reduce paper processes, make an earnest attempt to understand agency business lines, evaluate whether a tiered approach rather than a "one size fits all" is appropriate for its various services/customers, eliminate the "because I said so" mentality -- be able to answer "why?" convincingly
- Reduce paper use, increase recycling and electronic services. Offer alternative transportation sources.
- reduce paper. streamline forms and use email, web based info more often, improve access for users outside Salem
- Reduce size
- reduce size of DAS
- Reduce staff. Reduce reporting mandates. Restructure. Fewer managers.
- Reduce tasks/processes that are duplicated in agencies.
- Reduce the amount of rules and oversight of agencies by DAS. Making the department a truly service organization. Cut some of the red-tape and reduce unnecessary bureaucratic steps in processes and procedures.
- Reduce the number of affirmative action meetings required in the year. Monthly meetings is an excessive time requirement.
- Reduce the number of people needed to approve actions. Empower those at lower levels to reduce processing time.
- Reduce the scope and responsibilities
- Reduce time-consuming procedures that add no value to processes and reduce errors.
- Reduction of paper forms and more electronic submittals including payroll.
- Re-evaluate many of its process and procedures
- Re-evaluate some of the processes -- invite outside "customers" to participate

- Re-evaluate the consolidation of tasks/jobs/etc. Some things, like the SDC, appear to be good ideas on paper, but are really causing more troubles and time issues than seem to be necessary
- Reevaluate the number of middle managers who are not "working managers" or have no specific duties.
- RE-examine your policies. Most seem outdated, are not aligned with changing technology, and cause state agencies to operate in inefficient silos.
- Refer to answer "B" above
- Release the individual systems that are not value added for consolidated systems from the SDC
- Remove middlemen
- Remove or re-think these processes.
- Remove regulations and policies - many no longer serve a purpose
- remove SDC. Allow agencies to conduct their own IT processes for their own needs.
- remove staff and look to simplify processes, DAS makes work harder making things easier for itself.
- Remove the excess paper work that was just added when requesting vendor changes in SFMS.
- Remove units like the DHS Communication Resources PUBS / Forms unit and place them on rotation throughout the state - working directly for small programs needing their assistance/training.
- reopen the Portland motor pool.
- replace printers with copiers that have individual trays for users to print to. Huge savings per copy.
- Replace the OSPS and Adpics
- Request forms for changing or activating the address records or having someone from a different unit to add new employee's to the DAS system.
- Research and automate easy functions. Alerts should be effective. Focus more on being proactive instead of reactive.
- Research questionnaire's like this one could help. I can't give you specific examples at this time, but if you have a forum / process that would allow people to give input, that would help.
- Respond the first time with a quality answer.
- restrict state vehicle travel to 5 miles or greater and make bikes available to state employees for local travel
- Retain experienced staff, hold staff accountable for regular and routine errors (that don't improve with training)
- revamp the budget process for small "other fund" agencies
- review & reform policies
- review approved fund from last biennium before approving them again

- Review budget and purchasing procedures for agencies like OSP, etc. too many of agencies spend money unnecessarily in order to get the same or more of a budget the next biennium. Way too much waste!!! Know this for a fact. My husband used to work for a paint store OSP facilities bought paint from. At the end of a biennium, they would buy a bunch of paint and supplies just to have spent the money so they can get their same budget as the current year.
- Review each process step by step and identify un-needed steps.
- Review policies that cause more obstacles and governance hurdles to eliminate duplicates.
- Review processes with customers. We are the ones that use the process and services. If something doesn't work, who do we tell? How do we communicate with you?
- Review reporting requirements and eliminate duplicate reports (EISPD especially)
- review the requirement for agencies to buy items on price agreement. so much money is wasted being forced to pay more for items than they can be purchased somewhere else cheaper.
- Revisit the goal or purpose behind existing policies and practices. Confirm whether the goal/purpose is being met, rather than blindly following (or attempting to follow) processes that might not make sense.
- Rules and procedures are too complicated - it takes too long to wade through them and I can't find items quickly and efficiently.
- Scale back reporting requirements for small agencies.
- See A above. Allow motorcycle use for official business to cut green house gases and fuel use.
- see above. Layer after layer of budgetary steps; time frames that are unrealistic for their "customer" agencies, pushed downstream only for DAS's benefit; the completely out of hand assessments that are killing small agencies to absorb
- see answer above
- see answer to item B
- See B. In a small agencies, few people have the expertise to create the procedures/rules necessary to implement statewide policies.
- see prior comments - get rid of some management that have made some of these poor decisions
- send automated e-mail reminders when vehicle servicing is due
- Sending 8 emails regarding this survey is overkill and a waste of my time.
- Set clear expectations and hold people accountable for violations.
- Share information with agencies so agencies do not have to keep separate copies of everything on hand.
- Shorten the PD100 job application
- Shorten the turn-around time on requests.

- shorter forms and not having to repeat information already entered
- Should not be an adversarial role, with petty oversight decisions based on personality - we are in this together!
- Simplify procedures and give local managers more freedom to make decisions.
- Simplify the state budget and accounting systems -- remove redundancies and inefficiencies.
- Slow down and do more research before charging forward. I-match was a huge disaster and waste of time and money and now we are charging forward with Neogov before the system is set to easily work for the state. There is only XXX and YYY Needs to provide training and get the system set up. Agencies are ending up having to learn on their own and make up processes as we go. XXX and YYY do a great job, but we should have moved slower on this instead of forcing agencies so quickly. Several errors are being made and there wasn't enough warning and training in the early stages for agencies to be moving ahead at this time. I think the way we are pushing so quickly all of a sudden is going to cause mistakes and inconsistencies among agencies. I think we need a new recruitment system, however, I feel we pushed far too quickly with Neogov
- Slow servers are time-consuming
- Some of the purchasing contracts appear to be disadvantageous to the state. Especially when looking at computer hardware.
- Some SABRS audit points.
- Speak direct to customers instead of doing surveys.
- Speed it up - when we need something we don't have months to drag through unnecessary process. DAS personnel need to understand what deliverables mean.
- Speed up HR processes/reviews
- speed up response time.
- Speed up services. Act like their budgets and jobs were tied to customer satisfaction like the rest of the world. Too many next week
- Speed up the contracting and review process for interagency agreements!
- speed up your processes
- Spend more time planning how all initiatives fit together and implementing the appropriate first step at the right time.
- Spending dollars to maintain their empire
- Standardize the service ticketing system statewide.
- State data center adds little value. The service is worse than when the agency provided the same services.
- Stay available for incoming work.
- Stay focused on centralized functions that benefit most agencies; cut the side projects for the single agencies,

unless there is separate staff hired to do just that.

- Step into the new millennium on time keeping software.
- Stop shuffling project managers. The time for each PM new to a project to become familiar with it, just to be displaced by another new PM seems very counterproductive.
- Stop charging so much to do tasks.
- Stop creating forms for every situation and then making them difficult to locate on the DAS website. There are too many places to look on the DAS site.
- Stop defending themselves and focus on streamlining procedures/processes.
- Stop doing production work. Just do oversight and audit work.
- Stop duplicating what agencies already do themselves, or better yet go out of business. They simply add no value to state government.
- Stop growing! DAS has far exceeded what its original intent was to be. They were to regulate, not compete.
- Stop requiring agencies to submit simple agreements to the Department of Justice for legal review. They generate an enormous amount of income for themselves that agencies are required to pay without question and without choice of representation.
- Stop sending our agency those PPDB turnaround documents. No one has the time to file them and our employees do not understand how to read them. They are too confusing to read.
- stop trying to plug square pegs (agencies) into round holes (policies). For example, turn the lights and HVAC on for 24/7 buildings on state furlough days because our employees are still working.
- Stop using the shotgun approach to policy when individual supervisors fail to hold their people accountable.
- stop working in a vacuum. To many decisions made at the DAS level from input of those who do not have a vested stake.
- Stream line the budget process
- Streamline and make transparent the contracting process.
- streamline application and approval processes
- Streamline procedures and Communicate
- Streamline procedures whenever possible.
- Streamline processes
- Streamline processes, using templates to help eliminate errors and omissions, allow other agencies to contribute suggestions that can help their own agencies which DAS can add to their processes.
- Streamline processes.

- Streamline procurement activities.
- Streamline the AG review and approval process
- streamline the hiring process, new process appears to take too long to fill a vacancy
- STREAMLINE. FOR EXAMPLE, USE ON LINE RESERVATIONS FOR FLEET VEHICLES. AUTOMATE THE CHECK IN/CHECK OUT.
- Streamlined and consistent method of communication with various divisions to provide efficient, timely service
- Streamline processes and procedures. Go back to the basics.
- support more robust and widely applicable e-govt services that facilitate flexible applications that can be adapted to specific agencies needs. It is too expensive for individual agencies to pursue this on their own but current e-govt options are too limited or static.
- Survey
- Take the time up front to evaluate products and services before adoption. These products and services need to provide improvements and not just following a trend.
- Talk to the employees, they know what is going on and probably have a very good idea on how to fix. Gov. has the problem that managers think they know everything.
- tech employees are unable to help due to security restrictions and reduced job responsibilities
- Terminate employees who are ineffective/inefficient.
- Terminate higher level managers who have proven they are not only ineffective but also cost the state in legal actions & tort claims due to illegal actions.
- The approval process. Sometimes we have to go through the manager and director of our agency, then on to the division head, and onward to another division like payroll, travel, etc. With this kind of process, it seems like the state doesn't trust the very managers they've hired to oversee the activities and processes their employees.
- The bi-annual car-pool discount paperwork. Is it really necessary? If so, make the discount significant enough to matter!
- The classification process adds many unnecessary steps both at the front end and back end, such as double filling position numbers until new ones can be created, and employees have to wait an inordinate amount of time for dollars when their position is classified upward because of the process.
- The examples provided are a very good starting point.
- the expense tracking and auditing system seems redundant at times.
- The HR hiring and reclass process seems ridiculously complicated. Evaluating need for signatures, etc, would be helpful, trying to standardize hiring practices/classifications between agencies would also be helpful
- The inefficiency and waste is to our division. We have numerous times had problems with our title certificates and other forms being printed incorrectly, which costs us money and time to have them reprinted and distributed correctly. We have brought this to their attention numerous times, as well as problems with our work being

mailed out incorrectly, and nothing seems to change. No quality checks.

- The State Data Center should be able to store data sets that many agencies, clients or not of the SDC, can use.
- The state is top heavy, very top heavy. Start looking at who you are paying and for what!
- The state's travel policies are difficult to manage and are often in conflict with Agency policies, causing confusion for employees.
- The windows need sealed in the PSOB. You can feel cold air coming through the windows - barriers must be put in windowsills to keep the cold out. Often, in winter, the office temperature can hover around 58 - 60 degrees, making it difficult to work.
- There appears to be duplication of services provided by agency and by DAS. I think the agency is much more effective due to shorter timelines, better communication, etc. The cost is even better for agency products than DAS products.
- There are lots of areas - there are so many time consuming procedures which are just a waste of time. Coordination between networking areas of agencies and DAS is a big one.
- There is a lot of talk about streamlining procedures DAS and Department administration keep layering policy on top of policy that make any facilitation of work difficult if not impossible.
- There needs to be a DAS 101 class or resource created that would let people know where to go for assistance - the DAS services to state agencies works very well - perhaps something like this for the entire DAS organization would be beneficial - right now you need to know what Division does what before you can dig in and see who to contact
- There's not an easy answer to this. Many processes are in place for a reason. It depends on the process.
- They are a middle man agency and add un-needed cost to what we do.
- They are moving in the right direction right now. Just keep doing what they are doing.
- They are very process driven. Employees at lower levels have a very narrow focus about what their job is.
- They need to streamline their entire operation to be quicker and cheaper
- Timely and effective response to SoS Audits, with penalties from the legislature for gross non-compliance or simple dismissal of critical findings.
- Too many e-mails for those of us that are unaffected.
- too many people required to make a decision- regardless of what it is.
- too many to mention
- top management should have more of a background in HR...strategically. The person in this role is the top Human Resource professional in the state...human resource decisions should be strategic, cutting edge and the management of the division should be well versed in all things HR...rather than dealing with issues they way they have been for the last 20+ years.
- Truly make people/staff join the LEAN process

- trust employees from other agencies to get things done correctly; use the web more!!
- Trust staff to make good purchasing decisions for their own programs. ISD computer purchasing policy prevents/ makes it more difficult for our fish research teams to get the equipment needed to get our jobs done.
- Understand their policy impacts to large agencies
- Understanding the budget constraints it should not take 6-10 years to get a new facility site approved when staff in the field offices serving the public/clients sit in deplorable working conditions.
- unnecessary steps in processes
- Update computer programs, make usable forms, use technology
- Update ORPIN, I know it's better than what we had - it needs another overhaul.
- Update software
- Upgrade the payroll system.
- Upper management often makes choices that do not consider the needs of the customer, make service worse, and waste money
- Use other agencies with more expertise than DAS before committing State funds to a project
- Use process improvement strategies within work units to evaluate and improve service delivery.
- Use the input from the 3 stakeholder surveys. Why wasn't it used in decision making?
- use voice prompt menus on the phone systems to more accurately route calls. Still too generic in most situations.
- Utilize and provide cost savings by cutting waste/costs to fund necessary projects.
- Wall to Wall seems to be inappropriate at this time. We are understaffed and facing more cuts to the point that what you discover now will only change again in 6 months.
- Wasting our time with being late and unprepared for meetings.
- We appreciate being able to work at 6am and the tasks like work for us in our cubicles but the people vacuuming can't see the floor that they're vacuuming.
- We need highly effective operational management for the SDC. We also need the procurement levels raised significantly so that DAS Procurement is only involved in the largest of procurements.
- We need to move more toward a paperless organization, all agencies, which means less printing, wasting paper, and cutting down trees.
- We seem to spend a lot of time "feeding" the DAS monster with very little return value. DAS seems to pride itself in developing overcomplicated processes and policies that require agencies to use productive time in reporting of administrative functions.
- Website organization

- when asked for a scheduled time there is a reason, I do not sit at my desk all day waiting for DAS staff to show up I have meetings outside of the office and I'm usually the person who calls for items to be fixed etc.
- When asking for statewide information. Make sure the information is needed, and is it really needed from everyone.
- when forms change provide automatic transfer of data to new form. for instance new job descriptions
- When we call for support, don't reinvent the wheel, don't disregard the troubleshooting we've already done.
- Without a doubt, the single action that DAS can take to save money and improve efficiency (and moral!) for state employees, across the board, is to replace the antiquated, DOS-based Hummingbird timekeeping system. Each month employees waste countless , expensive hours struggling with Hummingbird. DAS would save thousands of dollars (millions in the long run?) over and above the cost of purchasing new timekeeping software & training employees on it
- work in an agency for a week or two...
- Work on making ORPIN more users friendly especially in its searching capabilities.
- Would it be possible to change the way Budgets are set up? I have worked for State Gov for over 30 years. the agencies have to spend or lose. Why can't the money not used go into a savings account of some sort. I cannot believe how much stuff goes out of State Surplus. I know these items were not cheap.
- Wow--I would need more time to think about that one than I have today. Can I get back to you?
- you do fine overall
- You're assuming there are inefficiencies and waste. I don't see it.

