



Moving Forward, Together

SUMMARY REPORT

October 2020 – June 2021



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Overview & Purpose

The Moving Forward, Together workforce development initiative was created to provide an evidence-based solution that SEPA leadership could use to increase employee recognition, engagement, effective communication, trust, and to develop leadership success necessary for building a healthier work environment that supports being the “Employer of Choice”.

A five-month training plan was design, developed, and implemented using different learning activities that addressed the critical drivers identified in the 2018 and 2019 Federal Employee Viewpoint Survey (FEVS).

Specifically, it addressed the following top challenges and trends:

Rank	Q#: Summary	Avg. %	2 yr Trend
1	53: Leaders generate motivation	50.45%	+5%
2	32: Creativity rewarded	48.9%	+10.8%
3	33: Pay raises performance dependent	46.85%	+9.7%
4	25: Awards depend on employee performance	38.45%	+3.7%
5	41: Survey used to improve agency	36.95%	+8.1%
6	22: Promotions based on merit	36.8%	-.2%
7	24: Perf. differences recognized	34.9%	+6.8%
8	58: Managers promote communication	34.15%	+5.7%

Engagement Index	Avg. %	2 yr Trend
Leaders Lead Reflects: Staff perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation .	39.2%	-2.4%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of **negative responses** (e.g., disagreement that the desired condition exists).

New Inclusion Quotient	Avg. %	2 yr Trend
FAIR Fairness relates to the sense of impartiality in your organization. It answers the question: Are all employees treated equitably ?	43.25%	-2.3%
Open Openness relates to the sense of diversity found in your organization. It answers the question: Does management support diversity in all ways?	47.05%	-1.3%
Cooperative A cooperative environment is one that fosters communication and collaboration. The cooperative aspect of your organization is measured by asking the question: Does management encourage communication and collaboration ?	37.25%	-7.1%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of **negative responses** (e.g., disagreement that the desired condition exists).

Environmental Scan Assessment

Prior to the start of the initiative and again after it concluded, an Organization Wellness Survey was conducted to assess the current state of employee engagement, satisfaction, trust, and overall cultural health.

The assessment was composed of 28 questions and responses were taken anonymously from Nov 30 thru Dec 30, 2020. It was scheduled before implementing the training plan and after the last workshop in June 2021 to evaluate learning activity impact. In both surveys, 20 SEPA employees representing 47% of the agency, provided responses. Significant findings are highlighted on pages eight, nine and 10 of this report with a comprehensive list of pre and post results on page 13.



Training Objectives and Design

The learning objectives and training plan designed for the Moving Forward, Together workforce development initiative focused on the following organizational levels: Leaders and Employees and it engrossed two, evidenced based developmental training areas over a five month delivery schedule:

1. **Intra-Personal “self” Development**

- This training area focused on the leader and employee learning more about themselves as a person and professional. *Examples include learning about personal values, needs, strengths, and opportunity for growth.*

2. **Inter-Personal “team” Development**

- This training area focused on the relationship with others. *Examples include learning about bridging and bonding, communication, motivating others toward personal, professional, and organizational growth.*

To support both developmental areas a series of different learning activities were selected ranging from book reviews to virtual instructor lead trainings (VILT) workshops on topics related to self-development and understanding, trust and team building, and communication.

Below is a complete list of all the learning activities that that were selected, scheduled, and delivered during this initiative:

Book review: The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations 6th Edition

Description: The Five Practices of Exemplary Leadership®, five easy-to-grasp concepts that leaders can follow every day to become extraordinary: This will enhance Team communication by helping participants understanding threats and opportunities that effect SEPA’s success. Participants will learn how to implement the following concepts: Model The Way, Inspire a Shared Vision, Challenge The Process, Enable Others to Act, and Encourage The Heart.

