

Nevada SAGE Commission Report

Survey of Nevada State Employees' Workplace

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By:

Kerry S. Kleyman, M.A.

Veronica B. Dahir, Ph.D., Associate Director

Camille S. Brown, M.A., Carlene Gonzalez, M.S., Jenny R. Reichert, B.A.

George Fernandez, Ph.D., Director

The Center for Research Design and Analysis

University of Nevada, Reno



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Executive Summary

The Center for Research Design and Analysis (CRDA) conducted a web survey of Nevada State employees between September 2008 and November 2008 on behalf of the Nevada SAGE Commission. Questions addressed basic demographics regarding their employment status with the State of Nevada and feelings about their general work environment, including: job satisfaction, belief in making a positive difference in their jobs, improvements to customer service, obstacles to their work productivity, and ways for improving efficiency in their departments, including potential departmental savings. Of 13,777 who were initially contacted by email to participate in the survey, there were 3,526 employees who completed the survey. Of those employees who participated, the mean number of years they have worked for the State of Nevada is nine. The majority of respondents represented the following departments: Business and Industry, Corrections, Health and Human Services, Motor Vehicles, Public Safety, Taxation, Transportation, and Wildlife. State employees who worked for the NSHE higher education and K-12 systems were not surveyed, with the exception of those who worked for the Department of Education administrative offices. A large number of employees who responded to the survey represented the following types of positions: agriculture and conservation, clerical and related services, engineering and allied, fiscal management and staff services, medical health and related services, regulatory and public safety, social services and rehabilitation, and sworn law enforcement. Employees who responded to the survey specified their primary customer as: The general public, entities they regulate, other state agencies, and entities or individuals to which they provide services.

Overall, respondents reported that they generally enjoy their jobs and are proud to be Nevada state employees. Participants also generally agreed that strong commitment to customer service is valued in their departments, that their department tries to be innovative and efficient whenever possible, and that problem solving ideas were welcome from employees in their department. However, employees generally felt that bureaucracy and red tape *are* problematic in their departments; that hard workers were *not* rewarded in their departments; and that changes in the general work environment are

not viewed positively in their departments.

Eight major areas were identified by respondents as obstacles in their departments including: conflicts over turf with other state departments, counter-productive regulations, burdensome administrative procedures, ineffective resolution of internal staff conflicts, not enough staff, out-dated technology and/or equipment, too much paperwork, and low employee morale. The largest obstacle reported by employees was not enough staff.

In order to help employees better provide service to clients, the following specific topics were mentioned as possible improvement methods: technology, more autonomy in decision-making for employees at the “front lines” (point-of-service), and user-friendly access to state services. Respondents also provided specific topics that they felt could produce potential departmental savings. The most frequently mentioned responses fell under the following categories: travel, office supplies and furniture, technology, publication and printing, mail and shipping, costs that result from duplication of effort, and overly bureaucratic processes and procedures.

State Employee Screening Questions and Demographics

A total of 3870 employees of the State of Nevada logged on to the online survey. Of those who accessed the site, 152 (or approximately 4.1%) refused to participate and exited the survey. One hundred twenty-six did not answer the participation question, and thus did not continue to the survey. Ten employees wished to participate at a later date (0.3%), while the vast majority, 91.8% (n=3552) of employees entered the survey instrument. Of those who chose did not refuse, 3527 (99.3%) responded that they worked for the State of Nevada; the remaining 0.7% exited the survey at this time. One more respondent chose to exit at this time, leaving the final sample as 3526 respondents. Although there were 3526 respondents who continued on to complete the survey, they were allowed to skip any question they did not want to answer; therefore, the number of respondents (i.e., “n” or sample size) for each question varies.

Table D1: Number of Years of State Employment

Number of Years	Frequency	Percent	Cumulative Percent
0 – 5 years	1466	42.5	42.5
6 – 10 years	717	20.8	63.3
11 – 15 years	561	16.3	79.6
16 – 20 years	384	11.1	90.7
21 – 25 years	197	5.7	96.5
26 – 30 years	97	2.8	99.3
31 – 35 years	21	.6	99.9
36 – 40 years	3	.1	100.0
40 years and Above	1	.0	100.0
	3447	100.0	

The question regarding current position had 13 categories that were vague enough to protect an individual’s anonymity, yet descriptive enough to understand the types of employees that were responding to the survey. From the 13 categories (including an “other” option to write in position), the three positions that had the most responses was Clerical and Related Services (14.9%), Sworn Law Enforcement (14.6%) and Fiscal Management & Staff Services (14.1%). The least number of employees held positions in Domestic Services (0.4%) and Library and Archives (0.4%; See Table D2).

Table D2: Type of Current Position

Current Position	Frequency	Percent
Agricultural & Conservation	115	3.4
Clerical and Related Services	510	14.9
Domestic Services	12	.4
Library & Archives	14	.4
Education	60	1.8
Engineering & Allied	230	6.7
Fiscal Management & Staff Services	480	14.1
Mechanical & Construction Trades	60	1.8
Medical Health & Related Services	367	10.8
Regulatory & Public Safety	356	10.4
Social Services & Rehabilitation	392	11.5
Sworn Law Enforcement	498	14.6
Other [please specify]	318	9.3
Total	3412	100.0

Nine percent of employees wrote in their specific positions. Of those 318 respondents who wrote in positions, approximately 18% mentioned a position related to social services. Twelve percent mentioned law enforcement or corrections, and 10% mentioned I.T. or computers (Information Technologies). Six and a half percent mentioned transportation, DMV or DOT, while almost 8% mentioned science, research or environmental positions. Four percent mentioned executive positions, another 4.7% mentioned administrative positions, 4.4% mentioned auditing positions, and 4.0% mentioned accounting or taxation positions. Three percent mentioned legal positions, 3% mentioned supervisory positions, and 3.3% mentioned welfare or WIC positions. Other mentions less than 3% were arts and culture, construction, human resources, medical, retail or sales, city planning, business and marketing, and communications.

Similarly, the question regarding department of employment had 37 departmental categories that were vague enough to protect an individual's anonymity, yet descriptive enough to understand the types of employees that were responding to the survey. The largest numbers of respondents work within the Department of Health and Human Services (23.4%) and the Department of Corrections (17.2%). Approximately 7.3% are employed with the Department of Transportation, and another 7.0% work for the Department of Public Safety. Four hundred and ninety respondents refused to respond to the department question (see Table D3).

