

ANNUAL RESULTS: STRATEGIC GOAL 5

To maintain a highly skilled, well-trained, customer-oriented workforce to carry out the agency's mission.

<i>FY 2002 Performance Goals</i>	<i>FY 2002 Results</i>	<i>FY 2001 Results</i>	<i>FY 2000 Results</i>
<p>1. <u>Feedback</u>. Develop an exit interview procedure, including a standard form, to elicit information from departing employees about their experiences with OSC, including suggestions for enhancing OSC's operations and internal policies, with emphasis on feedback on the unit from which they are separating.</p>	<ul style="list-style-type: none"> Implemented staff exit interview process and form. Summaries of feedback provided to Special Counsel and Deputy Special Counsel. 		
<p>2. <u>Awards</u>. Revise existing incentive awards and employee recognition policy to provide greater flexibility for rewarding performance and special acts/service, including non-monetary recognition.</p>	<ul style="list-style-type: none"> Initiated re-draft of revised incentive awards and employee recognition policy to add additional flexibilities.. 	<ul style="list-style-type: none"> Issued revised incentive awards and employee recognition policy. To provide greater flexibility for rewarding performance and special acts/service including non-monetary recognition. 	
<p>3. <u>Recruitment</u>. Enhance hiring and retention strategies, by providing information on employee benefits such as retention bonuses, recruitment bonuses, and tuition loan reimbursement. Encourage and publicize work-family initiatives. Develop automated databases for distributing vacancy announcements to enhance the diversity of OSC's workforce.</p>	<ul style="list-style-type: none"> Implemented flexible workplace program as pilot program (with assessment of impact on organization after one year). Drafted policies on retention and recruitment bonuses and tuition loan reimbursement (to be issued after legal review and publicized in FY 2003). Continued targeted recruitment of law clerks/legal interns. 	<ul style="list-style-type: none"> Implemented targeted recruitment of law clerks / legal interns for positions with potential for permanent placement. 	

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<p>4. <u>Retain Workforce</u>. Develop challenging and rewarding work environment.</p>	<ul style="list-style-type: none"> • Provided career development and enhancement opportunities for staff by delegating opportunities to participate in agency planning process, enhancing institutional knowledge and capacity of career staff. • Filled two upward mobility positions. • Continued use of part-time appointments, employee/family friendly policies, alternative work schedules, awards and bonuses to retain qualified staff. • Provided orientation to new employees on agency mission and administrative activities. • Continued to offer employees access to training and retirement planning classes through the Small Agency Council. • Offered employees access to preventive health services. • Surveyed IPD staff during evaluation of FY 2001 reorganization, and reported to management on results. • Implemented staff suggestion box program, and reported to staff on suggestions implemented. 	<ul style="list-style-type: none"> • Continued to encourage use of upward mobility positions to provide advancement opportunities for qualified staff. • Encouraged staff participation in health and wellness activities (including disease screenings, flu shots, mammograms, and sessions on stress management and ergonomics). 	<ul style="list-style-type: none"> • Filled one upward mobility position; employee selected provided opportunity to work with HARMB to enhance knowledge of merit staffing process.

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5. <u>Strategic plan and annual performance plan communication.</u> Ensure division and individual performance plans connect with OSC Strategic Plan.	<ul style="list-style-type: none"> All OSC components involved in development of strategic and annual plans. HARMB performance plans reviewed for connection to OSC strategic plan. 		
6. <u>Agency-wide training conference.</u> Assist in planning and site arrangements.	<ul style="list-style-type: none"> Initiated planning for FY 2002 all-staff conference (deferred to FY 2003 for budgetary reasons). Held management/supervisory staff teambuilding/training conference. Held two division-wide training conferences. 	<ul style="list-style-type: none"> Agency-wide conference held, with training on laws enforced by OSC, investigative policies and procedures, legal and administrative writing skills, settlement and negotiation skills, evidentiary requirements, employee benefits, and revised OSC non-discrimination and grievance policies and procedures. 	
7. <u>Competency acquisition.</u> Assess all employees to identify competency needs.	<ul style="list-style-type: none"> Managers and supervisors identified individual competency needs and, as funds permitted, employees attended formal training to address identified needs. 		<ul style="list-style-type: none"> Employee training included basic employee relations, staffing and placement (basic, and for supervisors), advanced interviewing, trial skills, EEO counseling and new complaint process, introduction to supervision, introduction to human resource management for supervisors, and leadership development.
8. <u>ADR.</u> Communicate the benefits of ADR for internal conflict resolution.	<ul style="list-style-type: none"> Placed ADR information on OSC Intranet, and continued to provide all new employees with information about ADR processes. (Also placed agency grievance procedure on the 	<ul style="list-style-type: none"> Six one-day training sessions on ADR awareness for all employees; mediator training program for interested employees. 	

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	Intranet, and provided new employees with information about the process.)		
9. <u>Identify Leadership Needs.</u> Survey current inventory of leadership available and identify expected replacement needs for the future.	<ul style="list-style-type: none"> Continued to gather data on projected retirements and how vacancies would be filled. 		
10. <u>Leadership Succession.</u> Develop a Supervisory/Managerial Handbook that provides guidance for new as well as veteran managers and supervisors.	<ul style="list-style-type: none"> Presented internal leadership development seminars for managers and supervisors (topic: occupational health and safety). Supervisory/Managerial Handbook deferred to FY 2003. 	<ul style="list-style-type: none"> Presented two internal leadership development seminars for managers and supervisors (topics: professional liability and position management and position classification). Written materials provided for participants' subsequent reference. 	
11. <u>Leadership Succession.</u> Develop and implement managerial/supervisory training and development proposal.	<ul style="list-style-type: none"> Initiated discussion with Small Agency Council to identify extent of agency interest in leadership development program. 		
12. <u>Provide Executive Development Opportunities.</u> Develop a competitive program to give employees an opportunity to qualify for executive positions.	<ul style="list-style-type: none"> Program could not be accomplished in manner initially envisioned; has been subsequently revised in FY 2004 performance plan to provide formal, biennial training updating skills of managers and supervisors. 		