

The following pages are related to the Information Resources (IR) department research into the results of the 2005 Survey of Organizational Excellence (SOE). While the IR SOE scores were generally “good”, a drop in scores was reported in almost all constructs when compared to the previous survey results.

A workgroup was formed and IR staff was given the opportunity to provide additional, anonymous feedback related to the questions that composed the constructs that experienced the greatest drop in scores as well as the Fairness construct.

The workgroup is in the process of reviewing all of the feedback from staff and developing recommendations for improvement for IR management to consider.

The following pages include:

- The question that was presented for staff feedback
- The feedback received from IR staff (left column)
- The staff and workgroup recommendations (middle column)
- IR Management responses (right column)

Note 1: Some comments were edited to preserve staff anonymity. Edits were marked with ###'s

Note 2: The IR workgroup is in the process of developing and reviewing recommendations – the final document will have some new recommendations and some of the existing recommendations may be removed.

SOE Construct: Supervisor Effectiveness (4 questions)

NOTE: Comments have been edited slightly to remove personally identifiable information so as to preserve staff anonymity. All edits have been marked with #####'s.

SURVEY QUESTION #20; We have an opportunity to participate in the goal setting process.

COMMENTS FROM STAFF INTERVIEWED

- **Strongly agree.** Management meets with staff regularly and is open to input more so than anywhere else I have worked.
- **Agree.**
- **Strongly agree.** Management staff seem willing and open to suggestions and feedback about prioritizing projects and allocating resources.
- **Agree.** I've been here such a short time, I'm not even sure I know how goals are set for the department. On my team we have talked and tried to set goals for ourselves.
- **Agree.**
- **Disagree.** I don't understand the question. Is this the agency's goals, Information Resources goals or the employee's goals? I don't think we are allowed the opportunity to participate in the agency's or Information Resources goals. My goal is to move up the career ladder in order to make more money to support my family. This means training opportunities are high goal on my list but our training opportunities are limited and confined to our current job duties and responsibilities.
- **Agree.** From a personal standpoint.
- **Agree.** Many goals and restrictions are set by State government but within the areas of our responsibility we have the latitude to participate and recommend actions and improvements.
- **Strongly disagree.**
- **Strongly disagree.**
- **Disagree.**
- **Disagree.** Joe and Joan need to sit down and set goals for each employee based on their job and expectations. I don't think this is currently being done, at least not for me.
- **Disagree.** Joan needs to sit down with each employee and let the employee set realistic goals that are in line with their daily job.
- **Agree.** I feel that I'm very much a part of the team and opinion is valued as part of the goal setting process.
- **Strongly disagree.** Goals are dictated and even demanded,

RECOMMENDATIONS FROM COMMITTEE/STAFF

- *Discuss personal goals/career goals with staff at least during performance review. Preferably twice a year.*
- *Communicate reasons for agency goals to all staff. Include how they were arrived at (legislative mandate, eStrategy prioritization, etc.) and any anticipated impact to IR staff*
- *Management should create and official approach to employee involvement in the goal setting process.*
- *Hold and IR staff meeting to communicate department goals and allow for discussion.*
- *Include opportunities for staff training when setting goals.*
- *Team meetings should include the opportunity for staff to report on training that has been received recently.*
- *Consider cross-unit "shadowing" as a requirement to encourage understanding of unit and departmental functions and responsibilities.*

MANAGEMENT RESPONSES AND ACTION PLANS

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99% of the time attempts to negotiate or recommend goals falls on deaf ears. Goal Setting is not even in the hands of the IR department but being micro managed by the Division Director....

- **Disagree.** Not really, if this process is not in the realm of an individual's job.
- **Strongly disagree.** Management feels that they are the only ones capable of making decisions and setting goals. Worse yet, they rarely even ask for input from those outside their own tight little circle.