Table D3: Department of Current Employment

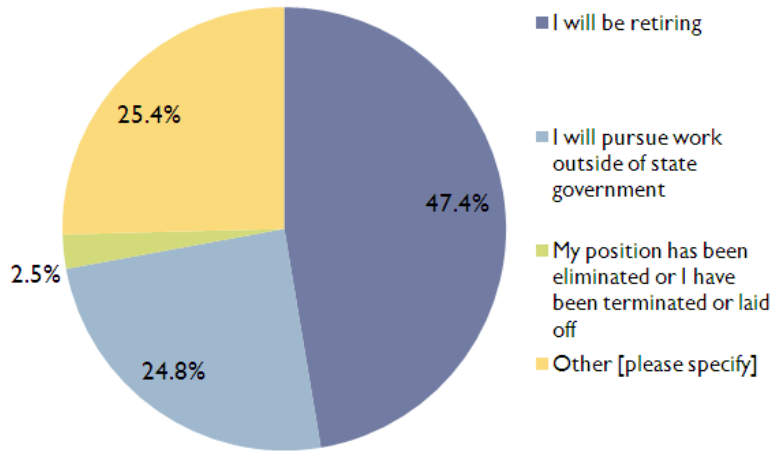
Department	Frequency	Percent
Administration, Department of	66	1.7
Agriculture, Department of	25	0.6
Business & Industry, Department of	135	3.5
Conservation & Natural Resources, Department of	224	5.8
Consumer Health Assistance (CHA)	5	0.1
Controller's Office	6	0.2
Corrections, Department of	665	17.2
Cultural Affairs, Department of	50	1.3
Economic Development, Nevada Commission on	10	0.3
Education, Department of	69	1.8
Employment, Training and Rehabilitation (DETR), Department of	2	0.1
Governor's Office	11	0.3
Health and Human Services, Department of	906	23.4
Information Technology (DoIT), Department of	33	0.9
Justice, Nevada Department of	3	0.1
Military Department, Nevada	14	0.4
Minerals, Division of, Commission on Mineral Resources	1	0.0
Motor Vehicles, Department of	178	4.6
Personnel, Department of	39	1.0
Public Employees Benefit Program (PEBP)	2	0.1
Public Employees Retirement System (PERS)	1	0.0
Public Safety, Department of	269	7.0
Public Utilities Commission	18	0.5
Secretary of State, Department of	22	0.6
Taxation, Department of	138	3.6
Transportation (NDOT), Department of	283	7.3
Treasurer, Nevada State	5	0.1
Veteran's Services, Nevada Office of	20	0.5
Wildlife, Department of	92	2.4
Tourism, Commission on	9	0.2
Other [please specify]	79	2.0
Total	3380	87.3

Approximately two percent of respondents wrote in their specific department or agency, as they felt their department was not represented in the categorical list. Of the 79 “other” responses, approximately 20% reported their department as related to the Department of Child and Family Services, while another 20.3% reported their department as related to the Division of Welfare and Supportive Services. Approximately 17.7% reported a department related to Mental Health & Developmental Services, and approximately 12.7% reported a department relating to the Public Works Board. A smaller number reported working for the Colorado River Commission (6.3%), and 5.1% held jobs related to the Department of the Attorney General.

A large majority of respondents (82.5%) reported that they did not plan on leaving their position within the state government within the next three years. The 17.5% who mentioned they would potentially be leaving mentioned different reasons for leaving. The majority, 47.4%, reported that they will be retiring. Another 24.8% reported that they wished to pursue work outside of the government. Approximately 2.5% reported that their position has been eliminated, terminated, or they have been laid off (see Figure

D2). Approximately 135 (4%) wrote in specific reasons for leaving within the next three years. Of those, approximately 19% mentioned relocation or moving, 12.6% mentioned a poor working environment, another 12.6% mentioned they dislike working for the state or their department, 12% mentioned seeking better opportunities, and 9.6% mentioned better pay and/or benefits as a primary reason for wanting to leave. Eight percent also mentioned job insecurity, and another 8 percent mentioned a stressful or frustrating work environment. Other mentions included improper training, continuing education, early retirement, and lack of opportunities with current position/department.

Figure D2: Percentage of Employees Leaving Position in Next Three Years



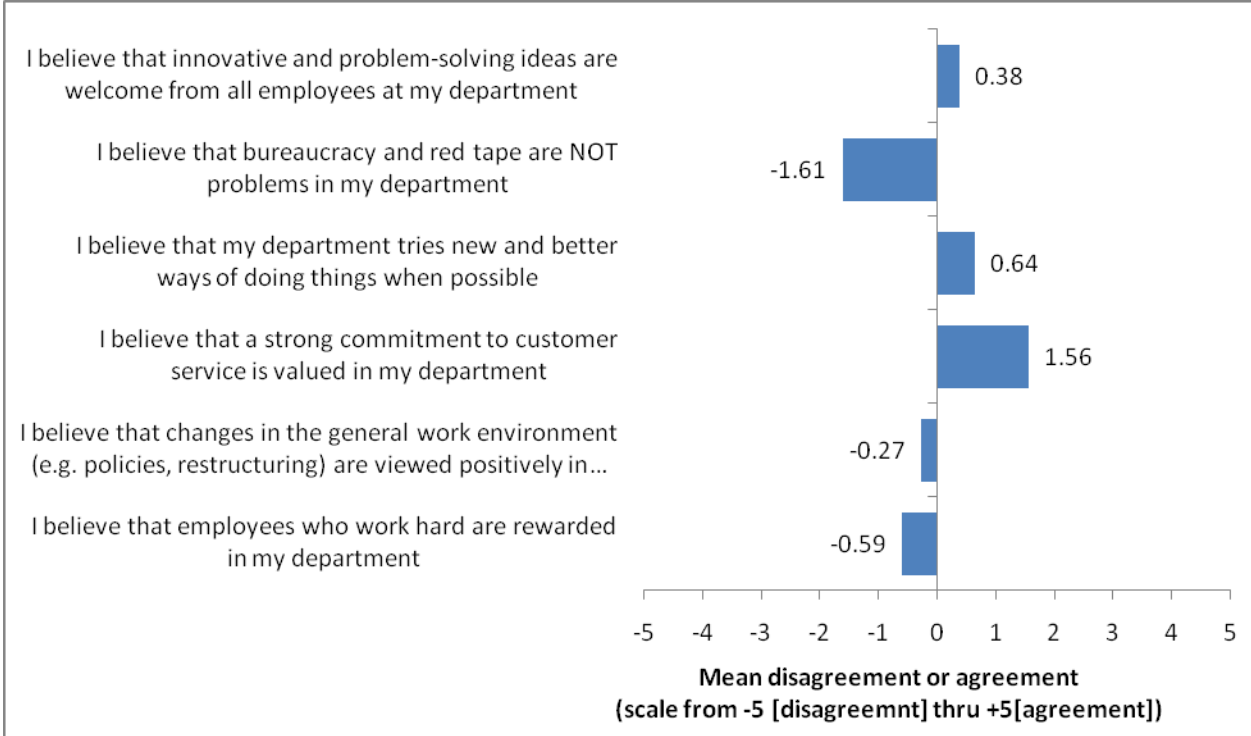
General Survey Results

Feelings of General Work Environment

A series of questions were asked regarding the respondents feelings about the general work environment of the department in which they work. Overall, there were three statements that respondents generally agreed with, which are: (1) I believe that a strong commitment to customer service is valued in my department, (2) I believe that my department tries new and better ways of doing things when possible, and (3) I believe that innovative and problem-solving ideas are welcome from all employees at my department. Figure 1 below was recoded from 0-11 to -5 - +5 where 0 represents the neutral center. In the figure, negative values represent disagreement whereas positive values represent agreement.