D. Other comments.

- Entry level managers need more training on dealing with staff. It's amazing how many managers are allowing employees to take advantage of State Government because the managers don't put them on a corrective (and written) path immediately. This give us all (State Government) a bad name and a huge waist of State funds and inefficient service, not to mention the toll it takes on coworkers.
- I believe that inefficiency is rewarded and there are no consequences to unacceptable behavior. Professionalism is not a priority and many are less than optimistic with any changes or positive actions.
- I know specifically of people who are getting carpool rates for parking when they don't even carpool with anyone. There needs to be a better system so the state isn't being ripped off. Small issue to you, but big to us who see it happening!
- My experience is that while there is always rules and guidelines, with little or no audit follow up and procedures/policies are not followed.
- The custodial staff for our office are outstanding except the afternoon person "XXX" who rarely shows up for work and is constantly protected by YYY. This is no exaggeration, "XXX" does not show for his assigned job 3-5 in the afternoon this can be easily documented by his use of a key card required to pass through several doors in the office. It has become an office joke, " I saw XXX working today".
- Agencies with emergency service roles should be allowed to develop their own meal and work to rest policies.
- DAS does a good job with what they have but many of the functions they used to do are now being pushed out to the agencies and we don't have the tools to be successful.
- DAS facilities are the most expensive in the state. Allow agencies to own and manage their own facilities thus saving that agency money in the long run.
- DAS should stop trying to run each individual agency and go back to the Audit commission they were originally designed for. Individual agencies have a better understanding of their needs and should be well equipped to address these needs in a more timely and correct fashion
- I know that DAS and agencies are working to better understand each other so that DAS works more as a streamlined facilitator of needed services and goods. Understandably there is a need for discretionary HR, personnel, and payroll management role by DAS, however, some of this is duplicated within individual agencies.
- Leasing, janitorial, property management, data center etc.. these tasks SHOULD be taken out of DAS hands.
- My comments are based on the perceptions I have and the small piece I've dealt with here, and at my other job. Overall I think DAS is on track. It just appears that they play 'big brother' for things that should be at agency level, yet don't get involved when they should.
- We see a high rate of mistakes on lease drafts and they have to be reviewed several times each to have changes made. We ask for changes and they make additional changes that we do not ask for and the drafts go back and forth sometimes 5- 10 times before we are satisfied with the documents. It is extremely time consuming for us as customers. I feel like our agency knows what we want and it would be cost effective and time saving if we could do our own leasing.
- Why was a huge amount of customer time spent on audio and video conferencing insource vs. outsource meetings and research only to have the vote to keep in-house ignored by DAS upper management? This is perfect example of wasting time and money not only of our agencies' personnel, but the DAS staff that had to prepare and conduct the meetings. We spent well over 30 hours on this only to have our wishes ignored by DAS upper management. It was a completely pointless exercise from our point of view since the decision was apparently made before we

started.

- It seems a shame that BAM is not being utilized to its potential. There is a lot of expertise over there, and it appears that the Executive is either not aware of or not making use of the objective analytical capability that could occur.
- DAS Internal Audit needs more staff. I know this is not likely to happen under the current budget issues, but given the statewide duties, as well as the agency duties, Internal Audit needs at least a staff of 4.
- DAS is in a difficult situation right now. There is no visible support for DAS within the legislature or executive branch. It is hard to lead when resources are reduced and valuable functions are cut (training) because other functions have so much bureaucracy embedded in them (budget).
- I am concerned with potential burnout of employees with whom I have contact caused by increased workloads due to past staff reductions. With the current economic projections, it's almost a certainty there will be further staff reductions in the state workforce which will create an even greater burden for the remaining employees.
- Overall, these are good people doing good work. Budget issues and staff reductions are harming effectiveness.
- To summarize, DAS/GEO has extremely high potential to provide enormous return-on-investment but is clearly unable to do so due to resources that are apparently miniscule when compared to the mission
- DAS needs to be careful about being pennywise and pound foolish from a statewide perspective, many of the recent reductions in services (e.g. training) are just shifting costs to agencies, where it will be both more expensive and less efficient to provide. There is a reason many of these services were centralized in the first place.
- DAS should not be split into two divisions - that would create a tremendous amount of inefficiency.
- There is a need to have DAS review /audit applications for positions to be sure the MQs are being met for hiring purposes.
- All things considered, especially the economic conditions we are operating under I think DAS policy makers are getting better at demonstrating an openness to input from stakeholders, but do not always provide the vehicle where it can be accomplished.
- DAS has started making (bad) unilateral Public Policy decisions without consulting program delivery agencies (State and County) and Judicial (the third leg in our form of government (remember them)).
- DAS has, at times, a reputation with state agencies as being heavy-handed and top-down. This reputation taints DAS - often unfairly and likely often based on history not current operations. Somehow, DAS needs to address this and build a sense of teamwork with the state agencies.
- If they'd stop "tweaking" the network, communication would be more stable.
- LEAN transformation, processes . . . less touch time ... incremental improvements ... Would like to see it work. Some units are self serving - creating more work for the programs really needing their assistance. Who is listening. Why isn't there buy in from the individuals that can make a difference state wide.
- Listen to the agencies. The DPO Council is a great example of how to set up an effective customer service communication system that works.
- Policy directives come out of DAS without input or feedback from the staff implementing the policies. Too much is expected from too few staff.
- The ODOT building has been falling apart for years and band aid fixes to repair them. Thank you for finally pushing enough to have the building updated. I would have been nice to get employees who will be moving out of the ODOT building to have some input on where they will be moving too. I don't think an 8' by 8' cubical is appropriate for all employees at the new location, maybe a 10' by 10' would meet the employees needs better. Why not ask

them for their input!!!!!!!!!!!!!!!!!!!!

- there is a disconnect between the workers, who know their jobs, and management insight on the work
- We don't receive information from DAS, especially from PERS
- Treat customer with respect and COMMUNICATE
- furlough days - too much time has been and continues to be spent on a simple issue. fleet vehicles - the policy is that we no longer rent vehicles, but essentially own long term fleet vehicles. But once the vehicle is at the end of its use, the agency fixes them up (at our cost), sells them, and keeps the \$. The agency which had the vehicle for years gets charged for the detailing/whatever to sell them, but doesn't see the return. The old system was better. printing services - pretty good; good response. OSU printing services are still better, quicker for our needs. IT - really frustrating. They would rather we purchase a new computer as opposed to buying more memory. completely wasteful on so many levels. having to purchase software through IT as opposed to simply getting approval and purchasing wherever we find the lowest price. Current system takes too long (usu. 1 mo) to receive item.
- EISPD is a waste of time and money. Inflated salaries without corresponding results
- DAS has done a wonderful job of making sure the Oregon E-Recruit System is supported at every level and for every agency. Outstanding work on the part of the DAS staff and members of the E-Recruit team.
- I would like to point out the excellent service that all staff involved in the e-recruit system have provide. I have appreciate both XXX and YYYY. I am sure they have been slammed but it has never caused delays in service or frustration . They have done a great job guiding the roll out and should be acknowledged for the impact (positive) their work ethic has had for all of the agencies in the state.
- Custodial services need to be reviewed. Due to many employees using the bathrooms (one employee may use the bathroom 3 to 4 times a day), the bathroom needs to be cleaned twice a day. This will prevent employees from getting flu or other sickness. If you have clean environment and clean building, you will also have healthy employees.
- For DAS Facilities crew on site: Clean the public bathrooms at least twice a day.
- I appreciate the facilities group for responding to questions well. Permanent fleet appears to have actions together ... When I take my car in, I don't have any issues & when I call they are able to answer my questions! I appreciate making my life easier!
- I would like to see DAS resume caring for the facility instead of subbing it out to others. It was easier, better quality when it was just the DAS employees
- My relationship with facilities is just beginning but I'm enjoying the interaction and timely help from all the staff!
- The DAS custodial staff have been very easy to work with. They're polite and professional.
- DAS fleet should be flexible enough to order new vehicles when units are 10 years old or 100,000 miles, since agencies have to pay all the maintenance costs, they are breaking our budgets after they get that old.
- It is unfortunate that motor pool has been shrunk so small. We essentially have to have our own fleet and manage it now.
- One other item - I find the DAS vehicle usage too complicated and inconvenient to ever use.
- The folks at the motor pool are very friendly and helpful.
- It is a terrible waste of money for my agency to not use the motor pool. We only need assigned cars for 3 months per year. Plus we use up parking spots in the red lot that could be made available to employees. When one travels

for work, loading and uploading is extremely inconvenient. Having managers and technicians gas and wash cars is a poor use of resources.

- I work with DAS/HRSD closely. I have watched, over the last two years, the department dissolve into nothing. It used to be, if not innovative, at least a partner. That's long gone. XXX left and the new director came in. She was ill equipped for the job and has not taken the time to learn the job. Consequently her staff was left rudderless and without leadership. Agencies are now figuring ways of doing without HRSD -- creating their own policies and training programs, circumventing the compensation program and doing what is needed in view of the vacuum created by DAS/HRSD abdicating its leadership role. As one of the areas within DAS that the entire state looks to, HRSD's demise has been also viewed as the demise of DAS.
- I would appreciate the opportunity to see the results of this survey sent to the listserv, unadulterated. We've done these surveys before and nothing seems to change. HRSD has a leader with little subject matter expertise. HRSD could provide significant leadership but agency HR leadership does not respect the administrator, in waaaaaay over her head, giving HRSD an extremely poor reputation...HRSD administrator seems to be protected by DAS administrator. to the detriment of the agency.
- Overall...the HRSD employees are a group of dedicated individuals who are very nice people. However, as the state's leading HR professionals...they don't seem to be involved in what is actually going on in the HR world (too focused on the DAS world)...IPMA, SHRM...the professional groups where HR folks get educated.
- I am very impressed with the willingness and leadership of DAS to partner with OSU to deliver data
- I think DAS has good leadership right now and has done a lot to improve its relationship with agencies large and small. I hope that doesn't change with the new administration.
- There are some great, talented and very dedicated exceptional professionals at DAS however collectively the agency struggles with identity, internal turf battles, and the left hand not knowing what the right hand is doing. There seems to be a large leadership void and during the past year when times have been tough and so much could have been done, the agency just sat by and waited for things to get better. They haven't and DAS is doing little to nothing to improve the reputation, morale, and courage of state government.
- We have known for some time there is an exodus of baby boomers from state service. I see little statewide effort to develop the leaders of tomorrow. Now, each agency is playing catch up.
- My manager, XXX is great and very fair to work for and has been the only reason I have stayed throughout the years-and values his employees and is always there to help if needed
- Is it more cost effective to lease a state owned building vs. a private building? How does the service level and cost of DAS facility staff compare to the private sector?
- Stop trying to be a vendor, forcing agencies to buy services from DAS, and focus on setting standards that agencies must follow when purchasing services on the open market.
- DAS needs to learn how to "get it" and realize that they have a job that is to support other agencies, not rob their budgets and make arbitrary policies.
- if DAS does not do a 180 very quickly they are of no use to the state as a whole
- I'm afraid I have a rather low opinion of DAS services overall. We pay DAS a large amount of money in assessments, and get very little in return.
- Most people, myself included, think DAS is just a gatekeeper and not adding value. DAS protects its power without benefit to its customers.
- MY COMMENTS THROUGHOUT ARE SINCERE. THE [FAILED] DAS ADMINISTERED EMPLOYEE RELATIONS AND MANAGEMENT VALUES TAKE A MUCH LARGER TOLL ON MORALE AND WORKPLACE SATISFACTION THAN DAS OR THE STATE SYSTEM CARES TO RECOGNIZE OR ACKNOWLEDGE. DAS-- THIS IS YOUR UGLY TRUTH REALITY AND ONLY

YOU CAN FIX IT. PLEASE NOTE: MY WORKPLACES EXPERIENCES ARE THAT REPRESENTED AND MANAGEMENT EMPLOYEES FEEL ALMOST EXACTLY THE SAME ABOUT DAS BUT MANAGEMENT WILL ONLY TALK ABOUT IT BEHIND CLOSED DOORS BECAUSE THEY FEAR DAS REPRISAL.

- Rarely do I think of DAS as being helpful. Mostly they make my job harder.
- ORPIN needs more work in the area of supplier information and matching MSWEB in different tables, as you get different answers if you look in different places when you should get the same answer.
- After working for the state for 14 years I have only the barest understanding of what DAS does, how it can help individual agencies and employees.
- again, I don't know enough about DAS to know how to answer these questions.
- Again, I would like to stress equal treatment under the policy and procedures of the agencies and DAS.
- Analyze what it really costs to conduct the furloughs and see from the frontline worker if it is really worth all the effort we have to do make it happen. Such as record keeping, payroll, etc. Give more allowances for the lower classified positions (because we can still collect welfare benefits) because the position doesn't pay for much. There should be no pay freeze on these classes. We have no choice but to push the welfare numbers up, because the state doesn't take care of its own!
- Asking for responses about what is most important to my agency or about what DAS divisions/units do is beyond what I know.
- Because our financial systems are so cumbersome, it takes up to two years and a few budget cycles to sufficiently train someone to manage the budget. The greatest risk to this agency is the loss of the expertise of our Chief Financial Officer.
- Blow it up
- Business Reviews need to be updated to reflect the addition of SPD to the state agencies
- Capitol Mall landscaping is outstanding!
- Considering the volume of work most state workers are expected to "time manage" concentrate on assisting in those areas for staff to provide better services
- Consolidated billing of P&D services and other services is something of a nuisance for my agency, which has many offices statewide, and many funding accounts.
- Current iLearn effort is wonderful!
- Custodians are doing a great job. Print staff is doing a great job. Would like more response from accounting on invoices.
- DAS director needs to be an exceptional administrator.
- DAS has great people that care but needs to better understand its customers and its limitations.
- DAS is an important resource but does not have sufficient staffing or expertise.
- DAS is perceived as separate from other agencies. DAS should change its image to a partnership.
- DAS is sub-optimized, from a resource perspective, to follow a centralized governance model. Yet, policies, procedures, activities, and services tend to vacillate between centralization and decentralization. DAS should either staff up to handle the workload of a centralized organization or slim down and become an advisory organization to

agencies. Right now it seems that DAS is caught in between.

- DAS needs to work together as an agency with cheerful people who provide wonderful customer service by working together as a team instead of by each separate division.
- DAS should opt for Scenario #2 in the Business Case for Oracle Enterprise Performance Management System 11. The chosen Scenario #3 pushes install costs to agencies (where it isn't in DAS's budget) and fails to plan for telecommuting employees.
- Data storage is too expensive. Better estimation of start/completion times.
- Dump the Planno, Texas dependency.
- Elegant-we are in the decade of Elegant: Refinement, tasteful presentation-restraint of style. DAS-let your kids fish-if they know the rules, can design a better website than your template-use common logos, etc.-let them go, let them fish and change items to meet consumer demands. <http://www.dfw.state.or.us/> This is a great website. I am here and I want to Fish/Hunt/etc. Contrast that with this: <http://www.oregon.gov/DAS/>-I am at the Mother Ship, DAS, what do I want to do-Read all the news and find out who is on your committee???? yeah, this is not helpful, you have to drill down and know what DAS does, what is under DAS. What if you have boxes like DFW and I Your divisions in boxes so I know what they do or can match that I want payroll information.
- employee performance interventions need to be more efficient
- XXXX is amazing, credible, personable smart - make him DAS Director. You guys really messed up Video, despite the stakeholder leader's efforts. Really wasted my time and energy. Did you listen to what customers said or did you fake it.
- Get noxious weeds out of parking lots and public building landscaping. Ivy and butterfly bush are common in lots and grounds - take responsibility to comply with Oregon Environmental policies and get rid of them! Stop cutting down trees - work around them; replace them, sacrifice a parking space here and there to increase healthy conditions for them. Trees save energy, make life more pleasant and reduce carbon dioxide levels.
- Give classes on new upgrades and programs.
- Give us more money.
- HIRE BETTER STAFF
- hire support staff
- How do other agencies save money, cut costs and maintain internal controls in these tough economic times? No administrative restrictions have been implemented.
- I am new to the department and still and forming opinions about the different services and divisions
- I am not a state employee - not sure how I received this survey and am unfamiliar with DAS. Sorry to take up your time.
- I believe that generally state of Oregon employees do a very good job and try to offer good services. State workers unfairly are subjected to bad press and negative comments because of political agendas. The public needs to be better educated about the value of state workers, and the cost savings vs. hiring out the work.
- I cannot comment on the above questions. I appreciate the services I receive from DAS Divisions.
- I cannot comment on the DAS services as they are filtered by our own agency Central Services programs and staff.
- I do not have enough interaction with DAS to be able to comment on its work. I do not understand how it serves

my agency very well.