SURVEY QUESTION #38; Supervisors know whether an individual's career goals are compatible with organizational goals.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
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<ul style="list-style-type: none"> • Strongly agree. For the most part, I believe they do. While my career goals are not compatible with the organization, I think Joan and Joe know that. • Agree. • Strongly agree. Supervisors convey the organization's goals often, and staff are given opportunities to grow and move toward similar goals, if they choose. • Undecided. Again, I'm not sure I know how goals are set. If we're talking about 'tasks' then in our weekly meeting we talk about what is going on and what is coming up (website redesign) and tools that will be used to accomplish that task. • Undecided. • Agree. From a personal standpoint. • Undecided. For ME, I agree. My supervisor and I have discussed my career goals during performance evaluations and during my consideration for other job opportunities. • Strongly disagree. They don't even know an employees background, education level, experience, etc. • Supervisors/Managers should take the time to at least know each employees background, education level, experience, career goals, training goals, etc. We are just a name to them. • Strongly disagree. • Disagree. I think they know that all of us want a chance to advance in our careers with the opportunity to make more money and I think they need to make more of an effort to help us move up whenever possible regardless of organizational compatibility. • Strongly disagree. • Disagree. No suggestion. I don't think that Joe and Joan have taken the time to review the background, education level, experience, and job expectations for each of their employees. I don't think they have any interest in their employees. I do know that in my case they know very little about my background, my education level, my job experience, etc. • Disagree. Our managers are too lazy to even figure out an individual's goal, much less the organizational goals. • Agree. • Strongly disagree. I matters not whether IR management knows or even cares about an individuals career goals, the IR department is not being controlled by IR management but being micro managed by the Division Director and he 	<ul style="list-style-type: none"> • <i>Include organizational goals and individual staff goals in reviews.</i> • <i>Get adequate funding for training and travel and use it!</i> • <i>Review need for contract labor and reduce contractors (high payment) or eliminate staff to eliminate redundancy. Possibly just communicate WHY we have contractors (skill set, CBA).</i> • <i>Develop ways that staff can meet the needs of the position while still making progress towards their individual career goals.</i> • <i>Hold adequate meetings (weekly) so that staff can better understand department goals and activities and can manage their own activities, expectations and career goals to benefit both the staff member and the department.</i> • <i>Use evaluation process to review individual goals as well as staff performance.</i> • <i>Make an effort to encourage and assist staff advancement.</i> • <i>Review staff backgrounds to gain a better understanding of their skills, abilities and interests. Possibly do this as part of the evaluation process.</i> 	<ul style="list-style-type: none"> •
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doesn't care...

- **Disagree.** Supervisors may know an individual's career goal, but still may not be able to get the training approved. The training required for an individual's career growth is very important. Especially if the training is relevant to a changing technological environment or evolving platform. What justification is needed for a Supervisor to get these employees requests approved? As long as the training expands the employee's knowledge for the future, cost should not be such an issue. An individual's expansion of knowledge always benefits the organization. Managers should reduce the amount of Contract labor cost, especially where there are permanent Lottery Staff already employed to perform the same job functions. Eliminating the redundancy of contract labor is more important and cost effective. Perhaps those jobs requiring Contract labor should be investigated to find out why they are needed. In the instances where contract labor position overlaps with a State position, perhaps the employee holding the State's position should be replaced or eliminated.
- **Disagree.** They don't care whether or not they are compatible. Those that aren't happy with career development here are just encouraged to fins another job.

SURVEY QUESTION #47; People who challenge the status quo are valued.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Undecided. I am not sure. If I believe what I read in the paper then the answer would be Strongly Disagree. • Agree. • Strongly agree. Diversity in staff is accepted. IR staff tend to be quirky anyway. As far as questioning policy or decisions, I have observed a healthy balance and positive climate for “playing devil’s advocate, offering alternate solutions, or thinking outside the box. Being hostile or blaming others is not ok. I have seen stressful situations dealt with well here, using humor and team-brainstorming exercises. • Undecided. I haven’t seen this one way or the other since I’ve been here..... • Undecided. • Agree. Yes, I believe this to be true, but the results of this survey will tell us if this is just an exercise to accommodate a management objective or if management is sincere about making positive changes. Disagree. People who challenge the status quo are labeled as disgruntled employees. Once this happens, it’s only a matter of time before the Right To Work option is used to get rid of the “disgruntled” employee/trouble maker. Who says management is always right, why can’t they compromise. • Undecided. However, I do feel that staff’s opinions are valued. • Undecided. I think that fresh thinking, creative solutions, cooperation, and willingness to work with change are valued and appreciated. I don’t think that disruption, subversion, or intimidation are valued as qualities that are appreciated when challenging the status quo – nor should they be. • They get fired. • Strongly disagree. They are labeled or fired if they disagree. • Disagree. They are usually reprimanded. • Disagree. I get the impression that they either get fired or management makes it impossible for them to continue working for the Lottery. • Disagree. Employees shouldn’t be black balled or fired. • Agree. On several items I stood my ground and challenged the predetermined direction we were going on the recent RMS project and my determination paid off because had I not done so, we would have not been successful in finding solutions to some critical issues. 	<ul style="list-style-type: none"> • <i>Have regular meetings to communicate and discuss projects, activities & concerns. Allow for staff discussion and feedback. Allow for, and encourage open feedback without fear of retaliation.</i> • <i>Have staff attend a class with the goal of improving communication skills.</i> • <i>Avoid labeling staff or anyone as “disgruntled” – address differences in a constructive manner or at least work towards a reasonable and mutually satisfactory agreement.</i> • <i>Remind staff that EAP is available for anyone dealing with personal issues.</i> 	<ul style="list-style-type: none"> •