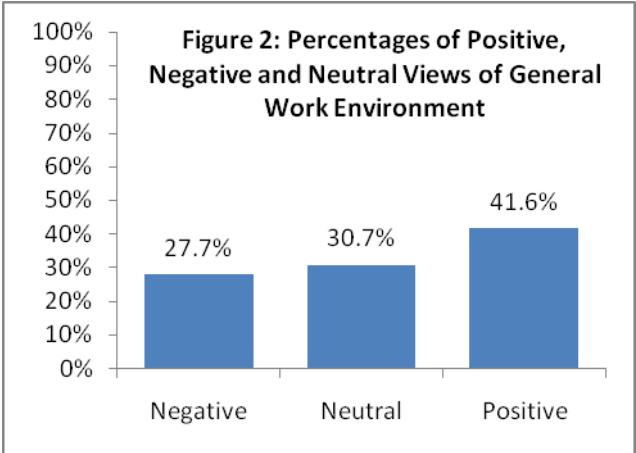
There were also statements that respondents generally disagreed with, including: (1) I believe that bureaucracy and red tape are NOT problems in my department, (2) I believe that employees who work hard are rewarded in my department, and (3) I believe that changes in the general work environment (e.g. policies, restructuring) are viewed positively in my department (noted as negative values in Figure 1).

Figure 1: Agreement vs. Disagreement of Feelings of General Work Environment



General View of the Work Environment

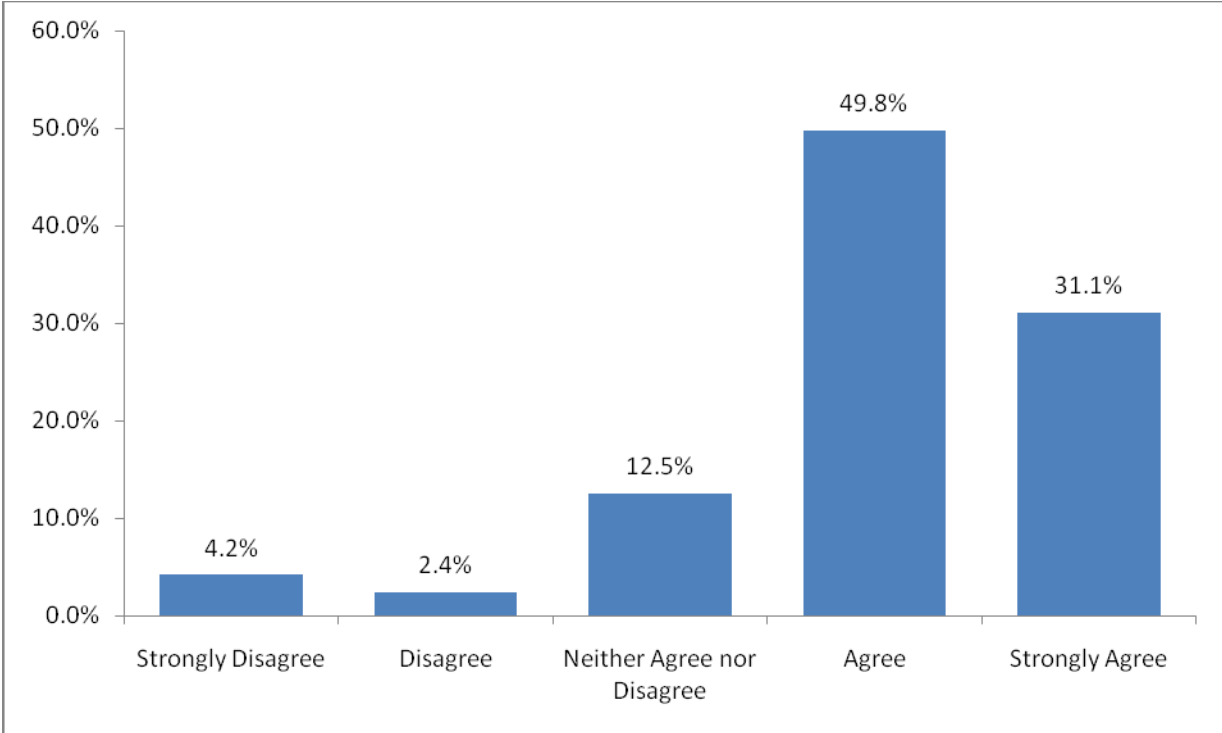
A total of 3454 respondents answered the question regarding general view of the general work environment of the department in which they work. Of those, the majority held a general positive view of their general work environment of their department (41.6%), while another 30.7% held neutral views of their general work environment. Twenty-eight percent, however, held a negative general view of their work environment within their department.



Belief in Department Making a Positive Difference

Overall, employees generally agreed with the statement, “I believe that state government departments can make a positive difference in people’s lives.” The large majority, 80.9% responded “agree” or “strongly agree” to this statement, while only 6.6% responded “disagree” or “strongly disagree.” Approximately 13% of the respondents were neutral (i.e. neither agree nor disagree) to the statement.

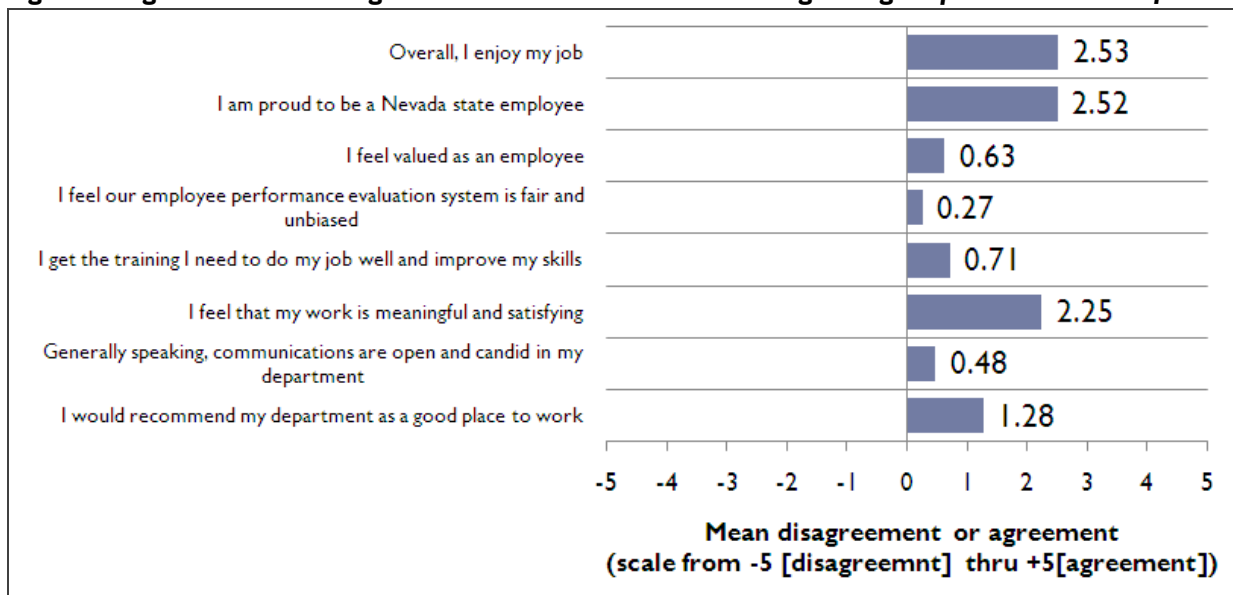
Figure 3: Percentage of Agreement and Disagreement with the Statement in Question 4