- I do not mind being contacted, see below, thanks
- I don't think I've been too helpful but thank you for the opportunity to contribute
- I enjoy the wastewatcher newsletter.
- I find that the SARS unit has become more willing to help their clients implement new policies over the years.
- I fully support DAS policy directive, central administration, management, as in the interest of improvement of State services to the public.
- I have answered to the best of my ability, but I have very little involvement with DAS other than renting vehicles and being required to follow policies.
- I have been here only 1 year and observe much is left to each caseworker to figure out what to do..not enough admin.guidance /support.
- I have no idea what DAS does for my little program within the gigantic agency of DHS. And I work in a field office. So it is hard to comment.
- I haven't used DAS services during the last two years. Part of your survey could have included the frequency of use as a way of limiting the number of questions asked.
- I know right now is very tough times for DAS but problems existed before.
- I may have spelled XXX's last name wrong. sorry
- I realize DAS has a daunting responsibility. Some divisions seem to be more efficient than others. It may be that the higher scoring divisions could share their "secrets" with the poorer rated ones.
- I really like many of the folks at DAS-SPO. I do think there is a lot of room for improvement, and I think the only way to get the necessary improvement is through honest and critical feedback
- I think the folks do well with what they have been given. I think that "field" visits to smaller agencies and larger agencies might give DAS folks a little different perspective. It doesn't hurt :)
- I think they need to build more parking garages. - I haven't moved on the wait list for lot parking in more than a YEAR. I Took the Governors' Parking challenge & gave up my parking spot then XXX changed the routes and made it a commuting nightmare.
- I very rarely work directly with DAS as DOC has an employee relations division and I work through them and they in turn contact DAS. I did participate in contract negotiations last year and it appeared to me that DAS and felt that the DAS representatives were disorganized and not well prepared.
- I would have liked a simplified questionnaire that just asked if there was any comment we would like to make.
- If the state wants to save money, look at DAS
- It wouldn't hurt to have purchasing classes offered through a contracted internet school for those agencies not within the local area which will allow for certification outside the college currently being utilized. More options the better.
- just can we get some good people in management
- Licensing, maintenance, network costs---not well managed, inventoried or documented.

- Lose SEUI and set up an accord with your employees.
- More could be accomplished if employees are asked to help fix a problem, then they become part of the team not just a person on a factory floor
- My experience has been totally limited to video conferencing, so my answers may not reflect the overall feeling of the agency I work for.
- Not that this is going to be taken to heart. Some of the nicest people I have met, work here for the State of Oregon. There are a lot of stress in these times. There are a lot of new technologies coming but one thing that never changes is human kindness. Either you show it or you don't. Whichever department you work for you work for the State of Oregon. We all make things happen every day. Showing kindness and having faith can move mountains. We can make or break our state. There are a lot of people out of work right now. We need to be aware of this when we make decisions that can affect our citizens. So I hope you remember that when you're in a meeting and discussing what you need to buy next. Remember a lot people are out of work, can this wait till another time. Thank-you
- Please provide staff training in basic Microsoft applications.
- provide commuter incentives
- Public services building received some kind of award for being green. This is absurd. The large windows are not insulated in anyways. It needs thick plastic insulation at least. Also, many of the tenants of the building have two large computer displays on their desk turned on all time – draining energy. IMO, state employees do not need multiple monitors. There is no productivity gain from having multiple monitors – no one can look at two monitor at the same time. Learning few simple key strokes to switch between application and windows is much better at increasing productivity. I think having more than one monitors actually decrease productivity because I see people moving things around all the time between the screens. Multiple monitors are intended for the people who need to track large amount of data, like stock traders. For those people the set up is useful because they can keep all data within the range of peripheral vision. They are not looking at everything at once but if something changes within their peripheral vision, they notice.
- Quit making financial decisions based on political perception and start doing what is truly right for our state.
- Recruit less, seek out agency resources more during peak workloads.
- Reimbursement for person vehicle use is far less that the rental rate at DAS.
- Restore coordination of the Employee Suggestion Awards Program
- Risk is something that cannot go away. It may need to be reorganized but the function should remain in a central location.
- roles/responsibilities within this organization are complex and difficult for a new employee to navigate finding information to provide opportunities for better understanding
- Safety Issue - There is no lights or sounding device at the basement parking garage door which opens to an active sidewalk.
- See b and c above. I have literally sat at my desk, with one ear listening to one part of Network while the other one held a co-workers phone talking to another person at Network about the same issue and I could hear them echoing. I finally had to make them turn around and talk to each other!
- Shuttle mail service has been great, especially the PacTrac service as we can now send client files w/a tracking number at a lower cost rather than using UPS
- Sometimes companies that we contract with charge a lot for their services. For one Optimal language translation services charges \$100 per hour plus travel and mileage. I would think that the State could find someone cheaper to

do the same thing. Plus, this company is out of Florida. Don't we have any in our own State to contract with?

- Statewide newsletter might be nice?
- Stop trying to make the Mall area non-smoking. Smokers should have some right to smoke outside of the agencies they work at, after all our tax dollars help pay for state services....
- Stop worrying about public impression and determine what is actually best for the needs of the customer, and what is best for the budget of the state to keep expenses down (both short term and long term expenses).
- Thank you for asking for feedback. There are probably many more services I use that DAS performs; I just don't know it.
- Thank you for the opportunity to participate in the survey
- thanks for all of your hard work!
- Thanks for making the effort to recognize your internal customers.
- Thanks for the opportunity to gripe. Hope all respondents' comments are considered.
- Thanks for the opportunity to participate in the survey. Hope we will be able to hear what the results are soon.
- Thanks for the opportunity to provide feedback. I sincerely hope it will be closely reviewed and that changes will occur because of it.
- The GEO function offers valuable services that benefit agencies like ours statewide. Effective coordination and a good vision for the State's GIS leadership role are valued and show good cost/value.
- The Progress Board and Oregon Benchmarks provided some limited direction to state government that is now completely missing.
- The state class comp system is in need of major overhaul. I believe we could also benefit greatly from a firmer stance with the labor organizations.
- The state website content management system is really bad. Too many clicks; uninteresting; not engaging to users. Needs a serious overhaul.
- There are some great, competent staff at DAS. However, with the amount of work that is on the horizon, there is a disconnect with what can be done accurately the first time. Eliminate everything that is not necessary and change unnecessary OARs to align the new role of DAS.
- There is too much management in all of Oregon agencies. There is no ability to advance unless you are a "chosen" pet of some manager. There's too many cooks watching the pot and offering advice. They need to be taken out of the way.
- Too many lawyers are managing, not the professional administrators
- We are a service providing organization, I think that politically speaking DAS is generally on the hot seat based upon the fact that we charge assessments to agencies usually based upon FTE/budget size figures which is pretty arbitrary in nature. This has been review to find better ways to assess agencies but in the end nothing changed because in reality DAS has to keep its doors open and operate mostly to support the smaller agencies while charging the larger agencies the majority of the cost. I think that DAS serves its purpose for smaller agencies who are not able to perform these duties on their own but does not make sense for larger agencies in most cases. I believe that DAS serves a vital purpose and I am proud to be a part of this organization.
- we could save more money by keeping up with changes in the way and the location in which work is done, for example, we might be able to save a lot of money by not leasing as many spaces, small offices might be able to

transition to home-based work or shared office spaces

- We only use DAS to purchase checks, which are actually printed by Shelton-Turnbull.
- what does DAS stand for?
- What happened to the Strategic Improvement Project? I hoped this would help in some of these areas.
- Wish the Portland Motor pool was still open. I don't understand why we are giving our money to Enterprise instead of keeping it in house.
- with agencies trying to be more efficient why do some agencies (DHS) not allow managers to have flex work schedules, this cuts down on cost
- Payroll help is outstanding
- I wanted to do this survey not because I feel there is much room for improvement within DAS - our office is semi-independent and we do not utilize DAS programs very much. But when we do, I am ALWAYS treated with courtesy and kindness. I have found that people are patient and go out of their way to be helpful. Typically this is a sign of good management.
- DAS does a great job at providing service to our agency and has always gone out of their way to provide awesome service, which makes my job a lot easier. Thank you!
- DAS does great work under difficult conditions.
- DAS is doing an excellent job!
- Generally I think we all appreciate the many services DAS offers and your good customer service -- just looking at the 49 services reminds me of how much you do to support state government work -- Thank you all for this.
- Generally, other than the above, the Oregon State system is great.
- generally, you do a good job.
- I appreciate the employee's at DAS for providing additional help with the new system.
- I appreciate the hard work done at DAS, and I hope the people there hear it.
- I appreciate the work that DAS does; so often it's behind the scenes work that we don't notice, but without it we'd be at a loss.
- I continue to say & truly believe DAS has made great strides in the last two years. Change can be painful, can't imagine how much for a regulatory agency. We all know & understand that the fine line has to be walked between regulatory & customer service. DAS has made more progress than thought possible in accomplishing that recently.
- I have been impressed with the expertise and helpfulness of the DAS employees
- I have nothing but good things to say about the staff we deal with in parking, key card shop, custodial, and facilities. They are top notch and very responsive to our needs.
- I think DAS provides pretty good service and should be commended for the job it does.
- If they treat all state agencies as they have our agency this past year they are a great value to the State of Oregon.
- no improvement needed

- Staff are responsive and helpful
- The people I work with at DAS are helpful, informative and always willing lend a hand any way. I do appreciate it.
- the services I receive work well. Keep up good work
- We are very satisfied with the professional courtesies that DAS staff provide to our agency.
- Wish I had something to say. I think given the times we are in things are going well
- Most of my knowledge comes from working with Printing & Distribution, so I have very little knowledge about other DAS services. Some of my evaluations reflected an assumption on my part that they set policy without working knowledge - but I don't really know that.
- DAS handles things that are done by multiple agencies to reduce duplication of effort. Payroll sets the rules for all agencies - the State Data Center should operate in the same manner. DAS should also increase their audits of various agencies - there has been too much mismanagement of state agencies in the news - we need to uncover problems before they reach the papers.
- DAS is doing great despite their staff cutbacks, but could do better by eliminating cumbersome processes. STREAMLINE. :)
- DAS is more of a roadblock to agency efficiency than it is an instrument of efficiency
- Das is too large an organization to be effective. It is not very nimble and very rigid in its decision making and offer very little collaboration in strategic planning
- DAS needs to focus on its core function - administration and stop taking over other agency roles and functioning like a government within the government
- DAS needs to get out of their box and learn what other agencies are doing and adapt to other agency needs. Stop dictating! DAS is not always the expert or always correct in their decision making.
- DAS seems out of touch with the "real world". This is demonstrated by pure bullheadedness in how some procurement contracts were let in spite of the selection committee explaining how the DAS process would muddy the waters (State Ergo Chair Contract) State safety management is almost non-existent and when it does perform it is months to years behind the larger agency programs.
- DAS should be seen as the experts and a resource for agencies to tap into rather than a "process step" to get through on the way to the outcome desired. Perhaps there should be more rotations through the DAS areas to insure that there is the knowledge and the expertise needed to provide this leadership. It seems that rotations are now used to find "homes" for managers that may not have fit where they came from rather than bringing in the best to the agency.
- I would like to look to DAS as a trusted resource to problem solve, not to do everyday work that is best done in the agency
- More flexibility within DAS policies.
- Since the creation of DAS it has grown into a bureaucratic monster that adds no to very little value to agency procurement, IT and other practices. It's only value is in a statewide debt management system and accounting statewide for the budget.
- The DAS employees we deal with have been terrific. The policies we deal with involving procurement and facilities are difficult to deal with and lead to many inefficiencies
- there is a need for structure. managers have too much to do and are limited therefore forced to be reactive rather

than proactive. need levels of lead worker, supervisor and manager.

- There should be a person or persons in accounting departments that handle all VISA transactions for a particular agency. There should be a person or persons to create/modify all purchase orders for a particular agency. There should be a person or persons in payroll that do the timekeeping for all departments. These duties should not be put onto other departments. These duties belong with the department responsible for handling them.
- Think twice about mandating heavy-handed edicts about workspaces under the auspices of energy conservation (like what is allowable in cubicles) and set conservations targets and allow agency mgmt to figure out how to meet them. No exceptions policies, though commonly necessary, should absolutely be minimized or you'll drive the best talent out the organization under the sheer weight of well-intended but niggling detail.
- unfortunately, I am afraid inefficiencies are inherent due to need to meet legislated directives.
- While I understand the state has fiscal issues, it would sure be nice to have better technology and change processes to meet best business practices. We have to do a lot of the same work in multiple systems to manage the business (like time and attendance)
- Rebuild and reorganize DAS State Procurement. By doing so would save millions putting a person who understands business rather the "the Old Boys Club"
- The publications billing department has been terrific in straightening out errors. My biggest complaint with DAS services has to do with employees in the parking office treating me as if I were stupid, and denying that they could have made a mistake.
- DAS publishing is slow to provide invoices but quick to send an aging list. There is no communication that invoices are delayed and many times email questions remain unanswered.
- The consulting services currently provided by DAS Risk Management are of such poor quality, the unit could easily be eliminated without being missed. It would be advisable to contract for risk services with a professional private organization that could deliver defined results.
- The Risk Mgmt staff is wonderful to deal with. Their professionalism and prompt response is most appreciated.
- 1 year as a state employee, 30 years in private sector in IT mgmt. E-mail is a mess, SDC needs to set the direction and take the ship in the right direction. Too much passivity so nothing gets done. Oh, and I'm from NY so take that into consideration - we tend to be more direct.
- At the beginning it was hoped that the SDC would provide beneficial results for all agencies but the reality is that it has used some agencies to financially support other agencies to the detriment of the original agency
- I am extremely disappointed in the SDC. What a waste of money.
- I believe that DAS is charged with so many enterprise responsibilities that it is hard to see success. SDC is in a big spotlight, as it is still trying to recover from its 'lift and drop' beginnings. Need to really look at cost of services so that agencies can afford to do their business
- It takes months for a new server to be approved and put into production at the State Data Center. They should consider allowing line agencies to take back their servers if they want and this should help them scale back and to work on providing actual quality services and to have service level agreements they can actually keep (none exist now for good reason).
- Many people I work with spend a lot of time contorting themselves to comply with DAS policies while still getting their jobs done on time and on budget. We wonder who things ever got into this condition. The SDC cannot be recovered without a reset and replan, but we hear nothing of that.
- Sad but true: a SDC virtual windows server cost over \$600 per month, 1and1 hosting cost \$60 per month. How can

they charge 10 times as much?

- Since the SDC has been created, IT budgets have gone through the roof.
- The formation, creation, and implementation of a statewide data center has been one of the worst creations wasting millions of taxpayer dollars, without increasing efficiency or reducing costs whatsoever. The mission statement and whole business case for creating the state data center was flawed. There was no way, from the start, that its creation could have ever reduced the quantity of employees performing IT functions in the state, and no way that new architecture would have saved the state money due to economies of scale. The original business case for creating such a monstrosity was not validated by any audit. If it were, the state could have avoided the whole mess in the first place.
- The rates and overall effectiveness of the SDC should be evaluated and compared to similar services provided by the private sector.
- With the State Data Center it was probably a good idea, but in my experience the execution hasn't lived up to the expectations. It might have better to leave each agency have its own data center.
- All of my frustration comes from actual day to day experience working with other state agencies. Activities that take a day or an hour to do as a private business take the state a minimum of a week, sometimes a month, and the costs associated with it are more.
- DAS has lost its customer focus. It appears to be empire building, cutting service that impact the agencies while not really cutting itself. It is becoming an albatross around the necks of most agencies. In meetings and general conversations with other managers I am always surprised the effort expended to avoid dealing with DAS and the comments as to lack of value of most services provided.
- DAS staff I have contacted have always been courteous. Formerly, I had trouble with unreturned phone calls, but recently printing/distribution staff have been excellent in this regard.
- DAS was created to serve the agencies. Agencies have no choice but to use DAS services and DAS charges are so great that the reality is the agencies are serving DAS. This needs changed.
- It would help if they gave consideration to how their policies and procedures impact the workload and working conditions of agency staff. Many of their dictums seem oblivious to that impact. In a competitive commercial environment they would be without customers in a couple of months. The general attitude seems often to be that we work for them rather than that they serve us.
- It's frustrating dealing with DAS often calls for service are forgotten, I called 3 times for service in 6 wks for the same thing
- The reason I took this survey is because I have ordered a couple of times, a permanently assigned vehicle. The first time it took about 6 months to receive just a normal car. Currently, I have ordered another one (whatever is available). It would be nice to know when Fleet Management gets the request, that the requesting person be notified along with how long it may take and how to best pick it up.
- Under B, I identified two sections that do a great job of customer service. DAS staff get stuck thinking they don't have to provide customer service because they are regulatory, this is false thinking, you can do both successfully.
- Why do we need all the branches of DAS. DAS seems more self-serving than serving the needs of agencies.
- Risk management, O&M, and Parking has become less and less responsive to the needs and concerns of state employees, in general, and, in particular, agency safety staff--the ones who are on the front lines every day and have feedback/ideas of value to offer.
- I so appreciate all the assistance we receive from the analysts and managers at SPO. I wish they knew how much they're valued!