FEVS Target Areas: Engagement Index: *Leaders Lead*, New IQ: *Fair/Open/ Cooperative*, Top Challenges: *53: Leaders generate motivation, 58: Managers promote communication, 24: Perf. differences recognized.*

Delivery Date: October 1, 2020 thru June 2021

Audience: SEPA Leaders

Workshop #1: Learning Nucleus IDP/ Mentoring Webinar

Description: This interactive VILT delivered through WebEx Training that takes participants through the Learning Nucleus (LN) Individual Development Plan (IDP) and Mentoring Modules. Participants will learn why IDPs and Mentoring are important to career development and engagement. Attendees will also receive a live demo of the LN IDP and Mentoring module

FEVS Target Areas: Engagement Index: *Leaders Lead*, New IQ: *Fair/Open/ Cooperative*, Top Challenges: 53: *Leaders generate motivation*, 58: *Managers promote communication*, 32: *Creativity rewarded*, 24: *Perf. differences recognized*.

Delivery Date: October 7 and 13, 2020

Facilitator: PMA HR SSC Workforce Relations and Training Branch

Audience: SEPA Leaders and Employees

Workshop #2: Appreciative Inquiry Workshop

Description: Appreciative Inquiry (AI) is a strengths-based, positive approach to leadership development and organizational change. AI can be used by individuals, teams, organizations, or at the societal level; in each case, it helps people move toward a shared vision for the future by engaging others in strategic innovation. It uses the following model:

- Discover – Appreciating and valuing the best of What Is. Information and stories are gathered about what is working well.
- Dream – Envisioning What Might Be (shared vision)
- Design – Determining What Should Be. (action plan) ...
- Deliver (or Destiny) – Innovating What Will Be. (team accountability)

FEVS Target Areas: Engagement Index: *Leaders Lead*, New IQ: *Fair/Open/ Cooperative*, Top Challenges: 53: *Leaders generate motivation*, 41: *Survey used to improve agency*, 24: *Perf. differences recognized*, 58: *Managers promote communication*.

Delivery Date: January 14 and 20, 2021

Facilitator: PMA HR SSC Workforce Relations and Training Branch

Audience: SEPA Leaders (January 14) and Employees (January 14 and 20)

Workshop #3: Substance of Trust and Accountability

Description: This workshop helped employees learn to work 100% successfully with each other and to perform at their very best level. Individuals identify and address "trust gaps" in their personal credibility and relationships at work. Using "real work" situations in the work session, participants will: Practice the 13 Behaviors of High Trust to develop, restore, and extend trust.

FEVS Target Areas: Engagement Index: *Leaders Lead*, New IQ: *Fair/Open/ Cooperative*, Top Challenges: 53: *Leaders generate motivation*, 58: *Managers promote communication*, 32: *Creativity rewarded*, 24: *Perf. differences recognized*, 41: *Survey used to improve agency*

Delivery Date: February 17, 2021

Facilitator: Senior Executive Development and Talent Management

CHCO - Office of Corporate Executive Management

Audience: SEPA Leaders

Workshop #4: PeopleMap Assessment

Description: The Peoplemap™ System is interpersonal effectiveness training seminars for every level of your organization.

All Peoplemap™ Programs employ the Peoplemap™ Personality Types. The training is high content, easy to understand, and immediately useable in the workplace and at home. The workshop learning environment is fun, highly interactive, practical and down to earth. There is no fancy jargon, — just simple, straightforward tools and skills that work day in and day out in all areas of life.

FEVS Target Areas: Engagement Index: *Leaders Lead*, New IQ: *Fair/Open/ Cooperative*, Top Challenges: 53: *Leaders generate motivation*, 58: *Managers promote communication*, 24: *Perf. differences recognized*.

Delivery Date: April 20 and 21, 2021

Facilitator: Senior Executive Development and Talent Management

CHCO - Office of Corporate Executive Management

Audience: SEPA Leaders and Employees

Workshop #5: Crucial Conversations

Description: This workshop taught participants how to resolve disagreements through accurately addressing concerns by talking respectfully, candidly, and skillfully with someone in a safe way. Build acceptance rather than resistance through giving and receiving feedback in a way that enhances relationships and improves results.

It will enhance Team communication by helping participants understanding threats and opportunities that effect SEPA success.