Departmental Job Satisfaction

A series of questions were asked regarding the respondent’s feelings about their overall job satisfaction in the department in which they work. Overall, employees generally enjoyed their job (M=7.53, SD=2.50). Respondents also generally agreed to the statement, “I am proud to be a Nevada state employee” (M=7.52, SD=2.65), and “I feel that my work is meaningful and satisfying” (M=7.25, SD=2.66). Employees least agree with the statement, “I feel our employee performance evaluation system is fair and unbiased” (M=5.27, SD=3.08). There were no statements that the respondents generally disagreed with, thus suggesting an agreement with positive statements of overall job and departmental satisfaction (see Figure 4). Figure 4 below was recoded from 0-11 to -5 - +5 where 0 represents the neutral center. In the figure, negative values represent disagreement whereas positive values represent agreement.

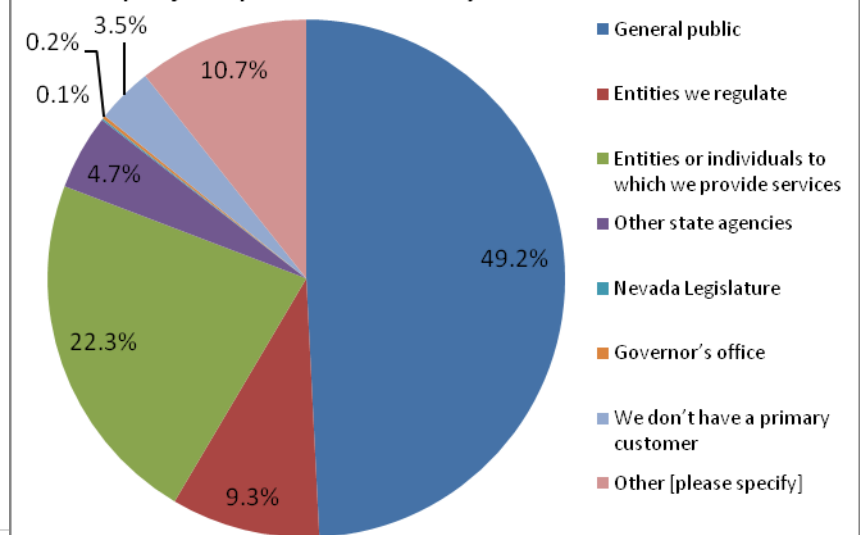
Figure 4: Agreement vs. Disagreement with the Statements Regarding Departmental Satisfaction



Primary Customers

A question was asked regarding the primary customer of the department in which the respondent worked. Seven categories of responses were provided, and the respondent was given the opportunity to fill in a more detailed response if necessary. The question asked, “Who do you consider to be your department’s primary customer?” The majority of respondents reported their department’s primary customer to be the general public (49.2%). The next largest type of primary

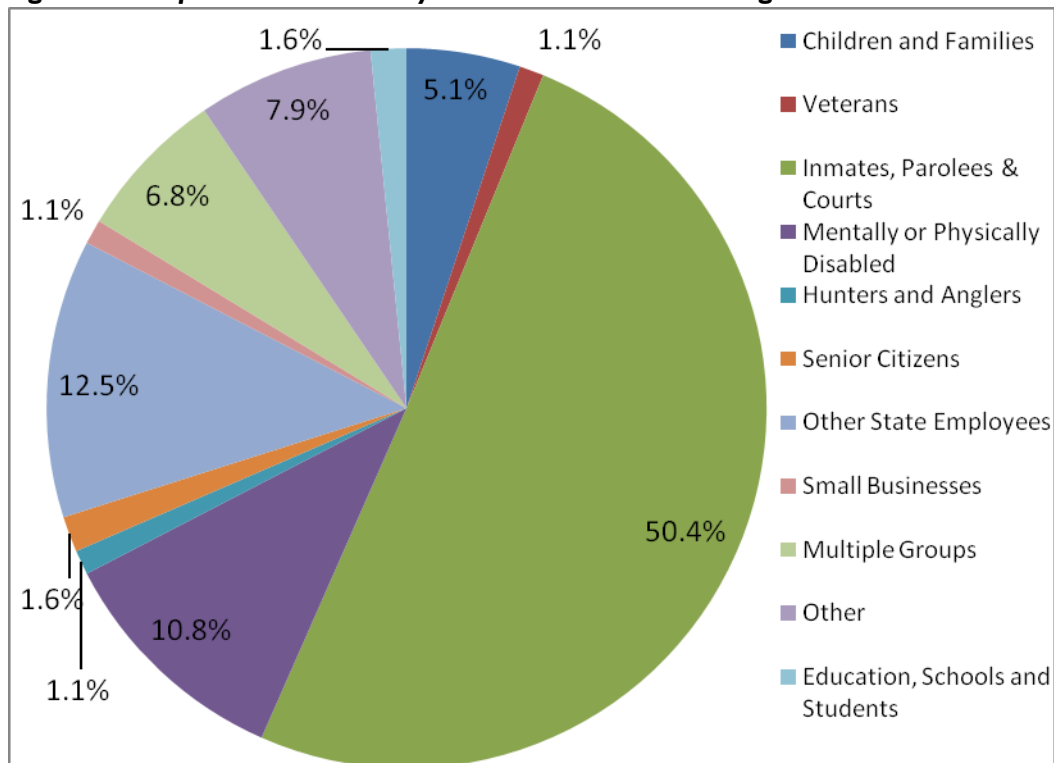
Figure 5: Percentage of Respondents Reporting Specific Departmental Primary Customer



customer was “entities or individuals to which we provide services” (22.3%). A total of 434 respondents refused to respond to this question.