- Oregon State Surplus is an asset to the State in order to re-sale material.
- Better definitions were needed and what is exactly roles and responsibilities of some of the sections. I would have had better answers if I know exactly what the divisions were. example - I work with someone from DAS Risk, I am not sure what part of Risk they are in exactly.
- Due to the fact that I am running out of time to submit this survey by the deadline today, I have had to bypass some survey pages and fields. This survey was too long and involved and my workload is too great to spend the amount of time I would have liked to complete it more thoroughly. I think this survey could have been made shorter.
- I applaud your efforts to solicit feedback on the job DAS is doing, but this survey does not allow me to give helpful feedback. For one thing, I don't know how to answer many of these questions. Perhaps it would be helpful to briefly explain what each unit does. For example, at the beginning of the survey I picked payroll services because I think that's who deals with my time capture, etc. but the questions regarding that unit don't allow me to give details about how tedious and inflexible the time capture program is.
- I don't know what you are trying to determine with your survey of the top ten DAS services. I think all of your services meet a need and just because I didn't pick one of them, like Labor Relations, Labor Relations is still important.
- I have once again taken valuable time to fill out a DAS survey. I have done this MANY times in the past as both an employee and a customer. Please communicate the responses and subsequent actions. Please do not write off negative comments with the patronizing "no-one ever gives good grades to oversight functions" -- if that's how you feel, quit asking for input
- I really hated this survey: structure not user friendly, questions calling for conclusions based on information I don't know, requesting opinions about functions I haven't dealt with...
- I wish I knew that these questions were going to be asked. I probably would have something to write but I am very busy right now and do not have time to think these thru. We seem to be having a high turnover of employees right now so everyone is taking on extra work which leaves little time to do these types of surveys.
- Survey does NOT display correctly and difficult to complete in Internet Explorer 8
- Thank you for allowing everyone to participate in this survey. The questions really made me think, which doesn't happen very often in these situations.
- This survey instrument crashed my computer three times before I could finish it. If your response is low, that may be part of the reason.
- This survey is too long.
- This survey was hard to figure out (section 4 really confused me), hard to know what specific service was actually contained within what organizational part of DAS, and was too complicated/long
- This survey was of the poorest quality I've seen yet. The Qualtrics tool was slow, the questions, particularly in the "To what extent are key policy..." section, were extremely awkwardly worded and meaningless to most respondents, and overall it took far too long to complete. I'd strongly recommend using focus groups to get more detailed responses rather than this scattershot approach, where self selection skews statistical results to such a degree that the results are useless, and provide a specious sense of accuracy. I appreciate the fact that as a customer, DAS is interested in my opinion of their services, but the format and resulting data of this survey are a waste of my time, and this will likely be the last survey I take of DAS until things are changed.
- This survey was one of the most confusing and difficult to follow/understand. Writing survey's in common language that all parties can grasp. I feel like it would not matter if I answered this or not.

- This survey was too detailed for the kind of position most employees are in. It should have been targeted at key positions. I don't even know what most of the divisions are, and their names are arcane.
- This survey was very hard to use. I recommend you list the services provided by each group to make it easier to select the right groups (non-DAS employees do not necessarily know how DAS is organized). Also, going back and forth within the survey was very cumbersome, you might try something more user friendly, like Survey Monkey.
- this survey was way too long
- You are going to get skewed results from this survey. It was not written for comments from rank and file. I was not allowed to skip #4, yet I have no idea what all the depts do so cannot evaluate their importance. I arbitrarily picked a response in order to finish the survey. I'm sorry, but the questions were poorly designed. They do not capture the interaction "regular" staff have with DAS services.
- You'd be better served if this and future surveys are focused more to management and business office personnel.
- As an Oregon citizen and taxpayer, I'd like to know how we can afford to build new private offices for executive level managers, move an entire floor around at the HSB, and relocate an entire work unit to the Library? How is this justified in terms of furlough days?
- Close DAS and save the Tax payers money. A lot of money!
- I value the services provided by DAS. I understand the need for budget reduction at this time, but be careful what you cut as in the long run can end up costing the tax payer more money if services have to be outsourced to a private entity. yes it will cost upfront, but one must look beyond today and outside the box for long term efficiency that supports the initial cost.
- Facility coordinators cannot possibly manage the large territories that they are assigned to. Extreme "wait" time and "transportation" issues - specifically in Eastern Oregon.
- The people I've dealt with have been very nice and helpful. Response times could be improved.
- Bring back management training specific to state government. It can't be replaced by other vendors and agencies will be duplicating efforts to replace it. Generally, I come into contact with dedicated and knowledgeable staff.
- I hope that DAS will continue to offer statewide training opportunities. I took an introductory management class with students from other state agencies and really enjoyed and learned a lot just from the intermingling of students. On a different note, Improve the lighting in the Capitol Mall parking garage -- it is very dim down there.
- I recommend an audit of training that is available in agencies and that which is needed but is not available and then see if DAS can provide in a cost-effective manner (such as the domestic violence training).
- RSTARS/ADPIC training should be taught not heres a book and worksheet now figure it out. I did not like having to take training on all of RSTARS OR ADPICS in order to get to the section I would actually be using in my agency for my job. I never want to be sent for training again.
- I am concerned about the DAS wall-to-wall. Where is the project plan? What are the deliverables? What are the timelines? How much are the agencies paying for this?
- I am very skeptical about the effectiveness of the Wall 2 Wall initiative because of the leadership there.
- Keep trying - and the Wall2Wall effort is good, even though I hate hokey names like that!
- Culture at DAS should shift to support-driven rather than dictate to Agencies; push to centralize services and information has resulted in wasteful duplication
- DAS has serious problems when it own employees tell other state employees that its employer (DAS) wastes state

GF \$ and duplicates services.

- DAS is referred to as the "Department of Absolute Stupidity" by most people I meet in state gov't and is found to be exceptionally inefficient, something that it then forces other state agencies to be.
- DAS needs to complete a critical self review with the goal of becoming smaller. DAS uses a lot of state resources and produces little in value to the citizens of Oregon. I have worked nine years in federal service and 20 years with county government as well as assignments to several other governmental entities. I have never seen an organization that is more inefficient or "bloated" than DAS. There are certainly functions that an organization like DAS could provide to make state government more efficient (like fleet services). But DAS has grown itself to try and run government in its own image. This is a sad example for the state and a waste of taxpayer money.
- I understand DAS is pulled in a lot of different directions and it tasked with a tough job, but I believe the state would be better served if the duplicative services were eliminated or substantially reduced.
- Mail services at the P&D plant are in desperate need of improvement. from service to billing, there are issues that define "red tape" and governmental waste.
- Much of this agency is duplicative or not necessary, except for in key policy areas.
- We believe DAS is the largest waste of state spending
- When a vehicle needs to be replaced due to mechanical issues, we should not have to continue putting \$\$ into the vehicle just because it has not reached the specified mileage for replacement. Some vehicles burn out faster than others, especially field vehicles.

4. Employee Survey Verbatim Comments

A. What one issue do you think the DAS organization should be paying more attention to than it has been?

- Trying to change the perception other state agencies may have of DAS to a more positive view
- Negative reputation with other state agencies.
- Transparency within and without the Division. Open, clear and TIMELY communication. We often find out what issues affect us from OTHER divisions within DAS.
- Communication
- It frequently doesn't consider the cost impact on customer agencies.
- Cultural change to creating an Enterprise mentality
- Custodial
- Policy made at top and then carried out by lowest ranking personnel a lot of time customer service is left out of the picture
- Service Delivery
- How you're perceived by our customers at a non-executive level

- Customer service; not paperwork / forms
- Listen to the customer's needs and work with them for the proper solution and not force feed them because "that's how it's always been done".
- Service outputs from the customer viewpoint, not from the DAS-directed viewpoint.
- Listen to customer's needs. Provide prompt service.
- Customer (state and local government) needs.
- Customers as it relates to all of us.
- Consistency and additional focus on customer service.
- Quality, Facilities, customers satisfaction guaranty.
- Customer Service: What are customer needs? How are needs changing? What is the level of service expected? Why? How closely do we meet expectations?
- Customer Satisfaction
- Keeping the tenants happy and keeping them to their leases
- The public and the legislature need better service from the state auditors. They are not providing accurate professional information regarding the true state of SDC affairs. There are issues that need focus, but they are funding, staffing, and better control of agency IT management.
- Our 'brand image'. DAS doesn't have the best reputation, and after joining its team, I can see why, when we have management that tell us we need to be more forceful when dealing with outsiders. DAS could show more empathy and understanding to its customers, both internal and external, and work harder to find solutions that would benefit all. Consider updating obsolete forms. Consider changing business practices - the world changes around us, and we should take the lessons learned by outside organizations and apply those lessons, when appropriate, internally so we function more efficiently and effectively.
- Making sure employees are closing the loop with our customers, so that they don't have to call office for updates.
- Customer service between co-workers
- Customer Service
- I don't really know. Maybe remembering that DAS needs to be a leader in its role of serving other agencies and the public.
- Building trust between DAS divisions and between DAS and our customers. Building trust between the Director's Office and the rank and file employees is especially important at this time with the Wall 2 Wall initiative. The Director's Office should also be more friendly to all employees. They tend to greet only certain employees. This does not build trust. Someone from the Director's Office should meet at least yearly with each division's employees to help build trust.
- Ensuring we are fulfilling our customers' needs and being very clear about the services we are able to provide.
- Customer engagement - making an effort to know what current services our customers value and what they would like us to provide that we currently don't offer.
- In general, the more you centralize a service and isolate the people who provide it from those who use it, the poorer the service provided. This is the fundamental problem with the state data center, and it applies to varying degrees with other DAS services.
- The Wall2Wall initiative is a very good endeavor. However, the department needs to remember that we have lost staff to handle the everyday work. It's becoming more difficult to serve our customers when we have department/division initiatives that also require our work.
- Better educating legislators on what DAS does.
- Better soft ware programs
- Data Driven Decision making

- All of the information systems are old and inefficient.
- The state's financial system is out of date and should interface with other programs more effectively
- Leadership must stop making decisions involving IT without significant input- early in the process- from technical staff. Millions of dollars and years have been needlessly wasted because leadership are misdirected by vendors, consultants, and advertising.
- How different the various divisions are and there is no one size fits all
- defining an actionable mission and working toward that goal, rather than defining squishy general goals such as "diversity," "excellence," "customer service"
- It self and what it does and where it is going.
- Hmm. Define our mission and strategy. Figure out what DAS is, why we exist. Identify barriers to our mission and objectives, and direct resources accordingly.
- Getting ahead of the curve on enterprise (statewide) issues.
- Create a true Strategic Plan
- I don't see any reason to change. I think the agency's current leadership is doing a good job.
- Their employees, make sure to keep the once that work hard. Not let Administration chooses the people they like and promote only those people even if they are not good leaders/worker.
- The hiring of bad supervisors
- Better leadership, managers that are not pathetic and inappropriate.
- How management treats their subordinates. Professionalism implies character, lashing out implies a lack thereof. Lashing out also causes job stress and depression about ones work.
- Overseeing operations in all Divisions for efficiency.
- too many big chiefs not enough workers
- The number of people in management and especially their support staff continues to grow, while the actual "worker bee" numbers continue to decline. Let's cut some redundant management positions. Does every mid level manager need a staff directly under them to manage their daily business for them?
- The Wall 2 Wall Initiative needs stronger leadership from senior management and greater attention from the organization if it is to be successful.
- Accountability for managers/supervisors. - Tenure should not be the determining factor/ how about performance and treatment of staff.
- Oversight of management indiscretions
- Replace DAS Director, Deputy Director, and HRSD Administrator with competent leaders who truly care about and appreciate employees.
- managers and the work they do or not; we have managers who have been hire simply because they know someone in the division.
- DAS is getting top heavy, it's like a inverted pyramid. How many managerial level people were hired after the layoffs in the summer of 2009???
- Management accountability for goals and efficiencies.
- managers assistant managers the custodial managers who know nothing about custodial.
- managers who are holding positions in which they have no business being there.
- cohesiveness between supervisors and employees. During this hard time. With high workloads with fewer employees it is harder to meet all needs within a short timeframe. Need to work to accomplish goals but not the pressure of bully tactics.
- Evaluating managers internally
- Reviewing upper leadership (director of operations) that do not know how to direct

- Evaluate management's performance/effectiveness (and including subordinate input) and hold them accountable for improvement
- too many managers, and they make a lot of money, could skim a few and save jobs for real workers
- Managing poor behaviors
- Improving working relationships between divisions.
- Communication of leadership initiatives. Once a month through e-Connect is not enough.
- Diversity (ethnicity) of people in management positions (managers not just management services positions).
- That XXX is running Facilities into the ground and nothing is being done about it. The fact that she is such good friends with XXXX virtually ensures that nothing will be done about her systematic demolition of the morale of the employees there.
- The issue of poor performance and acting upon this in the form of coaching, discipline, and even termination; management is too lax on this issue to the extent they ignore most of it
- Ensuring employees meet true standard job performance requirements and not playing favorites.
- Weeding out employees who do not pull their full weight to getting the job done.
- There is a person at P&D that abuses her position as team leader and HER supervisor enables her to do it. She calls in sick EVERY week at least one or two days and comes in late EVERYDAY and leaves early. She says she is "flexing", but we all know she is not. She assumes everyone is blind to what she is doing. She is a joke to this division and if we can handle her being gone so much, then maybe her position is not needed. That would save the state a lot of money as she is in an Executive position and gets paid out of class. We all have been wondering for years how she can get away with this.
- there seems to be no accountability required of employee INDIVIDUAL performance and behaviors
- Try to truly define and follow through with the concept of "what is in the best interest of the State".
- Ensuring that SME are identified correctly and then asked and listen to their input before making changes.
- Performance of our Division Administrator
- Our Administrator has a very hard job making change, layoffs most are very angry, get rid of the good old boy stuff.
- what their employees are up to.
- Developing performance measures, evaluating our effectiveness, and publishing those results.
- I believe they should pay attention to individuals who abuse the use of State time. Such as individuals that take time off but don't claim it on the time capture. Or individuals that flex schedules at their start time and then don't stay for the entire time.
- Getting better quality people in the direct "unit supervisory" positions.
- Timely recognition of employee capabilities. Many employees lost before their skills recognized/used.
- DAS Employee Services - They need to take a hard stand on performance issues.
- slackers.....write them up and get rid of them
- Staff ineptness
- State Data Center has really good staff and a management team however they really have too much work that needs accomplished to the ratio of staff they have.
- Get the unions out so employees will either be productive or jobs will open for someone who does want to work.
- How DAS continues to offer statewide services to agencies when we keep shrinking in employees and resources?
- Choosing divisional administrators based on education, background, proven abilities and a record of success and most importantly, actual qualifications.