FEVS Target Areas: Engagement Index: *Leaders Lead*, New IQ: *Fair/Open/ Cooperative*, Top Challenges: *53: Leaders generate motivation, 58: Managers promote communication, 24: Perf. differences recognized.*

Delivery Date: April 20 and 21, 2021

Facilitator: Senior Executive Development and Talent Management

CHCO - Office of Corporate Executive Management

Audience: SEPA Leaders (April 20) and Employees (April 21 x2)

Learning Activities Debrief

Throughout the five-month initiative the PMA HR SSC Workforce Relations and Training Branch conducted weekly huddle meetings with SEPA team members Amanda Adams and Kimba Howard to debrief the observable impact of each workshop and learning activity. Recommended curriculum design changes and facilitation delivery adjustments were made to make the learning environment more effective.

Impact and Recommendations

This section highlights the impact of the Moving Forward, Together initiative and makes evidence informed recommendations for continued organizational health improvements. The first section will highlight significant improvements and areas of continued opportunity for growth collected from the environment scans. As a reminder, an Organization Wellness Survey was conducted two times to assess the current state of employee engagement, satisfaction, and overall cultural health and to assess the impact of this training initiative.

The second part will list the PMA HR SSC next step recommendation for continued workplace improvement along with SEPA employee suggestions gathered from the final survey.

Organizational Wellness Survey findings

Improvements

Below are four significant shifts identified in the pre and post survey results. As indicated below, after the completion of the Moving Forward, Together initiative employees felt:

1. More inspired about their career potential
2. Employees felt that their leadership team was more open minded and desired to create a positive work culture and
3. That overall respect levels increased inside the organization.

A complete list of survey results is available on page 13 of this report.

Q21 I believe my supervisor and the senior leadership team encourage new ways of "thinking" and "doing".	
Pre Survey	Yes 21%, No 47% Not sure 32%
Post Survey	Yes 40%, No 40% Not sure 20%
Change (+/-)	Yes +19% , No -7% Not sure -12%
Q6 Do you believe you will be able to reach your full potential here?	
Pre Survey	Yes 25%, No 45% Not sure 30%
Post Survey	Yes 43%, No 48% Not sure 10%
Change (+/-)	Yes +18% , No +3% Not sure -20%
Q13 Do your supervisor and the senior leadership team contribute to a positive work culture?	
Pre Survey	Yes 15%, No 40% Not sure 45%
Post Survey	Yes 33%, No 29% Not sure 38%
Change (+/-)	Yes +18% , No -11% Not sure -7%
Q14 Do you feel like coworkers respect each other here? If not, why?	
Pre Survey	Yes 25%, No 40% Not sure 35%
Post Survey	Yes 43%, No 38% Not sure 19%
Change (+/-)	Yes +18% , No -2% Not sure -16%

Continued Opportunities to Improve

Below are three areas of continued opportunities to improve identified in the pre and post survey results. As indicated below after the completion of the Moving Forward, Together initiative employees are still:

1. Disconnected from SEPA's vision, mission statement, and core values
2. Don't feel inspired by leadership to pursue a shared vision, and
3. Feel that leadership is lacking in effective communication skills i.e. listening and messaging

A complete list of survey results is available on page 13 of this report.

Q10 Can you recite SEPA's vision, mission statement, and core values?	
Pre Survey	Yes 45%, No 55%
Post Survey	Yes 19%, No 81%
Change (+/-)	Yes -26%, No +26%
Q20 I believe my supervisor/ Assistant Administrator and the senior leadership team /Administrator inspire others toward a shared vision.	
Pre Survey	Yes 26%, No 53% Not sure 21%
Post Survey	Yes 20%, No 40% Not sure 40%
Change (+/-)	Yes -6%, No -13% Not sure +19%
Q22 I believe my supervisor/ Assistant Administrator and the senior leadership team /Administrator are outstanding communicators, skilled at both listening and messaging.	
Pre Survey	Yes 11%, No 74% Not sure 16%
Post Survey	Yes 5%, No 68% Not sure 26%
Change (+/-)	Yes -6%, No -6% Not sure +10%

Organizational Wellness Survey Conclusion

The results of the pre and post surveys show that the learning activities inside the Moving Forward, Together training plan were effective in address some of the FEVS challenges and creating a positive shift in the SEPA organization. Comparative results show:

1. An increase in employee happiness
2. An increase in work life balance
3. The feeling that they can reach their full career potential, and
4. That leadership is making an authentic effort to create a more positive work environment.

A complete list of survey results is available on page 13 of this report.