Over 10% of respondents reported specific types of customers. After coding for a general theme, the primary customers of the “other” category could be broken into 11 major groups. The largest of these groups was inmates, paroles & courts, which constituted 50.4% of the written in category. Other state employees (12.5%) and mentally or physically disabled (10.8%) represented that next largest number of primary customers. Smaller categories included those who specified multiple groups (6.8%), children & families (5.1), senior citizens (1.6%), education, schools or students (1.6%), veterans (1.1%), hunters and anglers (1.1%), and small businesses (1.1%).

Figure 5a: Departmental Primary Customers “Other” Categories

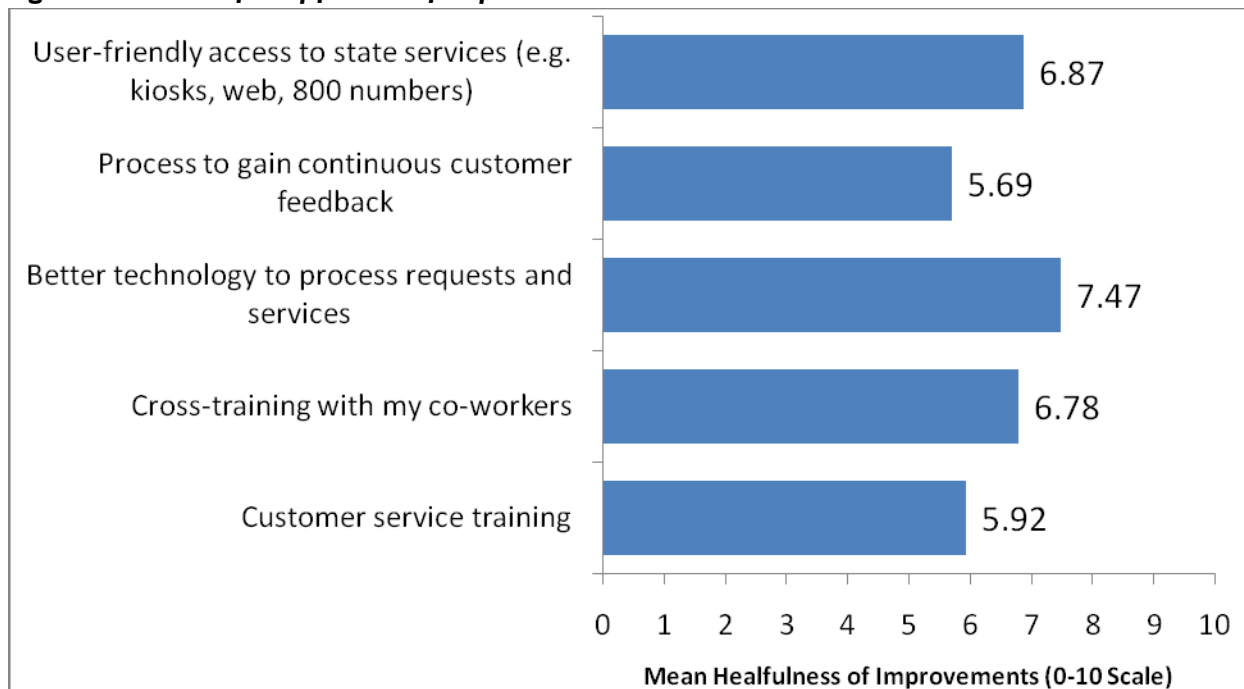


Improvements to Provide Better Services

A series of statements were asked to assess the amount of helpfulness to creating improvements to better services within the respondents' department. Specifically, respondents were asked, "we are interested in understanding areas that could be improved upon in various state departments. Please rate how helpful the following areas would be for your department to provide better services."

Overwhelmingly, respondents indicated that better technology to process requests and services would be the most helpful to providing better services (M=7.47, SD=2.50). More decision-making authority given to employees at point of service (M=6.95, SD=2.52) and user-friendly access to state services (M=6.87, SD=2.76) also showed high helpfulness scores. The lowest helpfulness rating was for customer service training (M=5.92, SD=2.84). This suggests that employees feel that better technology and more self-governing may be helpful to providing better services.

