



STATE OF WEST VIRGINIA

Department of Administration

To Department of Administration Employees:

There are two indicators of successful leadership: first, to accomplish the mission and, secondly, to take care of your people. Both are equally important. It is my goal, along with the leaders within the individual divisions and agencies, to create an environment for our employees to be successful. This letter reflects my intent on how to accomplish this mission.

MISSION

As an employee of our department, you should not only know the mission of your agency but understand your role in accomplishing that mission. Although you may view the mission as high-level verbiage that looks good posted in a frame, the importance of these words should be the roadmap to the success of your agency and your own personal growth.

It is your responsibility, based on your mission, to look at your organization and bring to your management's attention areas of improvement. If we have unnecessary redundancies, they need to be eliminated. We must all work together to make the department the best organization it can be.

ETHICS

You must know the letter of the law and perform your job accordingly. Remember, as public servants, we are all 'living in a fish bowl' and every action we take will be analyzed by those we serve. Your own personal example sets the tone for your co-workers.

DIGNITY AND RESPECT

It is my expectation that every employee and customer is to be treated with dignity and respect. If we wish for others to treat us accordingly, we must project those qualities to those with whom we work and serve.

LEADERSHIP

As I have special trust and confidence in the leadership of the division and agency directors within the department, I ask that you assist these individuals with support and your expertise in various fields. One person cannot accomplish

the goals of an organization; it takes a team. Be an active part of that team so you may join with others in the successes that will result.

In terms of leadership, I have told my directors that good leadership demands the highest standards of personal responsibility and accountability. I hold them directly responsible for everything that happens or fails to happen in your organization. While this may seem like a daunting burden, if the directors have developed a team and established workable standard operating procedures, the constraints and problems encountered should be minimal.

I ask that your leaders:

- **See and be seen:** This involves leadership by walking around. Depending upon the size of the division/agency, they should schedule time each week to simply walk around and spend quality time with their employees. Each employee deserves some undivided attention of their leader.
- **Inspect what they expect:** The director must personally review all aspects of the organization that effect mission accomplishment.
- **Lead from the front:** Set an example and realistic standards.

MISTAKES

Show me someone who has never made a mistake at work; it is impossible. Mistakes are great learning tools and should be celebrated. Accountability for mistakes is situation dependent and should always include mitigating and extenuating circumstances. Procedural errors require disciplining the system. Personal errors require retraining of personnel involved. Integrity violations are not mistakes and are not to be tolerated. Bad news never gets better with age. If you realize that a mistake has been made, inform your direct supervisor so that appropriate solutions may be made in an expedient manner.

DECISION MAKING

Every job requires employees to make decisions. Trust your instincts. Be cautious not to analyze an issue into inaction. Make ALL decisions with courage.

Do the right thing, in the right way, for the right reason.

The foundation of all decisions should be based on what is in the best interest of the taxpayers.

COMMUNICATION

Our department speaks with one voice. That is not to say that other opinions or viewpoints are not considered. A good, valid decision is based on absorbing all opinions and then determining which view or combination of opinions is the *right* decision for the particular task at hand. Again, emphasizing the importance of various opinions, speaking truth to power requires courage. We need to hear your views, especially on the tough decisions.

CUSTOMER SERVICE

The Department of Administration is a service-oriented organization. As such, the relationship with our customers is critical. I expect you to personally interact with your customers and solicit feedback on your performance. Continue to seek better, more efficient ways of providing your service.

Although the term 'work' often focuses on laborious tasks, let us not forget to have fun, enjoy our co-workers and our service to the state of West Virginia. This is a time and place to be creative and expand our own boundaries as well as those expectations placed upon us by others. Together we can accomplish great things for the people of West Virginia.

Montani Semper Liberi

Robert W. Ferguson, Jr.
Cabinet Secretary