- **Strongly disagree.** You've got to be kidding me, this question is a **joke**. The IR department is being micro managed by the Division Director. You dare not stand your ground on any issue that is contrary to him even if your position is in the best interest of the department or agency. That **even** includes matters of questionable ethical nature, you simply do not cross that line. Failure to follow this unwritten rule WILL result in dire consequences. People are told to "shut up" and those that don't, will get fired, demoted, get poor performance ratings, etc. It is like working for the Nazis, you dare not say anything contrary to the party platform. The bottom line...you WILL conform. The people in IR know this (including IR managers and supervisors, and even they are afraid) and I would guess that most everyone has refused to respond to this survey. After all, what is the point, the only reason for this survey is to find a band-aid to boost the numbers for this department. The same tactic was applied to the proposed adjusted work hours, nobody was asked what they would like, but dictated what their option was. No sincere interest was taken to work with the people like a true "team" mindset. It should go without saying but I'll say it anyway.
- **Agree.** As long as it does not compromise or offend management.
- **Strongly disagree.** The only people happy with the current state of affairs are I.T. management and all those who benefit from their favoritisms (see below). Anybody who questions their hiring and promoting practices get fired. Anybody who questions management direction gets ignored and put on their secret "watch list".

SURVEY QUESTION #51; Favoritism (special treatment) is not an issue in raises or promotions.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Agree. I used to think that you had to work at TWC but now I see that people that came from TWC do know what they are doing and have more experience. I am now glad that they got promoted. • Agree. • Strongly agree. I have not seen that. I imagine some people will always say that. • Undecided. I don't know who gets raises and promotions, so I'm not sure how I'd know if someone was receiving special treatment??? I guess the best way to insure that there is no perception of favoritism is to keep these things confidential. • Agree. • Strongly Disagree. There are people here in Information Resources that have been passed up for raises or promotions, because management felt it was the way to go for the good of the division or the agency or because they came from the TWC or because of a so called "Reclassification process". This practice is not fair to the loyal employees who have put in the time and the effort to receive a substantial pay raise or promotion. On the other side of the coin why are we paying contractors to do the jobs of low performing or non-performing employees. We have several people who are sitting idle while contractors are doing the jobs they are supposed to be doing. I understand when we don't have enough FTE's in our division to complete a project and we have to bring in some contractors in to help for conversions and startups, but why can't we promote people into these positions from within once the conversion is complete instead of retaining the contractors to do the jobs for people who just can't seem to step up to the plate. Not trying to come across as callus, but we need to provide training to these individuals, then if they still can't perform, it's time to make a decision. Some people are given the red carpet treatment while others are given the door when mistakes are made. Please be consistent when disciplining personnel. We should keep a log for this. • Undecided. Not aware of this as an issue. • Agree. I think that staff activity that was happening during the time of the survey may have impacted our score. By that I mean that the separation that Shelton anticipated and his communication prior to the separation may have impacted 	<ul style="list-style-type: none"> • <i>Make training a requirement and part of the job description for appropriate positions (maybe that's every position)</i> • <i>Reinforce any open positions or similar opportunities (maybe even project assignments) to internal staff.</i> • <i>If an internal applicant is not selected for a position, communicate the reasons why back to that individual.</i> • <i>Stop referencing TLC as TWC South – we have our own identity.</i> • <i>Do a better job of explaining "why" when people are terminated. At least explain why you can't talk about it if that is the case.</i> • <i>Standardize management actions taken when addressing personnel performance problems (verbal, written, termination).</i> • <i>Apply corrective action consistently and fairly.</i> • <i>Reduce the emphasis on the "At Will" language in conversations and documentation where it is not necessary.</i> • <i>Perform a "Welcome" or "Introduction" for new hires when they arrive.</i> • <i>Perform a management self assessment – consider management approach, policies and assumptions</i> • <i>Reflect on management's role, involvement and philosophy. Consider how those items are implemented at TLC and strive for improvement.</i> • <i>Establish an Open Door policy or, if you're too busy, establish Open Office hours. Note that Mr. Goebler is OK, Mrs. Kotal could improve.</i> 	<ul style="list-style-type: none"> •

the score.

- **Strongly disagree.** Ex TWC employees, Mike Jones and Gary get special treatment.
- In the area of favoritism – Why is it that Gary doesn't have to take any Oracle Training. All he does is complain, and complain. If he could program maybe his groups' workload will come down. Joan should be able to lead the group – that's her job. Too many leads and not enough workers.
- **Strongly disagree.** There's a big difference in pay among the employees.
- **Disagree.** Certain employees get special treatment. Suggestion – Not sure management can do anything, they are the one's doing it.
- **Disagree.** It's clear that there are certain employees get special treatment. Some refuse to get training but still have a job, some employees with less education and experience are classified higher, current employees are bypassed for promotions when positions are opened. New employees are hired, then our current employees train them or they are sent to training.
- **Strongly disagree.** There seems to be certain people within IR that get paid more than others but have less experience, education, common sense, etc. Some refuse to get training which causes us to hire someone else cause he can't assist with the workload, one always causes things to not work but never gets reprimanded, some have gotten preferred treatment when hired – earning more than those with more experience. One has gotten a position without the position being posted, etc.
- **Strongly agree.** I think that people on our team are evaluated fairly without bias and those that work hard are recognized for their efforts.
- **Strongly disagree.** You've got to be kidding me this question is also a joke. The Division Director is known for playing favorites most managers (even multiple tiers below him) were hand picked. Everyone in IR knows this. Pay raises and promotions are handled accordingly.
- **Disagree.** Favoritism exists within families, in a Parents love for his/her own kids, so why would it not exist in the workplace. I would bet that it does Favoritism towards friends or cohorts should not affect the advancement or consideration of other employees, but I bet it does. The incidents where individuals are not being compensated or not promoted because they are not the "Favorites", is absolutely unacceptable.
- **Strongly disagree.** Favoritism is rampant around here and is the number 1 problem. Everybody knows that. The only people who pretend that favoritism doesn't exist are those