Figure 6: Means of Helpfulness of Improvements to Provide Better Services



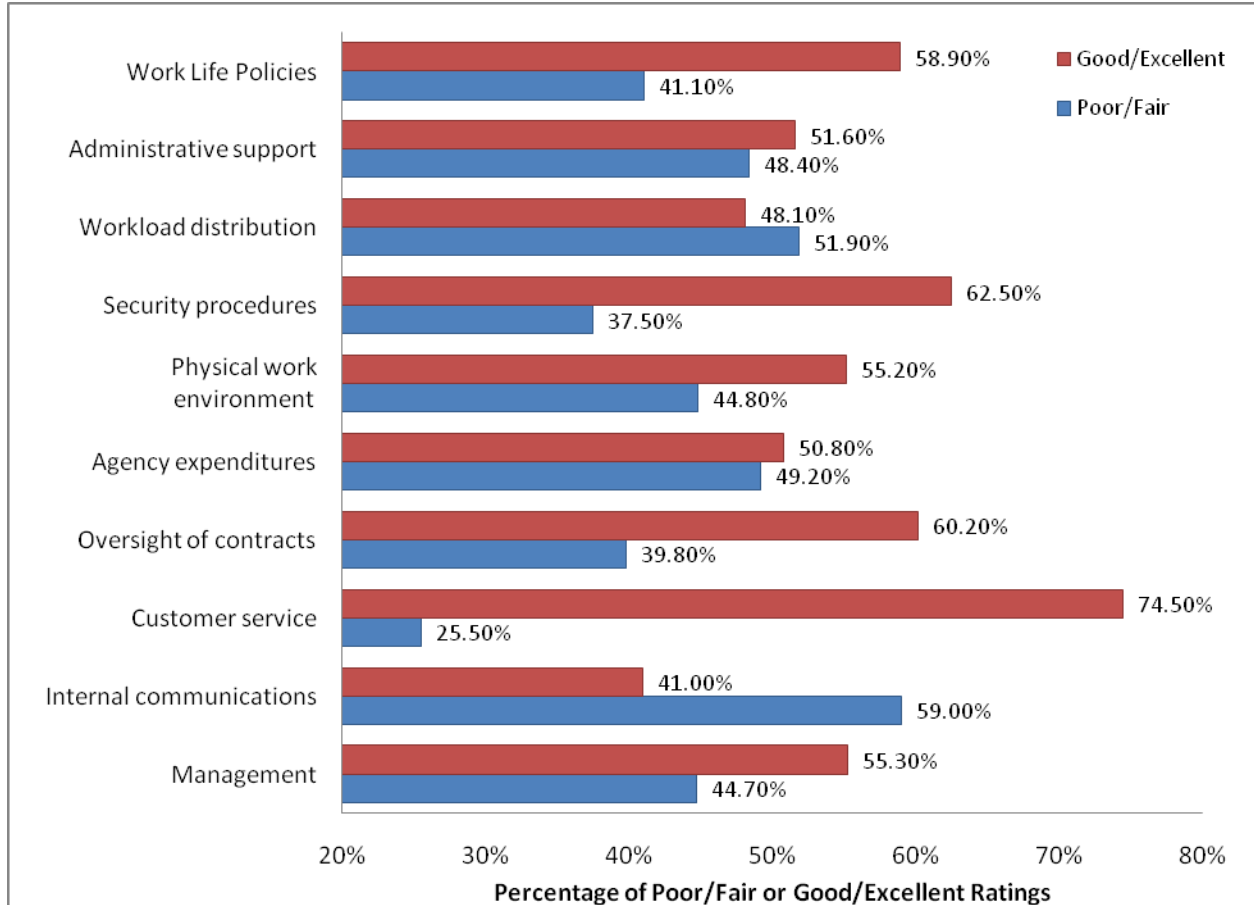
Departmental Ratings

A series of 10 statements were asked regarding ratings of the respondents' department. Specifically, respondents were asked, "How would you rate the following within your department?" The 10 items that were rated by respondents included management, internal communications, customer service, oversight contracts, agency expenditures, physical work environment, security procedures, workload distribution, administrative support, and work life policies.

To examine the positive vs. negative/neutral ratings, the Poor and Fair categories were aggregated and the Good and Excellent categories were aggregated. This provided a simple way to assess what areas appeared positive, and what areas were neutral or negative (see Table 5, column poor/fair and good/excellent). Not surprisingly, the two mentioned above with the most Excellent ratings were also two of the highest rated when aggregated; e.g. Customer Service rated 74.5% as Good/Excellent and Work Life Policies rated 58.9% Good/Excellent. Other positively rated areas that were able to be assessed after combining were Oversight of Contracts, which 60.2% of respondents rated as

Good/Excellent and Security Procedures, which 62.5% rated as Good/Excellent. Also not surprising from the disaggregated results, Internal Communications received a majority of Poor/Fair ratings from 59% of respondents. Other Poor/Fair areas were Workload Distribution (51.9%), Administrative Support (48.4%), and Agency Expenditures (49.2%).

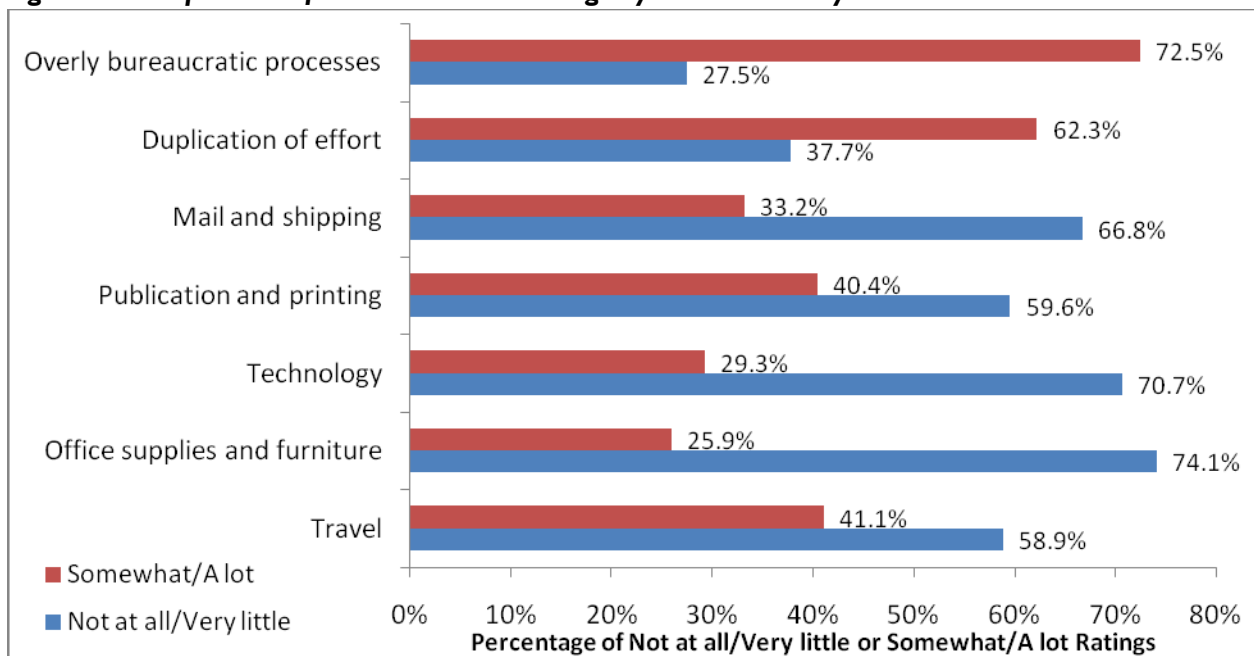
Figure 7: Comparison of Departmental Ratings by Poor/Fair and Good/Excellent



Potential Departmental Savings

A series of 7 statements were asked regarding potential cost-savings within the respondents' department. Specifically, respondents were asked, "Do you see potential for savings in any of the following areas in your department? Please tell us how much savings you think might be achieved." The 7 items that were rated by respondents included travel, office supplies and furniture, technology, publication and printing, mail and shipping, costs that result from duplication of effort, and overly bureaucratic processes and procedures. Costs that result from duplication of effort (28% "A lot" or 62.3% for "somewhat/a lot"), as well as overly bureaucratic processes and procedures (36% "A lot" or 72.5% for "somewhat/a lot") appear to have the largest amount of cost-savings potential, according to the respondents. The fewest cost-savings were in the areas of office supplies and furniture (5.8% "A lot" or 25.9% for "somewhat/a lot") and in Technology (8.5% "A lot" or 29.3% for "somewhat/a lot"; Figure 8).