- The time several employees spend smoking several times throughout the day. It amounts to more than their break times.
- The fact that SDC is understaffed and under budgeted for the additional services SDC needs to provide the other agencies due to those agencies budget reductions.
- Retirement of employees which causes loss of Institutional knowledge.
- Do a better job of hiring the right people, developing internal talent and holding managers and lead workers accountable for their decisions. Example: If a manager/lead worker chooses the wrong person to assign a project to, and there are problems they should be held accountable. Stop wasting tax payer money on employees who do not perform, waste time and mess things up. Hold managers accountable for the performance of their teams!
- Following DAS internal policies if the expectation is that state agencies will follow DAS division policies
- Consistent enforcement of policies across state government
- Policy and procedures, sometimes "the way we've always done it" is the correct path to follow, these practices are in place for a reason.
- Separation of Policy, Monitoring, Enforcement and the Service Delivery
- Setting policies that punish "the whole" (across DAS, across other agencies) because of the "bad behavior" of a few
- How valuable or critical are our policies in order of most restrictive first, to least restrictive. Let's eliminate the restrictive, non critical policies and rules.
- How we best provide a solid foundation for service and policy functions for the agency with transient leadership.
- Consistent application of policies throughout state agencies.
- The disconnect between DAS decision makers and the impact on customer Agency services. DAS has a reputation for making decisions that hurt the agencies with no feedback from the agencies.
- Rigid interpretation of statute and policy, balance with customer service.
- Incompetence, and nepotism at the highest levels leading to MANY cost-increasing mistakes due to ego.
- Who is doing their jobs
- Workload, because we do more with less. People being willing to do more than one thing at a time to help pull the weight.
- The experience, knowledge, and abilities of management at all levels to manage the specific sections they are assigned to.
- The non-performing employees
- More effective and reasonable workforce
- The Authority to Responsibility (e.g. give authority to those responsible)
- Respectfulness of individual employees. Some managers put pressure on their employees to treat others with mistrust.
- Employee satisfaction
- Employee Morale (the biggest gain in efficiency; the happier the people, the more productive).
- Employee morale - these are tough times to be a state employee.
- The needs of state employees
- People working all the hours they should be working.
- employee morale
- Maintain its best assets - the employees
- Employee morale, without that it is tough to have great customer service.

- Employee morale and satisfaction then with making the winds of taxpayers, media and public opinion (whether right or wrong)
- Employee position security.
- Morale, It seem that anything to do with employee's comfort and morale in the work place is not acceptable anymore.
- To remember that everyone matters, and that we're all on the same "team".
- Employee's, make them feel important then they will pass that on to the customers they serve.
- let us work a straight 8 hour shift....or pay us for the 1/2 break that we have to stay for but rarely take
- Employee needs and benefits.
- keeping its people employed
- Valuing their employees
- creating an environment where people are valued, their participation is encouraged and acknowledged
- Employee morale
- racism and time spending
- value of employees
- Its people treat them better
- Morale of the workers. Being honest about what is happening in the workplace.
- their employees. they are a great asset
- to his people because they are nothing without them.
- managers and staff
- We need to know for sure if we are going to be around, of whether or not our jobs will be outsourced, so that there can be more honesty in workplace communication.
- employee morale
- The moral is destroyed from constant change, fear of what upper management is doing or plans to do without employee involvement, economic downturn, etc. so recognize that too much change too fast is destroying desire to come to work or enjoyment of working for DAS
- Value the human resource, listen to the workers, and show them respect.
- Moral boosting and hope in the custodial program. Tall order but esteem and value are low. Offer challenge to Custodial to perform so well as to have complaints from buildings not wanting to lose the quality service. appeal to the competitive heart.
- Do a better job of communicating the successes. A lot of good is getting done with very little attention.
- Communication, team work
- I am uncertain where the agency is going, there doesn't seem to be a message from the Director's Office about the mission of the agency and how all of the divisions fit into that mission. DAS got really beaten up last legislative session and the agency took a lot of budget reductions; it doesn't seem like we've recovered from that. As an employee of HRSD, it seems that we took a disproportionate hit in layoffs; we have had 17 people leave the division in the last year due to layoffs. When are other divisions going to do their share? If there is an intention for some divisions to be held to different standards because the services they provide, then this needs to be communicated to the entire agency so we can understand the direction the agency is headed and the decisions made by the DAS Exec. Team to cut some divisions more than others.
- Internal communications - we do not know enough about ourselves to help each other!

- Employee compensation for non-management due to vast technological and environmental changes
- STOP creating new units & hiring employees at a high salary range for the new units.
- management service benefits
- reversing wage freeze & cost of living increase
- The effect of uncertainty of future employment or pay loss on employees. Good people won't stay if there is no hope for better in the future. Currently DAS director messages are all "don't count on anything good for employees."
- re-evaluate salaries to be at least close to the level of outside industries
- DAS has been satisfied with mediocrity instead of striving to be the premier agency of state government. We bicker within the agency instead of presenting a united, cohesive agency. DAS would be better named DoAS - Do as we say, not as we do; we inconsistently violate our own policies. Training was slashed instead of increased at a time when agency management across state government struggles. DAS should also take a more proactive (stronger) role in establishing leaders in state agencies and weed out those that have proven not to be leaders.
- Adequate staffing of the State Data Center. More workload is added regularly with no increase in staffing.
- Continue to communicate with employees on "change".
- better pay for what we do
- That their employees are being compensated for the work they do - If you add duties to a position they should look to see if it changes that positions classification.
- Effective deployment of resources in line with the division's stated goals.
- Trying to handle too much at one time. Focus on little accomplishments and move out.
- Break down the silos of the agency. Every division shouldn't just run in their own direction because they want to and think they know better than all others.
- The problem of continuity of procedure - so many times state employees leave a position and there is no training for the replacement person. Sometimes positions are left vacant and then filled later. This causes a longer learning curve for the new hire and also allows things to fall through the cracks because no one is aware of things not being done.
- The Procurement process is dreadful. It makes everyone look bad and inefficient.
- Streamlining processes
- DAS does not appear to operate as an overall cohesive work unit. Because there is much diversity between the functions of the Divisions, there appears to be a lot of fractures between Divisions that keep us from working together as an overall team.
- Bring the processes more current to the functionality of the Private Sector
- Coming up with an actionable plan for modernizing state government's infrastructure and the scope of services that government will be called upon to provide in the next 5-10 years. The number of citizens employed in the state has been reduced to the number of citizens that were employed in 1990 according to the State Economist's last economic report. With a large federal deficit and smaller workforce providing revenues, DAS should be focused on making state government more efficient. For example, the state's financial management system is very old, custom developed and mainframe based. It does not provide nearly the level of information about state finances that an enterprise resource management system will provide through commercial vendors that would also include HR, payroll, contracts, etc. investing in technologies and processes that will meet future demand and fundamentally change how DAS does business would allow for a leaner, streamlined state government that could meet the current and future economic conditions as well as the citizens it serves
- Transformation- - we can't be all things to all agencies.
- Streamline procurement

- Improving redundancies throughout work units & divisions
- Telecommuting/Timework. If staff are not needed to be physically in an office, save building and parking space, cars on the road polluting, parking costs
- Get cars off the road, allow more telework/telecommuting. Part time telework means you still have to drive some days and use and pay for parking.
- enhance the skills and knowledge of managers regarding running a business, leading through change, and engaging staff
- How to implement change successfully
- A true assessment of what is required to do its job--processes, personnel and policies.
- Employee Development for Career Advancement for those who plan on staying with the state.
- Transition management in light of an ever-changing economic and legislative environment.
- Career Training/ job shadowing/ job rotations/ mentorships opportunities fairly across the board for all employees to be able to take advantage of.
- Getting the next Governor's administration to understand the benefits and drawbacks to the current Executive Branch structure
- Direct management of the unit to improve process and procedures. Training and feedback to benefit the employees ability to do a good job.
- Helping the legislature understand the importance of having appropriate resources for the scale of the DAS mission. Report on the cost as a percentage of the cost of both General Funded and Other Funds (we support them all). Our overhead is low when you take the entire spend in consideration.
- Educating agencies about the role of DAS in providing services to the State
- communicate the value and importance of what DAS does to the Legislature and agencies.
- Extracting more value from the skills of existing staff. We need pilot projects with cross-functional high performing teams based on collaboration, competence, careful selection of team members, and management support.
- How much money we are wasting on management services, we are way to top heavy.
- How well the financial resources (budget for divisions) are used.
- Waste reduction. Less printing more scanning. Do we really need to have pink polka dot file folders and the special fine point purple ink pens from OfficeMax?
- Saving Money within their department and save money for all the agencies
- How about LESS attention to Wall-to-Wall? I'm not saying that there is not room for improvement, it just seems that there is a lot of time and resources being taken up by something I don't really know that a lot of employees have 'bought into'.
- Replacement of Manufacturer Discontinued products. Replacement cost is less expensive than correcting after failure.
- wasted man hours
- Reducing executive overhead in lean times.
- wasting money on things that aren't cost effective (ex. wall 2 wall)
- It's people. Before laying off staff and eliminating services DAS should be reduce/restrict non-value added expenditures such as out of state travel and creation of new programs just for the sake of kingdom building.
- Making decisions. There is a lack of making a decision because someone might be upset, but that lack of moving forward causes too many wasted efforts both in staff time and program efficiency.
- Reducing costs and eliminating unnecessary programs/staff to save taxpayers money, thereby encouraging more sustainable (non-government) business growth
- The amount of time being wasted taking this worthless survey
- Rising Costs at the SDC.

- Wall to Wall is quite expensive and is anticipated to be another exercise in futility.
- Waste/efficiency
- Waste in terms of budget and resources
- Make budget cuts broader not decimating one group of people.
- Reduction of labor hours/over-head
- Suggestions from employees regarding cost savings to state. It is our jobs that are on the line, so who better to come up with suggestions in order to save the loss of our employment?
- How much money they spend on consultants, motivational speakers, posters, etc... and the wasted money and time of managers and other state employees who spend their time in meetings instead of working.
- spending money... employees have pay freeze and furlough because the money is overspent on programs that fail..
- Stop making customer service #1 and let efficiencies and tax payers \$ drive solutions not how some state employee feels. The taxpayers are #1 ALWAYS ...except at DAS.
- The State Data Center is not competitively priced. It is a shame that new and/or major revisions to IT projects are not started or implemented because the hosting charges cannot be afforded by the other divisions within DAS. When the price of hosting outweighs the savings to be made by implementing technology changes, I believe there is a major problem. Implementing technological changes has, in the past, always been a way to save staff time and resources if not actual cash savings. Since the implementation and billing levels of the SDC have been in place I have seen numerous projects sidelined because of either the cost or the time it would take for the SDC to implement. I do want to note that the time to implement new hardware solutions has improved significantly in recent months, but is still prohibitive to implementing new systems in a reasonable time frame to respond to customer needs.
- Looking into ways to reduce inefficiency in government practices and improved state government services.
- The administrators ability to lead and make decisions on fact rather on the people she hangs out with, and to see that sometime ideas don't work and move on. Instead of wasting \$ on the idea.
- Reducing inefficiency and needless bureaucratic practices. The Balance between das focused services vs. enterprise focused services needs to be addressed. Operational units make decisions that have enterprise implications without consulting the enterprise focused divisions. Also Three IT departments is really inefficient.
- Finding ways to continue to save money while improving employee satisfaction.
- Reducing "red tape" and waste; Streamline processes and paperwork, Eliminate unneeded positions, Get people to work hard for 8 hours a day.
- 1) Finding ways to work more efficiently and smarter, to use technology better. 2) Being more consistent from division to division about giving firm policy guidance to agencies.
- reducing the total number of state employees
- Fairness of workload across divisions!
- Adequate staffing to accomplish the work

B. What is the most important thing DAS could do to improve customer services?

- A central message and more focus on customer service. A reward system for outstanding CS might be effective
- A designated customer service desk when entering east/west buildings would be a great start. Even a smile or nod from a receptionist would be an improvement.
- acknowledge their feelings of frustration about service they have received in the past, this would give

DAS some credibility for actually seeing the problems of the past.

- Actually listen to the customer but balance against constant knee jerk reaction change...think things all the way through with involvement at all levels of staff
- Add back our receptionist so we can get our real work done!
- additional employees to cover the work flow
- Additional training for both employees and customers.
- Address problem employees on an individual basis and not "sweep" their poor work habits under the carpet or give them promotions to get them out of an area, which only reinforces their poor work habits.
- Allow employees to be at their desks working with their manager to handle the work in a timely and effective manner. We could improve our bottom line. We have overworked people and we have people that are not using their time effectively. Management could assist and improve the unit if allowed the time to work with the employees.
- Allow more flexibility for the people in the Divisions that are making travel arrangements. Azumano is NOT the most cost effective and I spend more time trying to navigate through the system to ensure that I am adhering to DAS policy than we are saving through these so called contract rates. We can do a LOT better if we were allowed a little more freedom in selecting the best rates and best times for our employees who must travel; especially when on their own time.
- Allowing employee ownership of their work,.
- Appropriately respond to the customer's feedback, concerns and suggestions. Improved communication.
- Ask our customers what they want and expect.
- Ask the customer what they need and want.
- Ask the line personnel that has face to face meeting what does work and what doesn't work
- Balance workloads. Support employees.
- Be brave enough to stand up for the "right" answer in all sections.
- Be consistent.
- Be consistent.
- Be more assertive in driving change in the organization.
- Be more public about what we're accomplishing, doing, etc.
- Become a team - communicate with each other first and then with all division staff equally. There is no sense of team in this division. There is little acknowledgement of existing resources/needs before buying into the next big thing.
- better communications
- Better educating customers on what DAS and our division does.

- better managers and staff
- Better time management.
- Bring employees into DAS from other agencies to do shadow work with employees at DAS, so Agencies can see results and work that is done at DAS. That workers, not just management sees what DAS does for the Agencies.
- Change customer opinion of DAS as a whole. There is a lot of DAS hatred out there.
- Clarify which section provides what service.
- Clarifying DAS' role and agencies
- Clearer sense of what our mission and objectives are.
- Clearly delineate between our policy and service functions; then, recognize that different approaches to measuring customer service for those two items will provide more useful data
- Communicate
- communicate
- Communicate and involve the people that are affected the most
- Communicate more info, more often, with frequent updates. Management spends hours a day in meetings gaining info, yet management spends only hours per year disseminating this info.
- Communicate more with customers, measure performance, and listen!
- Communication
- communication
- Communication - internal and external
- Communication and follow up
- Concentrate on our mission rather than being swept away by the fear of bad publicity
- Consistency
- Continue to communicate regularly with internal and external customers
- Continue to improve processes in DAS
- Create a true Strategic Plan
- Create clear lines of delineation between what the supported agencies are responsible for and what DAS is responsible for.
- Customer feedbacks
- Customer Service Training - taking people OUT of customer service if they can't perform at a high level of customer service expectation
- DAS - Reduce procedural steps to accomplish tasks (which *should* improve responsiveness).

- DAS should accept responsibility where it has its faults, however, DAS shouldn't have to accept responsibility for another person's or agency's actions. DAS needs to stand up for itself and not cave in to a customer when DAS knows the customer is wrong.
- DAS should provide good and accurate information to those who inquire - forget the time-consuming general PR
- DAS waits for agencies to struggle and implode before taking action. Instead, the agency should be proactive and work more closely with agencies and intervene BEFORE trouble strikes. Also, understand how to implement policies before issuing policies. Agencies desire guidance on how to implement policies, especially when the policy makes no sense to them. Then, DAS needs to stop hammering on agencies when no guidance was given (agencies were just doing what they were allowed to do).
- Define who the customers are and ask them in a way that collects actionable data. Second, consider training so that every employee understands the concept: Moment of Truth in customer service and their role in creating it.
- Delegate genuine decision-making authority to the individuals doing the work. There are more staff at the SSD level, while eliminating positions and departments, such as the Portland and Eugene motor pools. It seems that we have moved toward centralizing and away from where the work gets done. (Ex. There are now 9 SSD-level staff where there used to be 3.)
- Determine what service DAS should provide.
- Develop a direction for our division, communicate it to our customers and create a work plan with objectives
- Developing a program where the DAS employee spends time in the agency position. Gives a different perspective - will give a different perspective to the issues.
- do some small services without charging them
- Educate customers on submitting files for job processing.
- Educating employees and public about DAS role and responsibilities to minimize negative feedback for doing our jobs
- Employee morale, without that it is tough to have great customer service.
- Empower ALL employees that show competence in customer relations to be the only point of contact with the customer. Train, or replace those who can't or won't.
- Encourage each Section to do its own (short) customer service survey (annually) and then implement a customer service improvement plan
- Enforce money policies. This is hard for the customer agency, but our true customer is the tax payer/citizen of Oregon. Gov't has forgotten that and is catering to internal political niceties instead of functioning as a provider of necessary services to our State and a good steward of taxpayer monies.
- Enforce the SDC service catalog standards and legislative directives agreed upon by all agencies AND NOT waffle to political whims of the agencies or individuals in those agencies.
- Enforcement of their policies, both statewide and internal. As written, they include very little in this area. Customers often want DAS to take a stand, rather than asking what everyone else wants them to do.