very same people who benefit from it. If you socialize with management or came from TWC then you get preferential treatment, regardless of job performance. I've also noticed that people who were hired by the current management get treated with a lot more respect. Almost all employees that were already here when they arrived have either been fired or are treated like the leftover crap from previous managements.

SOE Construct: Strategic (2 questions)

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SURVEY QUESTION #57; We use feedback from those we serve to improve our performance.		
COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Agree. • Agree. • Strongly agree. Supervisors seem very approachable and open to change. • Undecided. I'm not sure about this either. • Strongly agree. • Agree. Our group works hard to satisfy our customers. • Maybe. I think that the application developers try to do that in project meetings. I think that some individuals try to do that as part of their normal personality. As a department, I think that we only barely do this. • Disagree. • Strongly disagree. • Agree. Provided we don't have to put in any extra effort or hard work. Disagree. I have received feedback from agency employees saying "If ya'll aren't going to change the print toner cartridges then the least ya'll could do is provide adequate training on how to do it properly". Not only do we have PC Tech's that can't or will not do their jobs, but we have contractors because our PC techs can't seem to get the job done. Several IR staff members like to respond with "WHAT!!!" when you approach them to ask a question. I don't think they realize that this type of response is rude as well as bad customer service that reflects on all IR staff members as well as Management. I always here complaints about procrastinating employees, but nothing is being done to fix the problem. Suggestion: Post Help Desk Open Calls, Calls in work progress and closed call requests for each day and Server downtime for the week as well as System Application issues for the week on the Electronic Board over Lillian's desk. This will help monitor performance and let staff know that management is monitoring their performance and that they are not hiding or covering things up things to protect a so called favorite IR staff member. • Disagree. • Agree. • Neutral. 	<ul style="list-style-type: none"> • <i>Have customer service, professionalism and communication training sessions for all of IR.</i> • <i>Use the electronic message boards more effectively to communicate status or workload.</i> • <i>Allow for "full circle" feedback in performance evaluations.</i> • <i>Insist on quality customer service for all customers – internal and external to the department.</i> • <i>Institute formal follow-up or surveys or meetings to review the successes and problems after completion of a project.</i> • <i>Have departmental and/or staff meetings to communicate projects that will affect staff.</i> 	<ul style="list-style-type: none"> •

- **Agree.** I feel that we (our team) did an outstanding job at working with our customer to get feedback to deliver a complex yet well designed RMS system.
- **Strongly disagree.** As a department, only when the feedback directly reflects poorly on the Division Director is action taken, otherwise if feedback is provided that is neutral to the Division Director image or goals, it for the most part is outright ignored (until a real problem is manifested). Despite efforts by IR management, the controlling hand of the Division Director dictates action taken on feedback and that can be summarized as “reactive” and not “proactive”. He will wait until there is a problem rather than take the position of problem prevention. Bottom line...
- **Agree.** Customer Service requests and needs of the Org are still being met.
- **Disagree.** Management disregards what they don't want to hear. Suggestion: Give us the opportunity to evaluate supervisor's job performance.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<p>SURVEY QUESTION #79; We work well with our governing bodies (the legislature, the board, etc.).</p>		
<ul style="list-style-type: none"> • Everyone but the Legislature. • Agree. • Undecided. I don't know. • Undecided. I have no idea if this is occurring or not??? • Agree. • Undecided. The only interaction that I'm aware of was when IR was questioned by the Commission concerning Disaster Recovery. I felt our staff responded very professionally. However, at times it did appear as an inquisition on the part of some of the Commissioners. • Agree. It's not departmental but the updates from Governmental Relations staff to the agency are appreciated. Mostly we just want to know how it impacts us. • Agree. • Agree. For the most part. • Agree. • Disagree. Suggestion: Tell them the truth, don't lie to them. • Agree. • Agree. We usually don't tell them the truth. We just tell them what they want to hear. • Undecided. I'm not sure where this question fits within the context of what I do or the team I work on. • Strongly disagree. It is known throughout the IR department that IR staff have been told specifically to lie or withhold information to the legislature, auditors, executive management and Lottery Commissioners on issue that would potentially tarnish the image of the Division Director. Honestly, integrity, ethical and moral principles are only followed when it is convenient. Bottom line... • Agree. • Neutral. 	<ul style="list-style-type: none"> • <i>Let Governmental Relations know we appreciate their feedback. Let management know that we are interested in the impact on the agency and staff of legislative activity. (Use technology to make their communication easier/better for them somehow?)</i> 	<ul style="list-style-type: none"> •