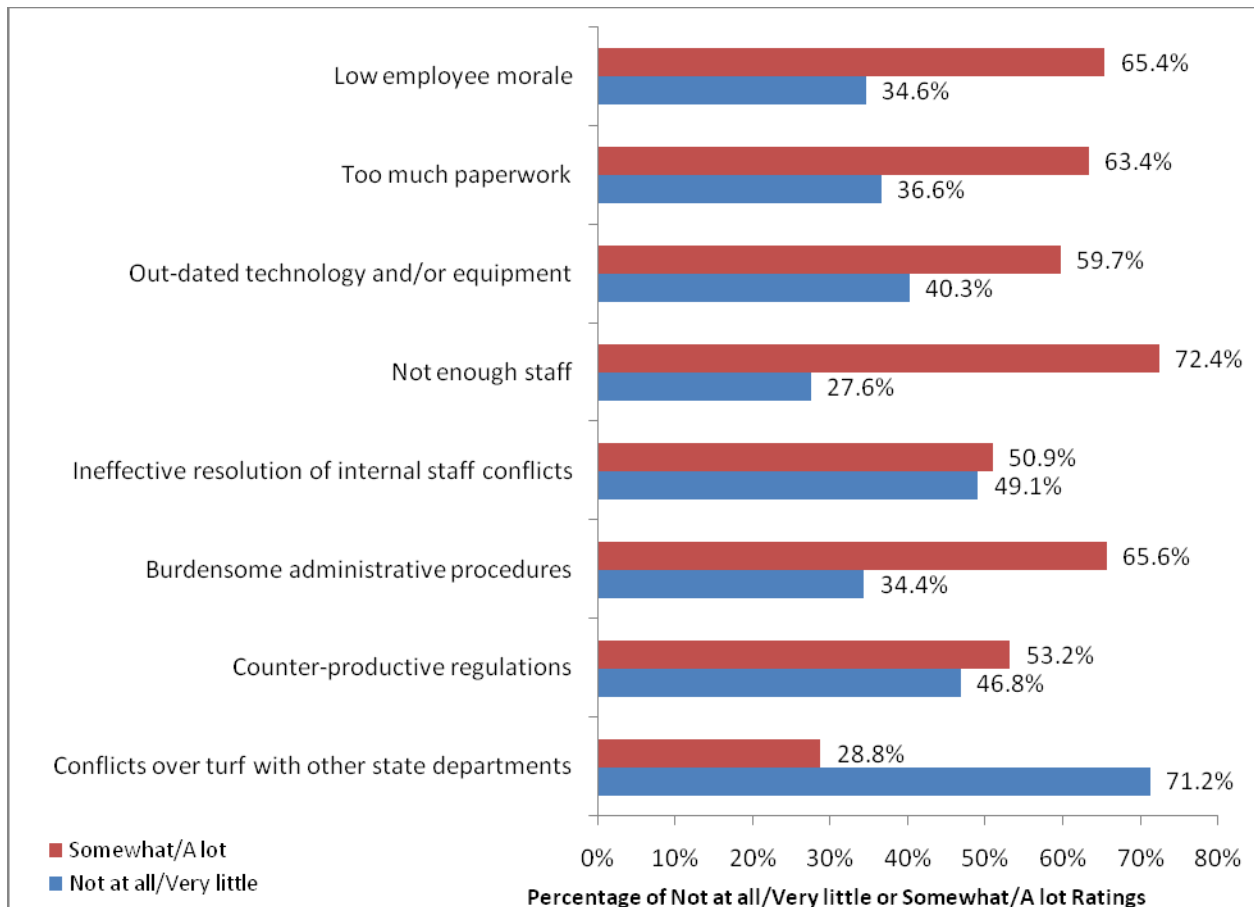
Figure 8: Comparison of Potential Cost-Savings by Not at all/Very little and Somewhat/A lot



Departmental Obstacles

A series of 8 statements were asked regarding potential departmental obstacles to cost-savings within the respondents' department. Specifically, respondents were asked, "Do any of the following obstacles prevent your department from getting things done? Please rate how much each one of the following obstacles gets in the way." The 8 items that were rated by respondents included conflicts over turf with other state departments, counter-productive regulations, burdensome administrative procedures, ineffective resolution of internal staff conflicts, not enough staff, out-dated technology and/or equipment, too much paperwork, and low employee morale. The largest obstacle reported by employees is not enough staff (44.5% "A lot" or 72.4% for "somewhat/a lot"). Other large obstacles appear to be burdensome administrative procedures (65.6% for "somewhat/a lot"), low employee morale (65.4% for "somewhat/a lot"), and too much paperwork (63.4% for "somewhat/a lot"). Conflicts over turf with other state departments does not appear to be an obstacle for the majority of employees (28.8% for "somewhat/a lot"; see Figure 9).

Figure 9: Comparison of Potential Departmental Obstacles by Not at all/Very little and Somewhat / A lot



SAGE Survey of State Employees:

A Report on Open-Ended Question #1 by the SAGE Commission

On behalf of the SAGE Commission, the University of Nevada's Center for Design Research and Analysis produced and conducted a Survey of Nevada State Employees. A complete report on this project will be made available to the Commission when it is completed.

Of an initial contact list of 13,777 employees, UNR surveyors contacted 10,324. Of those, 3,762 completed the survey and 2,558 answered open-ended question #1:

"As a state employee, you are in the best position to know how to make state government more effective and perform better. Please provide any ideas you may have to save money, bring in more revenue, provide better customer service, and to make state government more effective or efficient with respect to your immediate general work environment. Please be as specific as possible, as these comments are extremely valuable to us."

UNR Graduate students provided an initial sort by topic areas they chose. SAGE staff then reviewed each response looking primarily for trends in the responses offered. Staff was impressed by the overall thoughtfulness of the responses in general and many in particular. Most employees are not among those who would suggest that there are few prospects for providing state government services more cost effectively.

--Employees are acutely aware that personnel costs are central to the costs of state government. A major portion of employee respondent suggestions address personnel costs in some fashion. For example:

- forfeiting some portion of employee pay to meet crisis (e.g., longevity pay).
- unpaid days off.
- hiring "less than full time" employees.
- time clocks to document actual time worked.
- eliminating overtime and sick pay abuses and establish accountability for both.
- classification changes to eliminate eligibility for overtime pay.
- reducing the numbers of middle managers, reducing the number of "deputies" to flatten the organization.
- reviewing the classified-unclassified employee threshold.
- creating a "merit raise" system with COLA increases.
- increasing the numbers of "at will" employees.
- making it easier to terminate unproductive employees.

--In that same context, there was overwhelming approval of the 4-day work week concept.

Many respondents added ideas like:

- flex schedules.
- telecommuting and working from home.
- job sharing.

--Respondents were savvy on broader budget issues, as well. They provided many examples of the wastefulness of preventing departments to use what they are able to save for other useful purposes and recommended:

- program versus line item budgeting.

- allowing department heads reprogramming authority for saved funding.
- performance based budgeting.

--In related comments, respondents had little positive to report regarding the entire Interim Finance Committee (IFC) process. They argued it is overly bureaucratic, wasting senior leadership time by requiring their attendance for long, unproductive periods during IFC meetings and that the IFC process precludes efficient handling of federal grants. They recommended:

- annual legislative sessions.
- changing thresholds and criteria to preclude IFC review of routine expenditures.

--Many respondents argued that contracting procedures for all services and supplies are cumbersome, outdated and expensive in time and materials. Some cited examples of going to private sector vendors (e.g., Walmart) directly and getting better pricing on many goods and services (e.g., day care). They recommended:

- raising the small purchase authority amount from \$25K to \$100K.
- authorizing direct purchases.
- sharing supplies among and between agencies and entities.

--Employees feel the state is doing far too little to implement any real energy conservation system. They recommend:

- surveys by utilities providers to seek ways to save energy and dollars.
- installing automatic systems which will shut down electronic devices when they are not being used on evenings and weekends.
- requiring inmates to use rakes instead of leaf blowers.
- following existing state policies regarding seasonal thermostat settings.