- Enforcing employee accountability
- Engage regularly with customers to better understand THEIR business.
- Ensure feedback is received at all levels and develop a plan to address any deficiencies.
- Ensure that DAS divisions are communicating well internally so there is unified communication to customers
- Establish quality control over all/most procurement instruments/documents generated. Establish a systematic level of review for most work generated.
- Evaluate the managers. Managers need to understand what their employees do, the systems they work on and how they can help to improve the processes.
- Figure out who the DAS customer is (not the division or section or work unit customer - the DAS customer).
- Fill vacant positions, so we can be where we're needed to be for our customers.
- Find out what our customers really value and want, and focus on the high priority items.
- Find out what the customer wants and clearly identify who the customer is.
- follow its own rules
- Follow through - demand a sense of accountable responsibility and professionalism.
- Follow-up in a timely manner on any issues or questions.
- Get direct line employees out to their customer agencies more and use the phone and email less for providing customer service.
- Get out in front of the customer more.
- Get rid of certain mid-level managers
- Get rid of employees who just show up as opposed to those of us who want to be here.
- give time and attention and take requests or inquiries seriously.
- Go out and talk to your customers. Find out why they don't like DAS and want to use their services.
- have a supervisor check on employees not just sit in an office.
- Have better trained employees who can provide consistent and accurate service.
- Have management buy into staff following policy and procedures and not changing to suit their needs, this turns into a constant time consuming issue that isn't necessary. This action would improve customer service because they will know exactly what can or can't be done every time to help them
- have SDC send printing jobs sooner, not just on their schedule
- Having a clear direction and not blowing with the wind.
- Help identify areas for state agencies to improve fiscal responsibility.
- Hire a consultant to help us market our services, brand our documents, and create a communication

plan including a web site upgrade.

- Hire more people!
- Hire people with a strong customer service background, that are GOOD at it.
- Hold individuals more accountable for customer service/satisfaction. Put a face and a name to the interaction, whether it's positive or negative.
- I am on the phones all day and deal with customers at my reception area too, some divisions are not as friendly as we try to be here at the Executive Bldg.
- I feel that HRSD is relatively good at providing customer service. Since our customers - for the most part - are agency HR shops, they know who to call. However, I also feel like we've been approving policy exceptions more frequently than ever before. We are almost always saying "yes." Agencies have given feedback that they are recognizing this and want to have boundaries, but the "yes" continues to happen.
- I think my Division provides good customer service already, but I think that state government should invest in more educational opportunities for employees fairly, not just a selected few.
- if das was a hotel I will not want to stay there we must clean it up and provide a clean environment for our tenants and our customers because customer service is not a punch line.
- Improve communication and understanding between divisions. For example between HRMC and BAM and Shared Client services. Maybe it would be helpful to have guidelines on how soon someone must respond to an email or a request.
- Improve cooperation between division units and consistently apply policies.
- Improve customer knowledge and understanding of the service provided.
- Improve efficiencies, which reduces workload, which increases the ability to better serve.
- Improve employee morale. A happy worker gives better customer service.
- improve morale
- Improve the quality and training of agency staff so there is less reliance on DAS doing the work for them
- Improve the quality of skills for support staff.
- In my position, have a follow me day where my counterparts actually see what I do and how manual a process I have
- In my unit, there are many, many people providing excellent customer service. There are a few who do not. Focus on the few, bring them up to speed or cut them loose. Don't drag down the rest of the high performers with training and team building when the problem is isolated to a few.
- Increase customer-contact-level staffing; decrease middle management staff
- informed managers attuned to operations- willing and able to speak to specific project issues
- improve moral and staff you can't do well when your staff is constantly under straining.
- Integrate divisions to work better together

- invest in the employees (happy workers = Better work)stop over-investing in management
- It would be nice for the reception desks to have a list of employees and what each employee handles so that transferring caller requesting certain info would be easier. Also, designating a back-up person to direct customer questions to when the main covering an area is out. This would insure that callers get a more immediate response and we would look like we know what we are doing.
- Keep the customer happy
- Leadership
- Learn from their mistakes and take corrective action.
- Leave and go be ineffective in another organization
- Less policies
- Let the employee do their job. Less Micro Management
- Listen better to the customers' needs, and balance service and regulation. Focus on solutions.
- listen to DAS employees, not just agency customers
- Listen to our customers and improve technologies to minimize manual processes.
- Listen to the customer.
- Listen to their own people.
- Listen to you front-line staff.
- Listen truly to the needs of the customer. Also, take the time to explain issues, processes, etc. so the customer understands why things are done the way they are done. What is it that is to be gained by doing X.
- Listen. Don't talk, just listen to what others have to say. Then, with an open mind, consider what the customer is saying and decide how we can work with that customer to meet their needs. Don't automatically say 'We won't do that because it's never been done before.' Instead, Listen to the customer (whether internal or external) and see what we can learn from what they are suggesting. What they want may be better for all of DAS, if we would just Listen.
- Look to the good practices, suggestions of 'grass roots' staff and how they handle customer service situations.
- Make commitments and meet them
- Make the foot soldiers' life happy, the ones who actual are they're fighting in the pits. Remember they are the face and heart of DAS!!!
- make the slackers learn their job or put them in a fitting position
- making employees care about their jobs, less mistakes
- Manager needs to follow up with work that is being done for the customers
- managers need to know about the job they are managing they have no idea about custodial and floor care they are just bullies.

- Meeting face to face with our customers. Many interruptions in workflow are bogging us down. We are not as timely as we should be and sometimes we are rushing through just to get an answer out. I'm not saying we are providing incorrect answers. But we could provide more thorough responses.
- morale
- more detail need to be done in some area that need to be touched (our building is 15 years old) They need to replace carpets, wall need to be painted
- More employees to do the work - LESS managerial positions.
- More on-line inter-action with user-friendly resources.
- More training for suppliers on how to respond to request for proposals and invitations to bid. Possibly outsourcing this or partnering with SBDC.
- N/A
- No budget cuts. we are running as low as we can with the cuts from last year. there will be major changes in customer support if we start losing people.
- Obtain feedback on what information helps our customers the most. We also need to share with our customers the ways we help them that are necessary for the state's business.
- Order materials in a timely manner, have a complete and maintained inventory, and let workers buy tools at their own discretion - within limits, of course. In other words, don't hamstring workers' productivity with material acquisition delays.
- Our division provides excellent customer service
- People doing the job and stop the saying it is on order will get back then never do.
- Process improvement.
- promote from within
- properly fun what we are trying to do
- Provide additional resources to make the necessary changes to effect efficiencies for the customer.
- Provide customer service commensurate with attitudes
- Provide customer service training to other agencies
- Provide details or information that customer request of services.
- Provide guidance
- Provide leadership
- provide more services in the uniform rent structure like years past. this greatly reduces the paperwork processes associated with billing every little service and response.
- Provide Self Help tools for customers
- Provide training for some divisions in how to problem solve issues.

- Put more staff where it is truly needed.
- quality control
- Quickly to respond.
- quit giving in to DHS demands
- Quit say no, before looking at possible changes that would help customer.
- Re-examine how divisions receive allocations and the services they perform.
- Really save money - if a service is costing agencies more than they could provide the services themselves
- Recognize employees that have these skills and promote and reward accordingly not the managers friends.
- Regular dialog with customers
- Remember that the customer is 'king' and do whatever one can to fix the problem without complaining to co-worker.
- Remove barriers such as union contracts and rules that prevent us from reacting to customer needs quickly
- Reorg or replace domain level managers
- Retain XXX as receptionist because she is efficient, friendly, and well-skilled.
- Same as above answer. They are interchangeable.
- see above
- See that each Division offers its own strength to the agency and give each Division the credit for its contribution. When we become unified in our purpose the customer service will improve.
- Send out a customer wide survey to get our customers involved and ask them what they want to see change.
- Set service standards and let our employees do their work.
- Smile More.
- Smile when talking on the phone, and try to solve a problem, especially when someone calls the wrong division or office. At least give information as to where they could get the help they are asking for.
- Speak respectfully of their customers, instead of referring to them with disdain.
- Spend the time and money necessary to fix the Class/Comp system.
- Staff to focus on the projects they have without having more and more put on them.
- Standardize, Simplify, Justify. Our customers desire consistency in our policies and actions.
- Stop cutting positions. New programs and demands on ever shrinking staff with furlough days...

difficult to keep up.

- Stop focusing excessively on process and focus on getting things done. Both at a systemic level, improving our systems infrastructure to a consistent design, and on getting daily tasks done with as little overhead as is needed.
- Streamline and reduce process time
- Streamline procurement
- Take a fair and honest look at outsourcing. Keep the smokers at their desks - eliminate their hourly breaks.
- Take care of issues in a timely manner when they're called in.
- Talk to them face to face
- The state should create an "applications" section under the SDC that can more efficiently create, coordinate and maintain agency applications such as database management, etc....
- The workload that Security requirements are creating. It threatens division productivity and external customer satisfaction. We need to see if there are better ways to secure without so heavily impacting our mission.
- To improve customer service we need to always get back to the "customer" in a timely manner.
- to think about the customer. the customer pays rent to have clean environment let's give it to them.
- Too many helpdesks, service desks. Customers don't often know where to go or who does what or where to start. Helpdesk and Service desk staff need to have a better knowledge of what they support and who does it. Run around delays.
- Too many helpdesks. Customers don't know where to go for what. Some helpdesk staff do not have well rounded knowledge and don't route to appropriate area.
- Train employees and then make it a performance issue if they fail to provide excellent customer service, both internally and externally.
- Treat its OWN employees better.
- Treat the employees as they deserve to be treated - actually listen and act on their ideas since they are the ones who have direct contact with customers. The Lean Initiative puts employees in charge of changes processes and procedures, but you have to require managers to support that. In my humble opinion, with the current Administration in Facilities, it won't happen. State Services administrators on the other hand, have consistently shown respect for employees and encourage honesty feedback. A breath of fresh air after suffocating conditions in Facilities.
- Understand the message before communicating it.
- Understand the needs of the smaller agencies and set services and policies that can help them rather than forcing them to function the same as the larger agencies
- Understanding the difference between a customer and a client (client being those that do not have a choice of service use)
- Upgrade the information systems to provide management reporting.
- Wall-to-Wall process revision is a great start. Many, many process are based on factors that no

longer exist other than but we have always done it that way.

- We could ask our customers this question. But we'd have to keep in mind that customers usually don't want less of the other things they don't mention.
- We need to improve employee morale and help them feel valued again. It touches everything they do - internally and externally.
- Work on the listening Seeks.

C. What is the most important thing DAS could do to reduce inefficiencies (e.g., time-consuming procedures that appear to add little value, unnecessary steps to get things done, etc.) and waste?

- Q47
- Accept and be allowed to accept more risk. Modify process or thinking that attempts to eliminate risk - so managers can weight it appropriately.
- Add staff to work on BCP/W2W/and such. It has added a lot to our workload as stated above.
- Allow managers to manage without all the layers of review. Way to much micromanaging goes on.
- Allow more telecommuting for workers
- Allow people that can work at home, less building and parking space needed. Less cars on the road.
- Allow people to do their job without treating them like idiots.
- Allow the claims manager time to work directly with her unit to deliver feedback and improve the process for all.
- Allow the employees doing the work to collaborate and team up to review, revise and reduce duplication of processes. Leave management out of it so collaboration can be open and honest. Then bring them in to help facilitate implementation. They need to TRUST their employees. We CARE about the jobs we do for our customers.
- Analysis of process from step one through end result to track inefficiencies and duplication of efforts
- Ask 'Why'? Why do we do things the way we do them, and how could they be done better and more efficiently. Look at the environmental impact of our actions, from the source of our supplies to the completion of supply use, to get a true assessment of the environmental impact.
- Assign program specific people to review bills for their work unit. Only program specific people can decide if items are needed. Gov't pays for services no longer received or needed because no one pays attention to what we are paying for. Much emphasis is put on coding bills to appropriate AOBs, but not asking the questions--'do we still need this service', or 'is there a better way to do this'. Our unit has cut \$60,000/month of on-going monthly fees in 1 year by going through our bills. There is more and we continue to work at it, but no resources have been dedicated to it--we just work it into our

current work load.

- Automate processes such as billing, reporting, budgeting. Invest in technology instead of all the manual processes.
- Begin adopting Lean practices by all leadership.
- Besides fixing Class/Comp...we need an HRIS system.
- Better Communication
- Catering to whiney state employees that just want it their way no matter the cost to the state!
- Centralize the HR function that is out in the small agencies that don't want to be client agencies so they do their own HR and cost the state more money in lawsuits and do things that are illegal and/or unethical.
- Change state government culture to actually work at a good pace 8 hours a day (stop socializing and drinking coffee all day). Stop providing unnecessary steps would be next.
- Close all DAS Sustainability Program initiatives related to AGW theory, and quit sending offensive One Thing Thursday emails that imply that all DAS employees are not intelligent enough to make smart decisions without government intervention.
- Communicate with us about needs and priorities. Let's have a two-way conversation about ideas and how to implement them.
- Connect performance and pay
- Consolidate divisions that perform like functions and let those who have the expertise provide the direction and priorities things that need to be done.
- Consolidation of services.
- Continue the Wall-to-Wall initiative. Have employees take ownership of their processes, understand why they do them and why it is important.
- Continue to implement Lean Six Sigma
- Contracting out work
- Create a true Strategic Plan
- cut back on unnecessary steps in the paper trail - keep accountability but limit the number of people handling each item
- DAS is extremely risk-averse and will expend enormous resources on CYA activities that produce little positive output
- DAS provides good statewide services (some areas can make improvements) but be careful of what you reduce in the name of efficiency.
- Deal with personnel issues in a timely fashion, when people are gone all the time everyone else gets stuck having to pick up the slack.
- Deal with those employees who blatantly waste time and disrupt others while they are wasting time
- Delegate agency specific contracting services back to agencies and focus on producing more

statewide price agreements to meet customer needs and save taxpayer dollars.

- Design contracts that anticipate changes and automatically amend
- Develop paid leave policies more in line with those of the private sector (i.e., provide a "bucket" of paid time off for all types of employee leave)
- Develop plans that reflect reality and not the current audit findings that are being addressed.
- Develop the discipline to do things right (or right-enough) the first time around (and only once), improving the foundation piece-meal thereafter, getting to steady-state before tackling new change initiative, retain what works
- Do not contract out the Custodial or maintenance crews. DAS was created in 1993 now there is talk of dividing the Agency again what a waste of money and resources.
- Don't change the things that are working, so take the time to hear what is working before you change everything!!!
- Don't direct appoint people into high level positions to "coordinate" competent people and services that competent people are responsible for. I'm referring to HRSD's division administrator direct appointing XXX to his position. It would have been a nice budget savings to leave it open. XXX is a good man but his service is not valuable to the division.
- Ease of on the tinkering from upper administration. Micromanagement does not increase efficiency.
- Education and enforcement of reduction efforts. The examination of processes and why we do it the way we do it
- Effectively tune-up or get rid of poor performing employees.
- eliminate all of the above
- Eliminate EISPD
- Eliminate EISPD
- eliminate SEIU
- Eliminate underperforming employees
- Emphasize production not saying the right words. Words are useless unless actions agree with the words.
- Employees roaming when they should be working
- Empower and encourage the staff that actually performs the work to collaborate on real process improvement and then facilitate the necessary changes.
- Empower employee's.
- Enforce the SDC service catalog standards and legislative directives agreed upon by all agencies AND NOT waffle to political whims of the agencies or individuals in those agencies.
- enhance the skills and knowledge of managers regarding running a business, leading through change, and engaging staff
- Evaluate managers more frequently and require that they truly empower their employees involving

them in key decision-making processes. I see far too many people with great ideas for making process improvement/change, but they continually get ignored.