Next Steps Recommendations

The 2020 – 2021 Moving Forward, Together workforce development initiative is only the beginning step towards sustained and permanent improvement in the SEPA organization. We are pleased to present the following recommendations as possible next steps for maintaining forward progress and growth.

The 10 recommendations below support continued improvement as an outcome of the Moving Forward, Together workforce development initiative:

1. We recommend that the SEPA Leadership Team continue working on their developmental goals to establish a strong group identity, vision, and brand for the team.
2. We recommend the SEPA Leadership Team establish a new and simplified agency vision and mission statement for 2022 and implement a strategic plan for employees to learn and live them out at work.
3. We recommend that SEPA create a new recognition program that supports process improvement, new innovations, creative ideas, and for rewarding employees who show behaviors that contribute to the organizations mission, vision, and core values.
4. We recommend that all employees go through a CBI workshop on intra-personal development to include understanding and identifying their needs, core values, beliefs, and mindsets, and how these are used at work to increase their sense of purpose, engagement, impact, and opportunity.
5. We recommend a culture and engagement committee for all employees.
6. We recommend one on one coaching for SEPA Leadership Team members who need additional levels of accountability around behavioral changes.
7. We recommend more workshops on the following topics: building trust, unity, and accountability.
8. We recommend the use of the Teleworking and Maxi-flex programs to improve trust, morale, and work life balance.
9. We recommend the development of 2-5 year strategic plan for workforce excellence so employees see the direction the agency is moving.
10. We recommend the creation of a Talent Development and Change Management Taskforce that can analyzes, design, develop, implement, and evaluate new initiatives that support ongoing succession planning, employee engagement and other positive cultural actions and programs at SEPA.

Employee Suggested Improvements

The following response were gathered from the final organizational scan survey and were provided by the employees for continued improvement and morale boosters.

Q29: What do you think SEPA should focus on for continued improvement around employee engagement and satisfaction?

- Encouragement from supervisors in the way of verbal compliments and monetary/time off awards to do things to make operations more efficient, reduce errors and customer satisfaction. A written or verbal "that a boy" goes a long way to employees feeling valued and appreciated.
- Open communication and leadership that works together
- Recognition/bonus/promotion
- Initial improvement before continued improvement can occur.
- Address all the top negatives in the FEVS. Employee engagement is only part of problems identified. Don't lower agency expectations for its employees.
- Listening and communication
- SEPA should address those issues and deficiencies already captured by previous FEVS surveys. Things are started, planned and maybe promised, but with little or no follow-thru to correct the deficiencies contained in the FEVS. Management has already been told the problems in the FEVS. We don't need another survey, just actions on the things already reported on the FEVS.
- Improvement opportunities for BOTH employees and leadership. It takes a shift in thinking of both sides to make the SEPA TEAM work as a whole.
- Don't expect more out of some employees than others. Value the ones that are doing the work, but don't give them more to do because they're dependable.

Appendix: Environmental Scan Assessment Results

Prior to the start of the initiative and again after it concluded, an Organization Wellness Survey was conducted to assess the current state of employee engagement, satisfaction, trust, and overall cultural health.

The assessment was composed of 28 questions and responses were taken anonymously from Nov 30 thru Dec 30, 2020. It was scheduled before implementing the training plan and after the last workshop in June 2021 to evaluate learning activity impact. In both surveys, 20 SEPA employees representing 47% of the agency, provided responses.

Q1 On a scale of 1 (least) to 10 (most), how happy are you at work?	
Pre Survey	5.0 average
Post Survey	7.0 average
Change (+/-)	+2 average

Q2 Would you refer someone to work here?	
Pre Survey	Yes 40%, No 25% Not sure 35%
Post Survey	Yes 43%, No 24% Not sure 33%
Change (+/-)	Yes +3%, No -1%, Not sure -2%

Q3 Do you have a clear understanding of your career or promotion path?	
Pre Survey	Yes 70%, No 35%
Post Survey	Yes 81%, No 19%
Change (+/-)	Yes +11%, No -16%

Q4 On a scale of 1 (worst) to 10 (best), how would you rate your work-life balance?	
Pre Survey	7.2 average
Post Survey	8.0 average
Change (+/-)	+.8