--Respondents feel there is significant duplication of work and that some consolidation and reorganization of agencies and other entities makes sense.

--Employees suggest that existing mail, and mail management costs could be reduced through increased effective use of email and other procedures.

--Respondents believe that state telephone charges could be significantly reduced by requiring land line use when available and developing cell phone call transfer to land line capabilities.

--Respondents recommend widespread use of cross-training to improve employee skills and productivity.

--Cost benefit analyses were recommended for state employees like auditors and tax collectors whose increased employment can improve revenue collection in measurable ways. Revenue officers should be collecting revenue, not providing "customer service."

--There were a wide variety of recommendations to save money and employee time in travel related activities. Among these were:

- Corrections employees favor 12-hour over 10-hour shifts to reduce Paid Rural Area Differential (PRAD) travel expenses of \$7.50 per day for prison guards.
- state vehicle use by employees for travel to and from work needs to be reviewed and monitored more closely for possible abuse.
- out of state travel should be closely scrutinized.
- air fares, particularly multiple trips by multiple employees require careful evaluation. Could the state contract for air service more cost effectively?

- use of NDOT's plane and the travel section's helicopters should be evaluated.
- evaluate leasing versus purchase of state vehicles.
- operations and purpose of the state motor pool needs careful review.
- video conferencing and teleconferencing versus personnel travel.
- careful attendance reviews for all staff meetings, particularly IFC meetings.
- shuttle bus use between Reno and Carson City.

--Employees from a variety of departments favored centralization of IT operations statewide. Specific recommendations included:

- reducing paper with email and web operations including individual printing of "pay stubs."
- open source software solutions.
- use of "211" lines.
- forms indexing and automation to eliminate paper and waste.
(See entire "Paperwork" section, pages 321-342 and "Technology" section, pages 452-489)

--Respondents suggested wider use of delinquent account collection tools like liens, offender fees and supervision fees.

--Some employees want to mandate that "prompt payment discounts" be used wherever possible. All bills should be paid on time to save fees.

--As already recommended by the SAGE Commission, respondents want all fees charged by the state to reflect what the services provided actually cost.

--Respondents would rather explore Yucca Mountain as a revenue source than lose their jobs.

Summary: Question 2

Respondents wrote in open-ended responses to the question, “Please share with us what you feel your department EXCELS in regarding saving money, bringing in more revenue, providing customer service, or making state government more effective and efficient.” General thematic coding revealed the following:

Budget

- **Conscious efforts to limit spending**
 - “We operate on a very tight budget so using funding in areas with the biggest bang is important and helps to service the public effectively.”
 - “Our department keeps very tight controls on overtime and uses salary savings to control payroll costs.”

Contracting/Purchasing

- **Obtain estimates from multiple vendors**
 - “When we purchase, we are required to get 3 bids to make sure that the State is getting the best possible product for the best price and the best service. This helps save the State money. We buy for the State the same way we would buy for ourselves and our homes.”
- **Stricter supervision on which employees make purchases**
 - “Implementing an agency wide purchasing department allows all purchase requests to go through one centralized department, eliminating the ability for any staff member to purchase items only with supervisor approval. This allows for improved inventory management, oversight of agency purchasing and expertise in purchasing discounts. Having this department use the agency purchasing card (P-Card) for payment also streamlined the process and eliminate the number of paper invoices to process.”

Cost-Savings

- **Reduced overtime**
 - “Brought overtime down by \$700,000, scrutinizing many aspects of the job that were never looked at before...overtime, training, travel, etc.”
- **Altered the use of company vehicles**
 - “Recently, our law enforcement division decided to voluntarily reduce driving speeds by 5 mph, thereby improving mpg and saving money.”

Cross-Cutting

- **Streamlined procedures**
 - “Employees trying to stream line policies and procedures to move work through the department quicker for less cost.”
- **Collaboration with employees in other departments**
 - “NDOT is excellent at coordinating their efforts with other local governments in order to maximize taxpayer dollars.”

Energy and Environment

- **Use email to reduce the use of paper. Make conscious efforts to conserve energy.**
 - “I think that our department has saved money in numerous areas. We have taken more of an electronic approach in processing certain request saving money in paper, we have certain positions that have not been filled. There is now automatic timers in the restrooms saving money in the power bill.”

- **Consider flex time**
 - “One way to save money - implement 4 days 10 hours work schedule for the whole department - not only few employees.”
- **Turn off utilities and unnecessary personal electronics. Implement recycling program.**
 - “At the end of everyone shifts fans are turned off, lights, radios, anything extra is turned off. We are recycling plastic bottles and soda cans and paper. Even though the State doesn't see a profit from this the environment does.”

Equipment

- **Conscious effort to maintain equipment**
 - “This agency tries hard to provide services to clients as effectively as possible within the budget allotted. We do excel in effectively maintaining equipment, for in some cases many years, before requesting replacement which saves the state money.”

Human Resources/Personnel

- **Collaboration among co-workers and supervisors**
 - “This department excels in taking pride in the quality of work that is conducted. The employees strive to achieve understanding of the case work process. If there is any confusion or misunderstandings, a correct answer is sought after. Co workers and supervisors are always available and happy to help find an answer or resolution to any issues.”
- **Conscious effort to provide good quality customer service.**
 - “We answer all calls by the end of the day and provide service in a pleasant manner. Our Revenue Officers work with the taxpayers in a non-threatening way and have resolved issues to the department and taxpayers benefit.”

Paperwork

- **Identified and reduced duplication of paperwork**
 - “Identifying excessive, redundant paperwork.”

Revenue

- **Implemented databases to assist in collecting revenue**
 - “The DRC receivable department has excelled in collecting revenues this past year we exceeded the estimated revenue by over 1.2 million dollars. We achieved this by creating databases and Crystal reports. And examining our procedures to prevent repetitive input.”
- **Collaboration with other departments to confirm payment of services**
 - “Working with other departments to make sure we are getting paid for services we are rendering.”

Specific Department Examples

- **Applying for grants**
 - “Our agency receives grant dollars from federal funding sources. Right now, we are able to funnel the majority of the funding dollars into the community to provide services with minimal to no administrative overhead.”

Technology

- **Purchased software and hardware that assist employees in being more efficient**
 - “The department that I work in saves the State money by buying software and hardware that promotes the most efficient use of time and money and allows the staff to do their jobs efficiently and timely and also allows the staff to answer taxpayer questions more effectively.”
- **Provide customers with alternative ways of submitting paperwork**
 - “The DMV has streamlined their processes. The most effective and efficient is the use of alternate technology for providing customer service (kiosks, web renewals, etc.)”

Travel

- **Minimize travel costs by utilizing video conference**
 - “We broadcast meetings (audio & visual) between LV and Reno, eliminating the need from travel. Our data storage and recall systems eliminate much research time.”
- **When travel is mandatory, consider carpooling and sharing lodging**
 - “Vehicle trips cut down by sharing rides and hotel rooms when possible...”