- evaluate managers who are just using space.
- expect more productivity out of the slacking employees
- Faster computers and servers!!!!
- Fewer wasteful meetings
- Find a better or more easy way to provide FC-7 data. Travel time, system problems with the Palm application, A palm station at Garden Pride.
- Fingerprinting. when I came on everywhere I needed access to I had to have a separate set of prints and background checks. Seems like one background check should do it and all state agencies can work off of that one. I was fingerprinted 3 times within 6 months.
- Get rid of all of the job protecting Bureaucracy. Do what really needs to be done
- Get rid of waste procedure and the related lazy/lax workers
- Getting better technology within the state to assist in decision-making. Making sure the technology implemented will be able to gather accurate data to help with decision-making.
- Give management more flexibility to transform the work environment, If layoffs occur, positions are lost. We need to be able to repurpose positions
- Have computer programmers make all reports accessible online rather than in paper form. That way, only essential pages are printed when required. Of course, if full reports are needed, they would still occur through P&D. Although the extra programming would initially cost the State, in the long end it would reduce paper costs considerably (including less cost in boxes used to transport reports, and the huge savings found in less toner/ink for printers), etc. It would be great if programmers could meet with each individual department to hear suggestions on how jobs could be streamlined or how additional edits would lessen human error. It seems silly to have programmers on staff, but whenever staff comes up with suggestions, it is usually shot down before it even reaches the ears of the programmers with the assumption that it would 'cost too much'. Yet, the programmers are paid whether they are writing programs or not, so wouldn't it be best to utilize their expertise and talent?
- Have more accurate information on expenses verse revenues so that the rates to the customers are appropriate for a service
- Have position evaluations, where, if a position is not needed, eliminate it.
- Hire a Division Administrator who understands our work and can coordinate the efforts of our sections in an effective manner.
- Hire people with basic skills like reading and math, training people to use the tools on their desk.
- I have not been with DAS long enough to respond.
- I have to give more than one. 1. Look outside of SPO for expertise in more efficient ways to gather information. We use the technology we know and it often results in manual entry of data or re-entry of the same data in multiple places. 2. Reduce management involvement and review for non-value added activities. 3. Multiple managers going to the same meeting is a waste of money. 4. Meetings - arriving late and unprepared and cancelling and rescheduling meetings.

- I hope that DAS will cut down on unnecessary steps with the Wall-to-Wall initiative.
- I spend too much time of my time covering my butt and thinking about what upper mgt is going to say just because she (upper mgr) is worried about how she looks to her manager.
- I think that it is important for employees to offer ideas to management concerning their position and inefficiencies they see in their routine.
- Implement an automated project portfolio management system that would drive all agencies to standardize how they plan, initiate, execute and report on information technology projects so that all of the state's IT investments could be managed.
- Improve technologies to minimize manual processes.
- In my position; automate. There are many applications out there that our area can use to record critical information, track and record measurement items and be more organized and efficient
- In my three months with the department, I haven't seen much waste or inefficiency. Perhaps I'll notice more as time passes.
- Increase employee morale.
- Invest in new technologies to automate manual tasks and repetitive entries
- It didn't seem like the right time for a remodel. Even though we understood the reasons behind it with increased security needs in the building, it didn't help morale. The most important thing to help inefficiencies and customer service is to improve employee morale and the value for employees' contributions.
- IT technology enhancements.
- keep management out of the way
- XXXX do her job
- Leadership, Communication
- Lean
- Learn the jobs that are around them and understand where the inputs come from and what is done with their output. The division focuses too much on its little silo and not enough on the surrounding environment. This is one reason why the division is no longer viewed as a leader or the premier division of state government.
- Less formal internal communications. A simple email from the Director on a consistent basis (weekly? monthly?) would accomplish at least as much as publishing a full-blown employee newsletter.
- less meetings
- Less meetings or "weekly training", units and the division meet several times a week when it can be reduced to bi-weekly or monthly and should only cover new pertinent information.
- Less meetings, more time meeting the needs of our customers.
- let people just get it done. don't over think it and get out of the way.
- Let the employees voice where the inefficiencies are. Get the managers out of the lean workshops

and let those who actually do the work have a voice

- listen
- Listen to team leaders and staff. If we say that a process or procedure is inefficient and time wasting, take steps to address the problem instead of moving forward with other similar processes.
- Listen to the employees and allow them to be part of decisions "before" making changes. Train managers so they know all the jobs of the people they manage before they change things and create a mess.
- Listen to the employees.
- Listen to the people that do the work and include their ideas in the decision making process
- listen to your workers on the front lines
- Logging time into two difference state systems
- Make all employees at every level accountable
- Make decisions based on a clear definition of our mission, goals, and objectives. Incorporating enterprise risk management into everything we do. Embed quality management and process control techniques into our daily lives (not a separate "Transformation" office with a cheesy name like "Wall2Wall" that implies limited duration).
- make people accountable for their time
- make the slackers learn their job or put them in a fitting position
- Management accountability to listen to staff about issues that are raised. There are knowledgeable staff here who are not being listened to. We could do so much more. Put a time line on how long items can be left unresolved.
- Management should trust its employees to complete their work with quality. There are too many instances of "arm chair quarterbacking." This is inefficient and demoralizing.
- Managers to listen to employees when steps are suggested, check into it and take action. I see waste on another desk and have stated it to my manager but she doesn't take action or check into it.
- Map processes, especially those that cross division lines
- Meet in groups to resolve the issues. Pay more attention to what is exactly "going on". Ask questions, find out personally how the employees are feeling about inefficiencies. Make those who are accountable for the inefficiencies responsible for their actions. Middle management is more at fault for inefficiencies than the average employee - by their lack of management.
- More automation of work tasks
- more knowledgeable supervisors
- Mount a legislative effort to rethink the entire DOJ model. In-house attorneys for Risk, DAS and also for the other big agencies might make more sense. Related to this, rewriting ORS 279 A,B,& C so it is less prescriptive would help a lot.
- N/A
- Need to evaluate all processes, See which ones tie into the other and consolidate data and operations

together for that process.

- Not get so hung up on the latest craze that takes large amounts of time and then are pretty much forgotten.
- Not sure
- On a monthly basis, measure and graphically display our progress in reducing inefficiencies - Division by Division. What gets measured, gets done.
- One of the problems is lack of communication between Divisions. Decisions can be made that can severely affect the work load of another division without understanding the effect it will have on the receiving division. Now that divisions are trying to 'Lean Down' they end up sending more of their responsibilities to the other parts of the Agency. This could result in losing control of Policies, Practices and time management.
- Our unit needs better direction on what our goals are. We know the DAS and division goals but our specific goals for our unit are fuzzy. We seem to be just putting out fires rather than moving toward a goal.
- Palm Pilot is worthless
- pay more attention to people coming in late all the time, taking extended breaks and leaving early, coming back from lunch late
- People not responding to requests for help or information. I spend a lot of time trying to find out who needs to know what by when and how are we connected/dependent on one another within DAS.
- Priority setting with all efforts on the table. Often priorities are set without having full understanding of competing efforts
- processes can be re-evaluated
- Procedures (internal) that have many unnecessary steps....They are a huge waste of time.
- Process improvement with updated technology, etc.
- Provide more reports on-line as long as the information can be secure and to provide ways to save and use that data without charging a lot of money to store or use it. We need cost effective ways of storing data over the long haul--not just a month or a few years--so we can use it to analyze agencies' operations over time. This is especially important in tough economic times. SDC storage charges are becoming large.
- Push activities and tasks back down the org chart to have accountability and responsibility at the right level in the organization.
- Put forth reasonable changes to statutes/policies (work through legislature, if needed for change) that inhibit processes, and would not really add much risk. Talk to 'grass roots' staff on what possible changes they see as good changes.
- quit buying things they don't need
- Quit having so many meetings and allow us do to our work. Send representatives to executive meetings (only one manager) to free up time for employees to access managers.
- Quit having so many meetings and just have management tell us what they want done (specifically,

not generally) to promote process improvement.

- Quit putting the wrong people in charge of projects, processes or procedures. Get a baseline idea of how long certain tasks take, set a standard and then expect people to live up to the standard. Do random desk audits, compare work performance and put people who are slackers on work performance monitoring with a clear understanding that if they continue to goof off, come late and sneak out early - they are out of here.
- re-evaluate approval process. Change it from every action to periodic evaluations or reviews.
- Re-evaluate our processes. A great deal of time, energy, and resources are wasted in our processes.
- Re-evaluate the classification of most of Plans and Controls group: should some be an IS class position if they do Proj Mgt?
- Re-org
- reduce mid level managers, and B level managers
- Reduce the Change Management process. A five minute change normally requires around two hours of Administration
- reduce the redundancies in the checks and balances systems. too much accountability equals too little production
- redundancy of paperwork, forms, and overall information.
- Remove the ordering catalog from OfficeMax. Standard 20 items can be ordered. Paper, manila folders, the cheapest blue/black/red pens and pencils, yellow highlighters, printer ink. Everything else is manager approved, and all personal choice pens, folders, sticky notes, calendars etc are paid for by ee's on their own, not taxpayers dollars.
- Remove the unnecessary roadblocks from completing our work. DAS is way to RISK adverse.
- Replace and integrate the payroll and human resource information systems.
- Replace obsolete information systems
- Replace the Deputy Administrator of the State Data Center.
- Require early technical design decisions by Agencies to pass DAS/SDC muster before finalizing. This will help standardize technical designs, rather than promote/permit excessive deviation as now occurs. Deviations incur more overhead to manage/maintain.
- Require more professional behavior to avoid waste of tax payers' dollars.
- Revamp travel and expense reporting processes, so that less time and paper is used to complete the same steps, or even just to initiate them.
- same as answer B.
- same as B
- Security impacts and adds significant work at many levels of the division.
- Set aside the territories and the egos and get people focusing on the agency purpose and goals.
- Sharing resources cross Division, General knowledge required training upon hiring (problem is who

does it)

- shop around pay stuff at Wal-Mart and quit paying freight to ship across the state
- Show more confidence in the decision making abilities of their employees, cutting out some of the processes that signify "doing the dumb"
- Sigma six
- Speed up decision making processes or eliminate steps
- Spend some time evaluating and measuring unemotionally and asking our customers what is important.
- star at the top. he or she need to have an understanding of the work they represent.
- Stay in constant communication.
- Stop changing all DAS templates and requiring all documents be revised to new format, streamline Plain Language review process, and provide the human resources needed to do our jobs well.
- Stop collecting useless data in work order forms so we can spend less time justifying our activities for "who knows who will use this information" use and have more flexibility to be creative in responding to customers' infrastructure maintenance needs. Our work processes in regard to reporting keeps us from getting the job done.
- STOP creating new units & hiring employees at a high salary range for the new units.
- stop gathering details and information that is no longer useful and that is not needed by customers.
- Stop the Wall to Wall and the trying to keep and make up positions for administrator's pals.
- Stop trying to do too much at once. Time is wasted moving from task to task. We need to do a better job of resource allocation.
- Streamline processes as much as possible; emphasize the bigger picture over nit-picky details.
- Streamline procurement
- Streamline the mgt. end of the pyramid. Too many managers, not enough front-line workers.
- Take a hard look at hand-offs, wait times, and logical groupings of work
- Take a look at our process flows at the SDC and organize our domains to best fit the new processes
- Take a more realistic approach to plain language. Implement the use of internet/phone meetings. First candidate: DAS managers and supervisors meeting.
- Talk to your staff who actually do the work, not managers.
- That you take each process and work together to see what inefficiencies there are and way to change for betterment. I do have to say our division does this ongoing. Changes are made frequently to better processes and procedures.
- There needs to be some staff changes. Employees get comfortable and lazy over time and don't pull their weight when it comes to their job duties. Managers ignore it for too long and it becomes a huge waste.

- There should be only ONE computer hardware maintenance organization/arm in the entire state. It should even service the Oregon National Guard. It is ridiculous that we don't have one centralized organization to perform computer repair throughout the state. I wonder how many times maintenance vehicles from various agencies pass each other on the roads other doing work the other could easily have done. Satellite shops should be used for remote areas. The current agency centric methods are incredibly wasteful.
- To listen to new ideas, no matter where they come from. Sometimes an employee would have a better or more efficient idea than someone in management.
- To many policies
- too many managers
- too much bureaucracy.
- Too much paperwork. We spend more time doing paperwork than work some days
- Train the people that need to know how to use our system more efficiently and stop treating them like children.
- training
- Training and retraining.
- Training in common software (Word, Excel) that goes well beyond basics.
- training improves employees moral and go lean.
- Transition agencies who lease space from two-year lease cycles to six-year or longer cycles.
- Try, again with the best interest of the State in mind, to run DAS like a real business and less like a political machine.
- unknown
- Unnecessary steps to get things done!!
- Upgrade the information systems to provide management reporting.
- Use the right people for the job, distribute work evenly, be fair and listen
- Watch for waste of money. Manage Budget. How the capital assets are used and replaced.
- We all should take a better look at what staff is doing to correct continuing errors and have them follow direction instead of fighting "city hall"
- We are so concerned about process improvement we sometimes lose sight of the fact we have a job to for the citizens of this state.
- We could get rid of the political process - that would save substantial time. But then we wouldn't be government, so I don't see that happening any time in the future.
- We could implement already bargained expedited arbitration procedures to save time and money.
- We make rules just for the sake of making rules. If we have a simple process that has worked for years, suddenly it must be altered, add a few layers of paperwork, assign someone to make sure the

new, unneeded procedures are carried out, with no gain, just lost efficiency.

- we need to know what goes on in our jobs!!!
- We receive a lot of requirements from the Director's Office that have little value to us and our customers but take a lot of managements time.
- we spend a lot of time waiting on a management to ok something, that we being in the trades should be allowed to make. We know what the codes are and we know what our building standards are. we also need to hold contractors accountable for there. Instead of thinking that it would be easier for us to do the work instead of getting them back on the job. Why can't we hold money back from them and if we have to do rework why can't that come out of what we pay them? You do those thing as a home owner. we have a standard for ourselves and it seems that we have a different standard for contractors. we spend more time cleaning up after contractors.
- What works for one section does not work for others just because of the type of work is done.
- Whatever you do, print two sided if possible.
- when I started working for das we have one manager and one custodial supervisor and the right staff. it was simple.
- When you have the ability to focus on a few projects you can do them right the first time, but when you have so many all at the same time it is difficult to do all of the right and devote enough time to each project.

D. Other comments.

- 1. Please focus only on the comments that support what the survey data tells you for decision making. Otherwise you'll make decisions around the opinions of a few people while the data points a different direction. Since managers are "story tellers" by nature, they fall into this trap. Managers remember the comment, not the data. But if the comment doesn't reflect the survey results, we make are not making data driven decisions. It becomes another way to make ad hoc decisions. 2. The survey was very generic for each area. It is evident the questions are not specific to the services offered. Better to conduct customer focus groups to drive out the issues the questions are then based on. That way you questions are in context of the actual services used.
- A major overhaul of services provided and the people that provide those services.
- After 20 years in state government, it's hard to feel optimistic about yet another "fad" approach to things. I hope I'm wrong this time.
- Again, I have been a state employee for 28 years, this is the worst Upper Management Team Ever.
- Although a union member I feel that my manager cannot effectively discipline anyone in this unit because they are always crying out for the union rules. There are some who sit on their seats and make personal calls all day, when this type of behavior is addressed, the employee will say, the union allows for reasonable phone usage. Sigh, it's unethical work behavior but tolerated for the sake of keeping the peace.
- Appreciate our leadership in Director and Deputy Director.
- Being part of DAS, and part of Operations Division, sometimes seems like a thankless job, due to our

mandated control functions.