Q5 Do you feel valued and heard at work?	
Pre Survey	Yes 30%, No 55% Not sure 15%
Post Survey	Yes 33%, No 38% Not sure 29%
Change (+/-)	Yes +3%, No -17% Not sure +14%

Q6 Do you believe you will be able to reach your full potential here?	
Pre Survey	Yes 25%, No 45% Not sure 30%
Post Survey	Yes 43%, No 48% Not sure 10%
Change (+/-)	Yes +18%, No +3% Not sure -20%

Q7 How frequently do you receive recognition from your supervisor and the senior leadership team?	
Pre Survey	Daily 0%, Weekly 5%, Monthly 15%, Yearly 50% , Never 30%
Post Survey	Daily 0%, Weekly 5%, Monthly 25% , Yearly 50% , Never 20%
Change (+/-)	Daily 0%, Weekly 0%, Monthly +10% , Yearly 0%, Never -10%

Q8 Do you believe your supervisor and the senior leadership team take your feedback seriously?	
Pre Survey	Yes 20%, No 50% Not sure 30%
Post Survey	Yes 19%, No 38% Not sure 43%
Change (+/-)	Yes -1%, No -12% Not sure +13%

Q9 Do you feel like your supervisor and the senior leadership team are transparent?	
Pre Survey	Yes 15%, No 60% Not sure 25%
Post Survey	Yes 10%, No 33% Not sure 57%
Change (+/-)	Yes -5%, No -27% Not sure +32%

Q10 Can you recite SEPA's vision, mission statement, and core values?	
Pre Survey	Yes 45%, No 55%
Post Survey	Yes 19%, No 81%
Change (+/-)	Yes -26%, No +26%

Q11 On a scale of 1 (not at all) to 10 (very), how comfortable do you feel giving upwards feedback to your supervisor and the senior leadership team?	
Pre Survey	4.4 average
Post Survey	5.0 average
Change (+/-)	+0.6 average

Q12 Do you believe other employees, your supervisor, and the senior leadership team live authentically by SEPA core values?	
Pre Survey	Yes 32%, No 68%

Post Survey	Yes 33%, No 67%
Change (+/-)	Yes +1%, No -1%

Q13 Do your supervisor and the senior leadership team contribute to a positive work culture?

Pre Survey	Yes 15%, No 40% Not sure 45%
Post Survey	Yes 33%, No 29% Not sure 38%
Change (+/-)	Yes +18%, No -11% Not sure -7%

Q14 Do you feel like coworkers respect each other here? If not, why?

Pre Survey	Yes 25%, No 40% Not sure 35%
Post Survey	Yes 43%, No 38% Not sure 19%
Change (+/-)	Yes +18%, No -2% Not sure -16%

Q15 Do you foresee yourself working here one year from now?

Pre Survey	Yes 65%, No 0% Not sure 35%
Post Survey	Yes 71%, No 10% Not sure 19%
Change (+/-)	Yes +6%, No +10% Not sure -16%

Q16 On a scale of 1 (horrible) to 10 (amazing), how would you rate the culture at SEPA?

Pre Survey	4.7 average
Post Survey	6.0 average
Change (+/-)	+1.3 average

Q17 I believe my supervisor and the senior leadership team work hard to understand me.

Pre Survey	Yes 11%, No 63% Not sure 26%
Post Survey	Yes 25%, No 35% Not sure 40%
Change (+/-)	Yes +14%, No -28% Not sure +14%

Q18 I believe my supervisor and the senior leadership team communicate the agency's core values and vision statement and help their teams to better understand how they contribute to the achievement of SEPA goals.

Pre Survey	Yes 21%, No 53% Not sure 26%
Post Survey	Yes 32%, No 32% Not sure 37%
Change (+/-)	Yes +11 %, No -21% Not sure +11%

Q19 I believe my supervisor and the senior leadership team are exceptional trust builders.

Pre Survey	Yes 11%, No 89%
Post Survey	Yes 20%, No 80%
Change (+/-)	Yes +9%, No -9%

Q20 I believe my supervisor and the senior leadership team inspire others toward a shared vision.

Pre Survey	Yes 26%, No 53% Not sure 21%
Post Survey	Yes 20%, No 40% Not sure 40%
Change (+/-)	Yes -6%, No -13% Not sure +19%

Q21 I believe my supervisor and the senior leadership team encourage new ways of "thinking" and "doing".