SOE Construct: Holographic (5 questions)

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SURVEY QUESTION #16; The work atmosphere encourages open and honest communication.		
COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Strongly agree. I feel like I can tell my manager just about anything. • Agree. • Strongly agree. Yes. It's very relaxed and open (and serious when it needs to be.) • Agree. I am completely comfortable asking questions and making comments. I have not experienced anyone discouraging me from doing this. • Agree. • Agree. At least for my group. • I honestly will communicate to you that I don't know why y'all use a nebulous word like "holographic"! What the heck does that mean anyway! I'm not going to score something as "agree" if I don't know what it means!!! • Disagree. • I don't think so. • Agree. This survey is an example. But, it also depends on what changes we see implemented based on this survey. • Disagree. • Disagree. Most of our employees don't really want to speak out of fear of being fired. It has happened. • Disagree. • Agree. I feel that our team communicates well. • Strongly agree. Among peers I would. Strongly disagree. For all other communication channels. The IR department is being micro managed by the Division Director. Communication is valued if it conforms to his way of thinking, but you dare not stand your ground on an issue that is contrary to him even if your position is in the best interest of the department or agency. That even includes matters of questionable ethical nature. You simply do not cross that line. Failure to follow this unwritten rule can and usually DOES result in dire consequences. • Agree. As long as it does not compromise or offend management. I believe that with the current situation (lawsuits, negative publicity etc.) Open Honesty is something that employees fear retaliation over. Retaliation 	<ul style="list-style-type: none"> • <i>Do something as a result of this survey. Try to address the concerns in a legitimate manner or explain any issues so that staff knows that we're heard and that mgmt wants things to improve.</i> • <i>Implement full-circle reviews.</i> • <i>Make status reports available to staff.</i> 	<ul style="list-style-type: none"> •

is not acceptable and employees should be encouraged to report this behavior to whomever they think can help his/her situation.

- **Strongly disagree.** You have to be careful of what you say around here. Suggestion: Open up communication channels, flatten the organizational structure, share status reports with all those in a dept., and stop classing people.

SURVEY QUESTION #21; Decision making and control are given to employees doing the actual work.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
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<ul style="list-style-type: none"> • Strongly agree. Management pretty much lets us do our job. • Agree. • Strongly agree. I have felt a sense of efficacy here; things get done, and I'm given the tools I need to accomplish them. • Agree. I feel I have appropriate control and adequate direction over what I'm doing. • Agree. • Agree. • Somewhat agree. • Strongly disagree. • Never. • Disagree. I don't think the IR Manager is given the control needed to run the IR division the way he wants to run it. Why isn't Joe G. the IR Director? • Disagree. • Disagree. No suggestion. • Disagree. • Agree. I can't speak of other teams, but overall I feel that we do operate well as a Team in sharing the decision making process. • Strongly disagree. Decision making is not even in the hands of the IR department but being micro managed by the Division Director. People and their ideas are valued if they conform to his way of thinking, but you dare not stand your ground on an issue that is contrary to him even if your position is in the best interest of the department or agency. That even includes matters of questionable ethical practices. You simply do not cross that line. Failure to follow this unwritten rule can and usually does result in dire consequences. • Agree. There is wide latitude for independent decision making and meeting deadlines. I feel like we are not being micromanaged, which is a positive. • Strongly disagree. My job description here was once described as having "extensive latitude for the use of independent judgment and initiative". Now I'm not allowed to do anything without an explicit directive from my supervisor. Suggestion: We are all managers. We know who our customers are and what they want. Let us manage our own work and relationships with them ourselves. 	<ul style="list-style-type: none"> • <i>Communicate goals of department and why and how it impacts other divisions and departments with the goals of helping us understand ~why~ we do things.</i> • <i>Communicate to staff any situations where IR management is working to resolve issues with management to further a departmental goal (i.e. alternative work schedules).</i> 	<ul style="list-style-type: none"> •
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SURVEY QUESTION #25; We feel a sense of pride when we tell people that we work for this organization.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Disagree. Because of everything in the paper, I don't like to tell people where I work. • Strongly agree. • Strongly agree. I love working here, and it's much better than other state agencies at which I've worked. • Agree. None. • Agree. • Agree. TLC works extremely hard to adhere to its mission. • I don't know. For the Lottery, yes, I do. For the department – I would usually say I do but the background noise that I hear when performing user support is that IR may not be providing great service levels – “calling the help desk doesn't help”, “nobody answers the phone between 11:30-1”, we require an ISR which nobody knows how to fill out. Suggestions: Survey agency to get their opinions of our service. Improve the work request (ISR) form – make it simpler if at all possible. • Disagree. • Disagree. • Agree. But I also feel ashamed when we are in the newspapers with negative reports about agency. • Disagree. • Disagree. • Neutral. Seems that most people I talked to have complaints about the network support personnel. They are rude, make you feel stupid, seem that they are too busy to help you, etc. • Undecided. Given the recent issues that made the press in the past year, there are mixed feelings associated with sharing that information with others. • Strongly disagree. I don't tell people unless they ask. There is very little pride when the lottery keeps making the press because of the questionable ethical practices going on here. The fact that we make the press is not the problem the REAL problem is the CANCER that is allowed to continue to grow through individuals like the Administration Division Director. It is because of actions like his and others like him that cause the lottery the problems it has resulting in the issues then making the papers! • Neutral. It is hard with all of the negative publicity in the news etc. and the disparity in pay from our private sector counterparts. • Strongly disagree. I don't even tell people I work here anymore. I just say I work for the state. 	<ul style="list-style-type: none"> • <i>Survey the agency to get a feel for the rest of the agencies opinion about how well we do our jobs / customer service levels.</i> • <i>Get feedback from agency on what their problems with the ISR are – use that to improve the form or process, don't design it in a vacuum.</i> • <i>Schedule customer service training for all – including management.</i> • <i>Exhibit and insist on professionalism and courtesy in the workplace.</i> • <i>Communicate the exciting parts of the agency better rather than just letting news come through the papers. The transfers to the school fund, the new games, sales, publicity stuff, the marketing campaigns Sharing that stuff with us makes us more aware of why we're doing what we do to support the agency.</i> • <i>Positively reinforce staff actions that make this agency a good place to work. Examples are when staff develop and/or implement creative solutions, new applications, high quality work, create appropriate documentation, reports or procedures, provide responsive customer support, perform good communications,</i> 	<ul style="list-style-type: none"> •