- better leadership and know what they're talking about
- constant change just for change sake is not having a positive impact...really demonstrate that staff are your most valuable resource by the way you treat them.
- DAS as a whole still confuses me. There are so many different work units and agencies, supervisors and managers, it's hard to see if DAS as a whole is working towards the same goals.
- DAS has the habit of outsourcing jobs and processes to out of state companies. This saves DAS money because it is a pass thru to the agencies, but ends up costing the state sometimes twice as much. All this to make upper management look good.
- DAS is a great group of individuals that needs reassurance that they are doing a good job at least where they are doing good. lots of small verbal rewards for the fine work that they do to boost pride.
- DAS needs to have a confidential hotline that an employee can call if they have information on theft and do not feel comfortable with talking to their manager about it. And more importantly, an actual investigation is done on reported incidents
- DAS should also work harder to educate legislature about how budget cuts at DAS have a broader implication to all agencies and don't directly relate to General Funds. Work with legislature to obtain General Funding for some of the Admin. factions in the Divisions.
- XXX is a very fair man
- don't always hire from outside....open up positions as developmental or work out of class - let some of us that aren't slackers get ahead instead of keeping us pigeon holed because we get the work done in spite of the slackers
- EISPD (and specifically ESO) provide very little value.
- Everything above could be improved upon if the SDC were given the chance to take care of some of our internal technical issues and processes that were inherited and we've never had the chance because customer requests must always be done.
- For the most part I am very satisfied with all the things that go on at DAS except for as I mentioned.....employees that take whole hog advantage of the system.
- Good survey, I hope it helps some new ideas and concerns move forward.
- How are you planning to prepare the agency/divisions/units for inevitable change with a new governor, new legislature, (new agency/division leaders??) bad budget, etc.?
- How long can DAS survive this administrator.
- HRSD is a good place to work. There is a lot of dissention because of the drastic cuts to staffing. People are looking at units that did not have cuts and question. They aren't looking at the services that units offer. Cutting training was a logical choice. Cutting recruitment hurt the agency's reputation and hurt agencies in general. We need to pull together as a division. We need stronger leadership.

- HRSD needs retain leadership that is knowledgeable about HR / workforce management practices and is committed to transforming the existing system. XXX is a pleasant person I'm sure, but she does not appear to have the skills or interest in leading such a transformation.
- HRSD plays a very valuable role in the state. I hope that the leadership of DAS will realize that we need someone to lead HRSD that will understand HR's role and can lead us to the future with a vision that improves HR practices and supports the profession to improve state governments HR practices. Unfortunately, I don't think XXX can be that person. I hoped her leadership would get better but it has just continued to get worse over the last year and a half.
- I am disappointed and ashamed to be associated with this leadership team. I have no confidence in their leadership abilities.
- I am too new to knowledgeably answer the above. My impression of DAS is that it is functioning in spite of economic cuts. I followed proposed legislation this short session. It is an easy and politically expedient fix for some to cut public sector services. Especially when the assumption is that nobody there works. I have worked in both sectors. There does not seem to be an appreciable difference in output. Certainly the private sector also has problems with being poorly managed. They are less scrutinized so it is easier to mask.
- I am very pleased with my job, my co-workers, and my supervisor. Lots of changes being made in our division but I think it's good and for the best. Communication, teamwork and EXCELLENT customer service are very important to me and I feel I give my 100% to our division on a daily basis. Thank you!
- I am very thankful to have a job during these tough times and would like to thank all those involved in the budget process.
- I applaud your efforts to get input from staff. However, it would be far, far more effective to gather a few staff who might be willing to provide honest feedback and have an actual discussion- with two-way communication.
- I can see where the public gets the perception that State workers are lazy because the majority I work with are pathetic, lazy, abusing the system, leaving early, taking very long breaks and lunches, emailing friends, texting friends.
- I commend the leadership of DAS for taking on the brave task of transforming an ever-changing organization.
- I completed most of this survey on Wed 3/17/2010 shortly before 4:55 p.m. I don't remember if I did PART 2: Policy and Service Responsibilities. On Friday, I skipped ahead to the demographics on Part 5 and went to the end.
- I don't agree with the cost we are enduring for the Wall-to-Wall project. It seems very wasteful to me. Each manager should be charged with improving their own unit's productivity and efficiency issues.
- I feel I am on a sinking ship with no real leadership or plan.
- I feel state government in general needs to think more like a private business and actually try to be "profitable". Quit wasting time and be more productive. Workers need to be productive their entire shift. Until top management thinks this way, I don't see big improvements being made.

- I have observed how front line workers are over worked, over stressed and clearly not valued
- I have work with managers who get involved with the staff in order to do the job. but now they think they know it because they are (managers).
- I have worked in DAS Operations since June '09. My position with SCD was cut and I bumped into my current position as OS1. I absolutely love working with this group of people. There is a fantastic team spirit and everyone works really hard to do top notch work and give great customer service. Each manager contributes to the attitude of team effort and they are all wonderful to work with.
- I just wish we had the people resources- subject matter experts that can help me do my job. We are under delivering in areas such as client agency recruitments because only one person knows how to do the e-recruit system. When that person is out for a week's vacation, we have to push out the closure date for a recruitment which is not helpful to the agency. The agency is not happy about it because the extension doesn't meet the business need.
- I like my job not the drama
- I love my job and DAS plays a vital role in State Government. It would be great to see DAS become the example to Private Industry
- I love my job, I am the most fulfilled employment wise than I have ever been!
- I really enjoy working at the SDC!
- I STILL don't get how having a pool table to use at lunch and on breaks is not OK, but playing cards in the lunchroom is OK. Also I don't understand how massages in DAS East are work related, but having a pool table across the street is not. Is it because our people on this side of the street don't need any kind of stress relief? I also would like to know where the pool table would go, considering the employees PAID for it themselves. You can't send it to surplus, because it doesn't belong to the state. If the employees can't keep their property on state property, maybe all personal belongings on peoples desks & shelves should be removed as well, because it's not "work related".
- I think the state should mirror private business in the number of employees per manager, the number of hours worked by management, and their compensation.
- I think we're doing a great job, considering the circumstances.
- I transferred from DHS to DCBS when the 'Lean Initiative' project was ramping up. I'm sure this has already been considered, but in regards to the 'Walls to Wall Initiative' which seems to be of similar scope, have we considered DHS's positive and negative experiences to ensure that we are not duplicating efforts?
- I work hard, and most of my work group does too. We do have a few people who should send thank you notes to the tax payers each month when they pick up their checks. Managers need to quit turning a blind eye to poor performance and obvious playing of favorites with the staff. Reward good work! Also, this survey needed some work. It did not follow a logical progression. If you were working at the bottom of a screen, you could not see the options at the top of the screen. The survey taker should be told how much time is involved in taking this so they can plan accordingly. Thanks for the chance to give my input. I do support DAS and think we do a pretty good job here most of the time.

- I would like to see DAS dream big and discover how we can be the best shared service organization in any state.
- I would really like to see my sick time rolled/added into a flexible time off schedule. I don't get ill while others take advantage of the system. When they do take sick leave as time off it is "unplanned" and can create staffing issues or cause other staff to change their schedules. Put all sick leave and time off into an "FTO" bank. It would be much fairer for those of us who follow the rules.
- In my agency, leadership's style is completely compartmentalized. The Lodges only speak to the Cabots and the Cabots only speak to God. In other words, staff is told when and if, but not, on the whole, with any consistency. While I understand that politics is the name of the game, some of us just come here because we want to work and we want to do that work in the public sector for a state we hold near and dear, not because we want political power or to be seen with the Governor. Even XXX puts his pants just like you and I do. So does YYY.
- in the last 12years it was great working for das. now they hire managers to write e-mails and show up to meaningless meetings.
- It doesn't feel good when you see your team work very hard to meet all kinds of requirements as the result of laws, rules, standards, customer expectations, etc. and you are told your work adds no value.
- It was hard taking the query as it changed back and forth form good starting with higher mark on left and then switches to the right side.
- It would be nice to see divisional politics go away and everyone have an equal shot at advancement or training.
- Kudos to DAS Contract Services, since the creation of the SDC their workload has increased by drastic amounts and their current team is consistently delivering 110% to meet the needs of the divisions
- Management and those in Leadership position should be audited to make sure they fair and are not corrupt in the dealings. I see a lot of unjust decisions that impact certain employees by managers, and law suits over illegal practices that managers are responsible for and they are rarely fired or lose their jobs over such illegal unjust acts in state agencies and Divisions.
- My division is PEBB
- My job is pretty much all consuming. I don't get into or care about most of the issues/subjects of this survey. Most of us workers focus on the job we are paid to do, and we do it well.
- N/A
- Nice of you to include PEBB & OEGB in the division list, we are still part of DAS, we are just in transition
- no one even knew there was a survey we could do
- Not eliminating services within DAS and pushing the services needed down to the Agency level. It may show on the books a savings for DAS but in reality it costs the State money. How is that spending tax dollars wisely? Also, I don't think that the managers/directors should me making the layoff decisions. I see that as a conflict of interest. It's not like they will cut their job to save money. I think it

should have been an independent group of people/person. I didn't see too much high level management or management be placed on the chopping block. Very disappointing.

- Not taking personalities into account - there are no repercussions for poor work ethics and attendance. There are many who are dedicated and hardworking, timely and attentive, problem solving and efficient; they do not experience a sense of value. It is as if all employees were thrown into a big pot and stirred into the "mix" with no flavoring added!
- Nothing is quick, with the state. I have become accustomed to the extensive handling and approval processes. I think some of it stems from problems that have raised and then new processes are put into effect. It reminds me of the paperwork involved in buying a home. The contract gets longer because of problems the title company or lender has experienced, so they add more language to the contract to exempt themselves from loss and it is cumbersome.
- Obviously I can only speak for my section but I can honestly say that everyone in my section truly cares about the work they do and that they try everyday to satisfy our customers' needs.
- One-Thing Thursday, Sustainability messages and other messages and programs that propose to dictate how I should live my personal life are intrusive and leave me with the impression that the state needs to push some sort of social agenda for my own good - as if I am not capable of developing my own values and living my life in a way that is consistent with those values
- Opportunities for employee development and advancement.
- Our dept is in the process of implementing a Future Business Model using Strategic Improvement Project. Unfortunately the management here is too controlling and will not empower staff to use their creativeness to complete projects in this endeavor. One of the 3 managers involved is great and gets it but the other 2 do not and this will fail because of them. This is the general feeling here in this dept - and I can only hope that my teammates are as honest on their survey.
- Overall DAS is a good place to work; however, there are far too many request for employees to change. Pick one or two initiatives and reduce the extraneous employees who are promoting cultural changes, personal life changes, endless value/mission statements (i.e.: DAS, SSD, specific division, team, and personal - too much to remember and keep straight) Why does SSD have personnel on board that float between divisions that are ineffective in producing positive results?
- Overall, I think DAS is a great place to work. I've worked at several other agencies and in comparison we do have a very nice work environment. We have our issues ... but, nothing that can't be worked out.
- Please stop publishing kudos for people who are just doing their job. They are meaningless. Instead, publish the names and stories of staff who are truly transforming their work unit, or have made significant contributions to their job, and kudos for staff that go above and beyond. Unfortunately, these are the silent heroes of an agency. Senior leaders must make an effort to seek out this information and give these people the recognition they deserve.
- Please, please, please rein XXX in! She has ruined Facilities and killed the joy of working for MANY employees there.
- quit being such a liberal state
- So far, I feel DAS is a very well-run agency, given the need to serve a political process that includes

what may appear (to some) to be inefficiencies that also provide political value such as transparency and accuracy.

- STOP creating new units & hiring employees at a high salary range for the new units.
- Stop paying for storage of information. If it's paper it can be scanned and electronically saved and filed. Why rent a building or space to house 90 boxes of historical files, when you can scan them and store electronically?
- Streamline procurement
- Thank you for the chance to provide this feedback. Consider using the same survey or baseline year after year. We're not that far from being a top-notch institution but we must get there.
- Thank you for the opportunity to provide feedback. Good luck with this.
- Thank-you for allowing us to take this survey! FYI - I went back to look at previous comments I typed in, and it appears the comments have been cut short. I hope this isn't truly the case, as I have spent two hours filling out this survey.
- Thanks for the opportunity. I love my job. I get very frustrated with the number of meetings that don't seem to accomplish anything. We spent an entire day offsite discussing the history of RM. We had to drive out of town and required the entire unit to go. I figured the employee time and benefits were about \$10,000. We have a \$3 Million basement full of conference rooms. Why would we spend an entire day offsite when we are so busy. The work piles up and we have a meeting. It just doesn't make good sense when nothing is accomplished as a result of the meeting.
- The agency is showing readiness for change.
- The morale here is poor because of poor managers.
- The program I work on is in the hands of another agency. The system needs help and fixes. Without my manager understanding the details and how it works, it makes it hard to communicate and be supported when suggestions are made to the agency for program fixes.
- The SDC should be moved out of DAS and under the legislature and report directly to the state CIO.
- the section that I work in is in a constant state of improvement regarding procedures and processes to save time, money, and to provide better customer service.
- The SIP project cost over half a million dollars, resulted in three full-time staff and a half-time support person, and has cost hundreds of hours of staff and management time in meetings. There should be an honest appraisal of this experiment, lessons learned extracted, and adjustments made as needed. The Wall to Wall/Lean concepts should replace SIP as a means for process improvement. Existing projects such as redesigning the web site should continue unless they have proved not to be feasible.
- The State needs to consolidate IT control. Multiple environments operating with different objectives and rules adds significantly to risk and efficiency while adding duplication on unhealthy competitive pressure.
- There is a great deal of Responsibility Without Authority in many areas. This costs taxpayers more

than it should. We need to constantly think about being good stewards of taxpayer money.

- There is an ever-increasing complexity of requirements and expectations that we operate under yet we are expected to do it with less staff and less support people.
- There seems to be concern within the division and with HR managers statewide that HRSD is not providing necessary leadership, which many are attributing to the lack of understanding of HR and overall awareness of the administrator. This causes me great concern, as the credibility of HRSD is at an all time low and without any change, will continue to deteriorate.
- These are difficult times (with the economic down turn etc.) but I feel that DAS and State Government as a whole are doing the best we can to move forward in a positive direction.
- This survey could have been structured more consistently. Your ratings scale switched sequences all over the place and I had to go back and redo answers because of it. I am grateful that there is a survey to take, but if past surveys are an indicator, we will see no real change - just lip service.
- this survey is way too long, though I know you are trying to be thorough
- this survey is way too long...
- this survey was from 3/12to3/22/10 it was extended to 3/24at noon no one was toll by the managers till 11.20 am of 3/24 one manager mention it that is great!!!! her excuse well is not worth mentioning.
- This survey was very sloppily constructed and not proofread. Very disappointing. I expected better for my tax dollars.
- To many meetings that could be done via emails.
- Too little consideration is given to workers at the lower income levels. There are state workers who actually receive food stamp program. That's crazy, pay now or pay later!
- too many questions on this survey!
- TQM would be better then Sigma Six
- Trust and open communication is noticeably absent in our division if you are not one of the favored few. It is apparent to those of us within and outside observers from other DAS divisions. It's embarrassing and disheartening.
- Try not to waste time with useless surveys that won't be used anyway
- Until each employee in DAS is hired to meet required skill sets and held to a level of professional behavior it will be extremely difficult to make state government/DAS better.
- Waste continues within DAS with travel, remodeling, contracted staff and the purchase of items sometimes not placed into service. To some it appears items are purchased with little regard as to the expense
- we have good workers at das. but also we have bad leaders as managers with chips on their shoulders and they have no business doing business with us, I hope the director steps out of his office

and smell the roses.

- We need to get back to the basics and instead of thinking up new ways to spend money, we need to CUT, CUT, CUT. Get out a big red pen and start asking--is this really necessary, and is it really needed right NOW?
- when someone make a complaint of any kind (like any kind of abuse, unfairness etc....)to have all kind of management check on it like from the immediate boss to the top, and do something about it.
- why do we always cut the lowest paid person, who always does most of the work, and not cut management pay first? That is where all the waste is, they are the ones who need to anti-up first.
- With them now saying to come up with a 20% reduction - they might as well close down state government all together - it is simply ridiculous.
- Working for DAS is similar to working at most any other major agency - the people are no better or worse at their jobs. Might want to look at manager to staff ratios and appropriate staffing levels to deliver expectations.
- Would like better security in this building, especially the second floor - they can't even see who is coming in the main door!

XIII. Contributors



- **Director's Office, Department of Administrative Services, State of Oregon**
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