Pre Survey	Yes 21%, No 47% Not sure 32%
Post Survey	Yes 40%, No 40% Not sure 20%
Change (+/-)	Yes +19% , No -7% Not sure -12%

Q22 I believe my supervisor and the senior leadership team are outstanding communicators, skilled at both listening and messaging.

Pre Survey	Yes 11%, No 74% Not sure 16%
Post Survey	Yes 5%, No 68% Not sure 26%
Change (+/-)	Yes -6%, No -6% Not sure +10%

Q23 I believe my supervisor and the senior leadership team routinely provide feedback and coaching to me.

Pre Survey	Yes 16%, No 74% Not sure 11%
Post Survey	Yes 25%, No 55% Not sure 20%
Change (+/-)	Yes +9%, No -19% Not sure +9%

Q24 I believe my supervisor and the senior leadership team reward outstanding performance.

Pre Survey	Yes 21%, No 58% Not sure 21%
Post Survey	Yes 20%, No 50% Not sure 30%
Change (+/-)	Yes -1%, No -8% Not sure +9%

Q25 I believe my supervisor and the senior leadership team can make decision in a timely manner.

Pre Survey	Yes 32%, No 26% Not sure 42%
Post Survey	Yes 35%, No 45% Not sure 20%
Change (+/-)	Yes +3%, No +19% Not sure -22%

Q26 I believe my supervisor and the senior leadership team live out the core values of SEPA everyday through their actions and behaviors.

Pre Survey	Yes 11%, No 42% Not sure 47%
Post Survey	Yes 20%, No 20% Not sure 60%
Change (+/-)	Yes +9%, No -22% Not sure +13%

Q27 I believe my supervisor and the senior leadership team put employees first and the "bottom line" second.

Pre Survey	Yes 21%, No 37% Not sure 42%
Post Survey	Yes 25%, No 30% Not sure 45%
Change (+/-)	Yes +4%, No -7% Not sure +3%

Q28 What haven't you told your supervisor and/or the senior leadership team that they REALLY need to know about things at SEPA?