SURVEY QUESTION #41; Within my workplace, there is a feeling of community.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Agree. On my team there is. I wish there were more activities for us to do things together after work. • Strongly agree. • Strongly agree. Yes. We get together often for work and leisure. We don't work in "silos". We meet often enough to share work experiences and appreciate each others' efforts. • Undecided. I haven't worked here that long, but feel like there are people that participate in trying to encourage team building/community; however, there are still some that I don't really know, so I don't feel that sense of community 'yet'I think the b-day celebrations, team meetings, help to encourage a sense of community. • Strongly agree. • Agree. Within my section. Between sections there does not seem to be the same feeling of community. Possibly it is because we do not interact regularly. • For the whole department – no. For the unit I work in, I think so. Regular meetings so that we all get together helps but I really don't know what the rest of the department is doing. • Strongly disagree. • Disagree. • Agree. There are a few people in IR that are trying to make an effort to pull this division together as a community promoting a positive work atmosphere. They know who they are. Disagree. I also feel that there is a feeling of distrust as well caused by overlooking qualified staff from within for promotions. A feeling of community is built on trust and respect for one another. Everyone wants to be treated fairly and they want to feel valued. I think the current environment does not promote this. People build a feeling of animosity when they see that there is no consistency when disciplining IR staff. Why can't we follow state mandates/rules where you have a verbal, a write-up, and if the problem continues you make a decision? Except in certain situations where staff and/or equipment may be in jeopardy would you use the Right To Work option. There will never be a family or community feeling until the discipline process is fixed. • Disagree. • Disagree. No suggestion. • Neutral. • Agree. My personal experience here has been good. 	<ul style="list-style-type: none"> • <i>Don't stifle the after work stuff with rules that prevent sharing the information using agency resources.</i> • <i>Hold occasional meetings to discuss the stuff happening within the department and/or around the agency. Maybe after your division staff meetings.</i> • <i>Maybe find a fun way to have the departmental meeting around donuts/cake/carrot sticks/tofu to encourage attendance. Or, have team leads take the responsibility of presenting to the rest of the department.</i> • <i>Continue birthday celebrations and team meetings.</i> • <i>Perform introductions of new staff in a timely manner. Communicate work-related staff activities to all staff when it impacts the department (like Jacqueline leaving for military service)</i> 	<ul style="list-style-type: none"> •

- **Undecided.** As a department. There is a dark cloud that hangs over the department that everyone is very much aware of and fearful of. The “community” feeling is mixed with tension that really should not be there, if the IR department were left alone to be self managed.
- **Agree.** An occasional breakfast, baked goodies, b-day celebrations seem to help.
- **Strongly disagree.** Atmosphere consists of distrust, competing interests and confusion.