See responses below

Pre Survey	• Don't carry on problems from the past, start changing instead of asking for waivers, more time, or exceptions. Utilize technology to change processes and bring in outside help to do it. • No one really thinks that senior leadership is truly committed to making any changes to the status quo. Anyone with any significant amount of time left at SEPA, thinks nothing is going to change until the current senior leadership changes and everyone else is on a countdown to retirement so doesn't care. They're simply biding their time. The poor culture has been perpetuated and instead of the culture being changed as new leaders have been brought in, the new leaders have acclimated into the poor culture. There is little faith in commitment to real change. • Better communication is needed. I can't know things without being told them, and many times I feel like I am expected to. We all work on the same team and towards the same mission. It seems sometimes that people think they work in a vacuum and only what they do is important. • I think senior leadership is blaming former managers without <u>taking a look</u> at who is still here from that same group. I believe my supervisor would sacrifice all the employees if he thought it was good for SEPA. I think SEPA IS the employees. Customers may be leaving, but the motivation to make any changes has been stomped out over the years of misdirected leadership. • Why would it matter if I did? No one listens to us anyway. These surveys don't matter either. So much favoritism in this place it's unreal! • NA • Review all the above answers. I think I have covered a lot of information but I know I have also left off a lot of information of the newly appointed Administrator. The unprofessionalism displayed during weekly agency wide meetings is amazing. Weekly there is a trivia question, trivia word of the week, and a verse of the week. Along with these weekly events there are questions about personnel vacations taken and to be taken as well as what an employee had for lunch that day and was it very good, etc. A meeting that could be professionally done in 20 minutes tops to catch everyone up on agency information usually takes anywhere from 50 minutes to more than an hour. During these meetings on two occasions it was mentioned that the problems that the agency had with senior level management was gone with the two retirements. This was mentioned even though that person was part of the same senior level management that was the problem. The present Administrator is pursuing and validating the purchase of the building that we occupy by stating unsubstantiated or unqualified savings would be gained. The stated figures were not supported with valid information or documentation. I know I am forgetting a lot but I think this information is a good start. Since the focus groups that were conducted due to SEPA's low FEVS scores I thought that SEPA the employees voices would finally be given some consideration. I was sadly disappointed and mistaken due to the hiring of one of the existing problems to be the new SEPA administrator. With that being said, I do not think I will ever fill out another FEVS during my Federal employee career.
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	- SEPA should be a great place to work, but I dread coming into the office. I have enjoyed getting to telework some of the past 8 months. It has made working much better. The SEPA management staff has had a lot of changes the past year, but the changes have not been for the better. The work environment is still not a good place to be. Most employees want to come to work, do their job, and go home and not deal with having meetings that should last 10 minutes be drawn out to an hour because of silliness. I have work to do and I don't have time to listen to trivia questions, word of the day and thought of the day. I don't think an agency wide meeting is the place to discuss personal vacations or travel either. Mostly for a safety perspective I don't want my personal activities broadcast for the entire agency to know my personal schedule. SEPA has paid for me to attend classes to ensure I perform my duties following all the rules and regulations. The administration has asked me to do what they WANT instead of following the rules. Our current administrator has stated "The rules don't apply to me." What does that say about management at SEPA? I hoped when we were getting a new Administrator that someone with NO ties to SEPA would be selected, not someone already in a management position. I feel frustrated and stressed every day that I come into this office. I have been with the federal government for over 30 years, and when I first came to SEPA it was a decent place to work. The past 18 years the work environment has gotten worse by the day. I also want to say that many employees won't give their true opinion on this survey for fear of retaliation. Several years ago a request was sent to employees asking if they would be interested in joining a Union and numerous people said no because they were fearful of retaliation from management. The Administrator and some of the management may have changed, but these same people have held management positions for several years. Until management is completely replaced SEPA won't be a good place to work. I know it has been stated that prior management was the problem and that is true, but prior management wasn't the ONLY problem. Yes – our previous Administrator was terrible to work with but he was terrible before he was selected as the Administrator. He made numerous people cry in the office from screaming at them. But why did it take over 10 years for anyone to listen to what was going on? He was so mean to one contract employee that when she left for Christmas holidays she never came back. This was prior to his selection as the SEPA Administrator – this was when he was the Power Resources Assistant Administrator. The employee called in and told another employee that she could have everything in her office because she was too scared to come back and get it. So why was he ever selected as the SEPA Administrator? I have filled out these surveys for years but quit the past few years because nothing was ever done. Even after we had such bad surveys and had focus groups nothing has changed. I guess that is why we are getting this survey that allows us to give feedback but I am not optimistic that anything will change. Please prove me wrong! - Most employees want to come to work and do their job and do it well. Right now SEPA has too much other stuff, conference calls that have very little to do with work and more to do with trivia, and other non work things. - Expect everyone to do their job. Don't always assign tasks to those you know are dependable. When you give us a job, provide training so we know how to do the job correctly. Listen. - Nothing. They have seen it in the Employee Viewpoint Surveys. They just choose to ignore it.
Post Survey	More recognition for employees who put in time to go above and beyond the scope of the job.

	I would like the choice to continue to partially telework How Team Leaders communicate to their teams and also how the Evaluation Supervisor input statement process is submitted. Encourage the potential for internal upward advancement. It wouldn't matter. Things are never going to change at SEPA. I have been working here over 20 years and the work environment has steadily declined every year. Employees are not valued and are not heard. The surveys have shown how low morale is at SEPA and nothing is really done about it. The only thing helping at the moment is being able to telework. Once that is stopped and employees are required to be in the office daily the morale will bottom out. SEPA never allowed telework prior to the pandemic and employees probably won't be allowed to telework very much post pandemic. The ability to advance and cross divisional lines should be improved. We are SEPA employees and not an employee of a specific division. Employees that have the ability to do a job should be provided with the opportunity and training before an outside candidate is brought in. Advancement and cross training opportunities should be improved. Morale does not seem to be good among employees. Appears employees feel work is unbalanced with a few doing most of the work The family and work life balance has improved since teleworking. Nothing. They've been made aware and things continue to stay the same. They should just own the fact that no one is actually committed to changing anything Negativity is contagious. It only takes a small amount to fester and grow among the employees. That includes negativity heard from the leaders. I'm "up front" with Asst Admin.
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