SURVEY QUESTION #77; An effort is made to get the opinions of people throughout the organization.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
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<ul style="list-style-type: none"> • Undecided. • Agree. • Strongly agree. There are various means provided to gather opinions, and they are met with reasonable responses. • Agree. I know on the things I have been working on we've tried to include everyone in the process and get input. • Strongly agree. • Strongly agree. • Well, with this survey, yes, agreed. • Agree. • Agree. • Agree. • Agree. An effort is certainly being made in Information Resources, but this is not always the case, thus the bad SOE grades. It really depends on who you are before management will listen. • Agree. • Undecided. For the most part when feedback is wanted the department seems to do a good job at trying to gather it. I can't speak with any accuracy at an organizational level. • Strongly disagree. 99% of the communication is a monolog not a dialog. The All staff Agency, Division, & Department meetings are all one sided communication. • Agree. Through the SOE and surveys such as this one. If problems are dealt with, it is good, otherwise a waste of time. • Disagree. Okay. This survey counts towards some effort to get others' opinions. But I doubt much consideration will be given to it. 	<ul style="list-style-type: none"> • <i>Implement a method for IR to perform occasional surveys of our customers. Surveys could be developed to obtain feedback on quality of deliverable, quality of service, ease of procedure, quality of communication, Feedback can be requested in meetings or after a project milestone.</i> • <i>IR management should solicit feedback from so management processes can be reviewed and improved.</i> • <i>Include and opportunity for staff feedback and communication during IR staff meetings and/or team meetings.</i> 	<ul style="list-style-type: none"> •
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SOE Construct: Fairness (4 questions)

NOTE: Comments have been edited slightly to remove personally identifiable information so as to preserve staff anonymity. All edits have been marked with #####'s.

SURVEY QUESTION #23; There is a basic trust among employees and supervisors.		
COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Agree for the people who are trustworthy. Some employees are not trustworthy. • Agree. • Strongly agree. I don't hear gossip or badmouthing, as I have witnessed in other workplaces. People are positive. • Agree. I have not had a reason not to trust my coworkers. • Agree. • Agree. Within my section. • No answer. • Strongly disagree. • If we (employee) screws up, we are likely to get fired. Why is it that Mike Jones always screws up and he still has a job? Others in our group have been fired. He can't do anything, yet he always gets the credit. Favoritism or what? He should have been fired a long time ago cause of all his errors. • Disagree. • No answer. • Disagree. This has been caused by the constant hiring of ex TWC staff and placing them in management or high level positions when we have staff already here that have put in the time and effort to earn such a position. Employees do not trust supervisors who hire people from the outside and are then asked to train them on how to do the job when the employee was fully qualified to be promoted into that position. Supervisors need to trust their current employees enough to give them a chance before hiring someone from the outside. • Disagree. No suggestion. • Disagree. Management shouldn't retaliate. • Agree. Part of what makes a team work well together is the level of trust, everyone in our team seems to operate with a high degree of trust and respect and it shows. • Agree. Among peers I would. Strongly disagree. HOWEVER, the Division Director is a ruthless individual. 	<ul style="list-style-type: none"> • <i>Communicate open positions to all staff and encourage them to apply if they are interested.</i> • <i>Apply corrective action consistently and fairly among all staff.</i> • <i>Clearly communicate performance issues and provide staff an opportunity to address those issues.</i> • <i>Allow for open communications from staff without staff fearing retaliation (i.e. don't retaliate)</i> • <i>Give staff responsibility and direction – positively reinforce successes, hold staff accountable for failures. Remain fair and consistent when implementing these.</i> 	<ul style="list-style-type: none"> •

He is all smiles on the surface but everyone knows you do not cross him. This leaves the IR department supervisors & managers in a constant struggle of trying to do what is right for the department but many times having to sacrifice sound business judgment and ethical practices in favor of the division director's demands. Bottom line...

- **Disagree.** There are a few employees whose personal agendas are always ahead of any loyalty or integrity towards fellow coworkers etc. Whether it be in his/her supervisor's refusal to accept responsibility for a problem or concern he/she is responsible for. There are always Coworker's who pass the blame to someone else in front of management to avoid looking bad. People outside the circle can't defend themselves from belittlement.
- **Strongly disagree.** I don't trust anybody. Even the one person I used to trust has grown too close to management. So I no longer trust that person either. I.R. management has a very poor reputation for their trustworthiness because many people question their legitimacy. It's widely recognized throughout the entire agency that I.R. management is just here riding the coat tails of Mike Fernandez. Suggestion: Management needs to diversify and open up their tight little circle to Lottery personnel.

SURVEY QUESTION #34; When possible, alternative work schedules (flex-time, compressed work weeks, job sharing, telecommuting) are offered to employees.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Agree. Management is trying. • Strongly agree. • Strongly agree. Yes. This has just been implemented. • Strongly agree. This is being implemented. • Agree. • Agree. At this time, management is working to offer this. • Apparently the department is working on this. Prior to that I'd have to say strong disagree because it's not an option. • Strongly disagree. • Strongly disagree. • Disagree. • Disagree. • Agree. I believe this to be true due to the fact that we graded so poorly on this survey question. I think we will soon find out. • Disagree. • Undecided. While the proposed alternate work week policy, has value for me as a solution. Personally, I would have preferred a true flex-time plan, as it would have been a greater benefit for my family given the struggles of juggling the schedules of ##### children at ##### different schools. Not to mention ##### school band, ##### school choir, ##### soccer and scouts. • Strongly disagree. Again the Division Director dictated what he wanted rather than find out what the staff wanted. It is a micro-management mentality that everyone in the department has figured out. Rather than truly fixing the problem. A band-aid approach is taken. • Undecided. A good thing currently being considered. • Agree. 	<ul style="list-style-type: none"> • <i>Try to understand and make sense of the state and agency rules affecting the adoption of alternative work schedules and work from home policies and communicate them to the staff openly and honestly.</i> • <i>Implement a more flexible flex-time plan.</i> • <i>Recognize and appreciate the staff that go "above and beyond" to make sure things are done well – weekend and evening support work, dial-in checks of systems, proper planning and execution of maintenance activities,</i> • 	<ul style="list-style-type: none"> •

SURVEY QUESTION #51; Favoritism (special treatment) is not an issue in raises or promotions.

COMMENTS FROM STAFF INTERVIEWED	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • Strongly agree. I earned my raise. I am not sure about everyone else. I don't know if they are even getting raises. • Agree. • Strongly agree. I have not seen that. I imagine some people will always say that. • Undecided. I don't know who gets raises and promotions, so I'm not sure how I'd know if someone was receiving special treatment??? • Agree. (Is this the same question as the one in the supervisor effectiveness?) • Undecided. Not aware of this as an issue. • How many times to I have to answer this question???? (see above) • Strongly disagree. • In the area of favoritism – Why is it that ##### doesn't have to take any Oracle Training. All he does is complain, and complain. If he could program maybe his groups' workload will come down. Joan should be able to lead the group – that's her job. Too many leads and not enough workers. • Strongly disagree. It seems that former TWC employees and their friends get special treatment. Barry's title/job description has changed from the one he was hired but his current one was never posted. Same can be said about Toni and others. • Disagree. • Strongly disagree. Current employees are not given the opportunity to advance. Usually training is refused, when a position opens up, a friend is hired or an ex coworker. One of our leads just pretend he knows a lot but really doesn't know how to program. Some of our leads make major mistakes and aren't reprimanded, some in his group have been fired cause of mistakes. Some refuse training but continue to be employed thus increasing the workload. It seems that our contractors do a majority of the work cause most of our high paid leads can't do the work. It seems that these employees get special treatment cause if I refused to get training to be able to do my job I would probably get terminated. • Disagree. There's no avenue for promotions. You either have to be a friend of one of the managers or do enough brown nosing to get a raise. • Isn't this a repeat from above? • Disagree. I don't think it is fair that Joe G. is not the 	<ul style="list-style-type: none"> • <i>Explain state employee classification rules and procedures. Especially in light of current HR audit and reclassification projects.</i> • <i>Obtain adequate training and travel budgets for staff. Technologies change rapidly in many areas that staff develop and maintain.</i> 	<ul style="list-style-type: none"> •

Information Resources Director when he has considerably more staff than several of the other Directors in the agency who have considerably less staff. I am forced to think that this practice is "Favoritism".

- **Strongly disagree.** The Division Director is known for playing favorites most managers (even multiple tiers below him) were hand picked. Everyone in IR knows this. Pay raises and promotions are handled accordingly.
- **Disagree.** Favoritism exists within families, in a Parents love for his/her own kids, so why would it not exist in the workplace. I would bet that it does Favoritism towards friends or cohorts should not affect the advancement or consideration of other employees, but I bet it does. The incidents where individuals are not being compensated or not promoted because they are not the "Favorites", is absolutely unacceptable.
- **Strongly disagree.** It's very fitting that this question is listed more than once.

Additional comments and suggestions from employees.

ADDITIONAL EMPLOYEE COMMENTS	RECOMMENDATIONS FROM COMMITTEE/STAFF	MANAGEMENT RESPONSES AND ACTION PLANS
<ul style="list-style-type: none"> • I'd be happier with a stapler that worked properly & consistently. • We completed the survey back in November and a subsequent survey shortly thereafter. Management was informed the areas where we scored the lowest. Why do you want us to complete the questionnaire again? Management should take the initiative to improve these areas instead of passing the buck to a group of employees. Come on management DO SOMETHING – Giddy-up. • Suggestion: Joe and Joan need to sit down and really take a good honest look at our group and fix things. There's just too many unhappy people, they just don't want to speak up for fear of being fired. • Note: I'm not clear as to who is "officially" classified as my Supervisor. But since I work for ##### and ##### supervises the work I do, my answers are in this context. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •