FINANCE NEW • YORK
THE CITY OF NEW YORK
DEPARTMENT OF FINANCE
nyc.gov/finance

REVENEWS

FINANCE'S MONTHLY NEWSLETTER • OCTOBER 2007 • VOLUME 4, NUMBER 10

Divisional Corner

Pat Mattera-Russell, Director, Budget & Financial Services

I cannot believe next May I will be marking my quarter of a century anniversary of working for the City of New York. I began my career as an Accountant for the Department of Transportation with the Parking Violations Bureau (PVB) in May of 1983 and worked my way up to be PVB's Budget Director in 1990.

In July of 1994 with the rest of the PVB staff, I joined the Finance family as Director of Financial Planning. In October 2002, when my friend and boss *Jesse Ostrow* retired, Commissioner *Martha E. Stark* and FDC *Rochelle Patricof* honored me with the selection as the Director of Budget and Financial Services (BFS), which is my current position.

A lot has happened to me in the past five years: such as getting married and having a baby. My husband David and I met, and actually dated, back in the 80's when we both worked at PVB. He then moved to California and worked for FEMA/SBA and returned to New York City after the September 11, 2001 attacks on the WTC. We were reacquainted and married on September 4, 2004. In February 2006 we were blessed to have a healthy baby girl, Sophia Ann, who is the joy of our lives. Being a mother, wife and full-time employee has been a challenge to say the least. Without my great support staff at work and at home – I would not be able to do it.

BFS's contribution to Finance's Mission is to ensure the agency's leaders have the funding and resources they need to help people pay the right amount on time. The Expense Budget is comprised of Personal Services (PS) – which includes the funding for your annual salaries and Other Than Personal Services (OTPS). The OTPS budget includes the funding for the goods and services we procure, such as contracts for NYCServ, ACRIS, STARS, cleaning and security services, rent, telecommunications and office supplies, etc., and totals approximately $200 million per year. In addition, we help obtain and track the funding for all Capital Projects including the new Bronx Business Center. That amount varies from year to year, but has been as high as $100 Million.

My Deputy, *Yvrose Brutus-Larios*, heads the Capital Projects area. She is a wizard with numbers and has a great memory for details, and is always eager to learn new things and help others out. She was my understudy while I was on maternity leave last year and I could not run our unit without her.

One of the main tasks of the Budget Division is to be the Liaison for the Agency with OMB, DCAS, NYC Comptroller's Office and DoITT and all other city agencies for any financial matter. These agencies, along with the Comptrollers Office, monitor the day-to-day expenditures for Finance, ensuring we do not overspend our budget allocations. They also assist in preparing the Financial Plan Modifications with OMB – which occur for the Adopted Budget in June, the November Plan in October, the January Plan in December and the Executive Plan in April of each year. As a revenue-generating agency we have been very fortunate so far not to be hit with any Programs to Eliminate the Gap (PEGs) that include staff or service reductions.

The Budget staff consists of three analysts: The senior analyst, *Millie Dominguez*, is the lead OTPS Budget Analyst who tracks all the lease expenditures for the Agency while tracking PS and OTPS expenses for various divisions; *Rosalba Riano* monitors the PS and OTPS expenses for such large divisions as Property and the Sheriff's Office and *Maria McGhee* who handles the Agency-Wide OTPS Expenditures and does the monthly Variance Reports with OMB. *Alfredo Raimondo*, in the Financial Planning Unit, monitors all the contract payments for the Agency and Capital spending. *Karen Taitt-Mason* has single-handedly mastered our Fixed Assets, and *Olga Fazylova* is our accounting and data entry clerk who audits the grants and postage for the agency. Last but not least is our college intern, *Vanessa Toussaint,* who came to us from the BMCC credit program and now is an invaluable part of our staff.

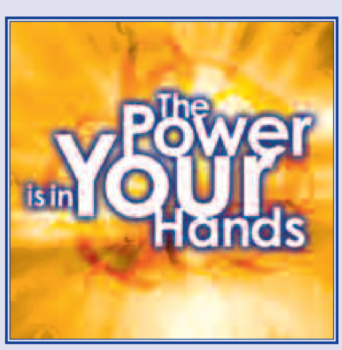
Financial Services is a combination of two units – Imprest Funds and Accounts Payable and is headed by *Donna Billups*. Donna is chief party planner and is an invaluable employee with a heart of gold, but one tough cookie when it comes to interpreting the NYC Guidelines.

Goldie Harris oversees the Imprest Unit and is the Out of Town Travel Coordinator for the Agency. Working with Goldie are two number-crunching *(Continued on bottom of page 2)*

SMART CORNER

Gallup Q12 Employee Engagement Survey Launches

Notice those bright orange posters that are going up around the office lately? When you have a chance, take a closer look. This is one of the most exciting developments in employee engagement: Finance is launching the Gallup Q12 Employee Engagement Survey to gather your feedback and bringing in experts from the Gallup Organization to provide managers with training. The experts will conduct action planning to improve employee engagement, as well as teach managers how to better understand their data.



This new partnership will allow us to build on the experience we've had in measuring employee engagement in the last year and a half. Our mission, as everyone probably knows by now, is to help people pay the right amount on time, but an integral part of accomplishing this means that we need every individual in the agency to feel engaged in what they do and understand how they help contribute to that mission.

Over the last year and a half since we began collecting employee engagement data, divisions have worked to address the feedback they received. We are pleased with the improvements we have made in giving employees the tools they need so they can do their job, but the Gallup Q12 survey will allow us to take the next step in planning actions that will create an even greater and more positive work experience.

What is exciting about the Q12 is that the survey is just 12 questions short, but they measure the key attributes of employee engagement that havebeen tested and proven to be scientifically tied to *(Continued on top page 2)*

(SMART Corner continued from page 1)

high performance. A recent Gallup study of results from surveying over half a million employees in 125 organizations showed units with "high levels of employee engagement are nearly twice as likely to have above-average performance."

We will work with Gallup to conduct semi-annual surveys in the first year and then annual surveys thereafter. This will provide managers with the tools and techniques they need to analyze and better understand their data, and engage staff in a dialogue and action planning to help improve engagement for their unit and division. Just as important, future surveys will build in accountability questions that ask if your manager or supervisor has discussed and acted on improving employee engagement. These surveys will help hold us accountable for improving your engagement.

It is important to note that these surveys and the results are not a rating of your manager or management in general. These are ratings of your level of engagement and an opportunity for you to express how you feel about working at the Department of Finance. To help create the kind of environment where you will feel engaged, it is important that you take the time to fill out the survey, which will now be available both online and by telephone.

The first Gallup Q12 surveys will open on October 22nd and will run through November 2nd. Remember, your individual responses to this survey are completely confidential. In fact, Gallup stipulates in their contract that the agency cannot have access to any raw data that might compromise the confidentiality of individual answers. So, as the poster says, the power is in your hands! Don't miss this great opportunity to participate in the Gallup Q12 and tell us what you really think.

Managing for Results Works

This summer, Finance marked a milestone in our **SMART.** transformation when 316 of our managers and supervisors successfully completed the first phase of an intensive results-based management-training course known as Managing for Results (MFR). MFR I, as this phase is known, started in August 2006 and by the time the course ended in June 2007, we had 12 classes of mid-level Finance managers and supervisors who received their certificate in results-based management. The MFR classes were taught by a group of Public Strategies Group partners led by Jeff Kober. In three full days, participants went through a range of concepts from managing based on results, leadership and accountability, to improving customer service and winning compliance. They also took practice sessions to learn how to turn the conceptual knowledge into practical managing techniques at Finance.

All the materials covered in the course are very relevant to the day-to-day work of a Finance manager, but if you asked, "What are the most interesting things that MFR I taught you?" many participants would probably name three concepts: Leadership versus Management, Control versus Influence, and Managing by Results. These are in fact the fundamental MFR I concepts and if you put all the key words into one sentence, you'll sum up the goal of the course: to cultivate leaders who know how to exercise their influence to achieve better results for customers and compliers.

Many of us who share the love for learning are just happy to hear that our managers have the opportunity to receive cutting-edge training and knowledge in the field of management. But those of us with more pragmatic minds want to know whether the results of the training were achieved. Are our managers and supervisors finding this useful and applicable to their day-to-day work? Did the training help to improve their management skills? Are they applying the skills and knowledge to do their job? Are they producing better results? Sensible questions, aren't they? Our PSG and Finance project leads thought so. Recently, about six months after the participants completed the first six classes in the course, a survey was conducted asking the same questions. Here are the results from the 166 responses received:

- 91% of the managers and supervisors found the MFR I training increased their management skills, abilities and knowledge;
- 89% of the managers and supervisors are increasing the use of these skills, abilities and knowledge in their everyday work;
- 84% of the participants believed the training increased their effectiveness as a manager or supervisor in achieving improved results; and
- 88% of the managers and supervisors said it helped them engage their staff more effectively to achieve improved results.

The statistics are illustrated by a list of examples the participants cited for how they applied these skills to better manage their staff's performance. An overwhelming number said they are engaging their staff more frequently for input and ideas and hold more regular staff meetings to discuss issues. Many also tried to communicate better with employees by giving them more feedback and recognizing good performance. Some promoted the teamwork concept more broadly, emphasizing the difference between what staff can control and what they can influence to achieve results. Setting clearer goals, focus and results for their unit, going the extra mile to help customers, building trust and motivating staff are among other great examples of how these managers and supervisors are working to provide the best support we all will need to achieve **SMART** results. **To read managers' views of the Managing for Results workshops see the article on page 3**.

(Divisional Corner Continued from page 1)

professionals, *Parmanand Persaud* (Pete) and *Yin Wah Mok* (Monica), who oversee the EZ-Pass and Bank Reconciliations, Petty Cash and Personal Expense Reimbursements for the Divisions. One semi-pro in the unit is our College Intern *Kevin Phillips*. This staff secures all reimbursements in record time each month while still adhering to the NYC Comptroller's Guidelines.

Seepersaud Chanderdatt (Bayo) heads the Accounts Payable Unit with his dedicated staff of *Jose Espinal*, *Letitia Hepburn*, *Pamela Hunter*, *Letrelle Jordan*, *Faye Stowe* and *Tonya Taylor*, who track and monitor all payments to our vendors and somehow get them paid within the City guidelines of under 30 days.

Our small yet important division slowly implemented the **SMART** Initiative. Our **SMART** Jam modeled the Fox Game Show "Are You Smarter Than A 5th Grader?" which we countered with "Are You Smarter Than Your Boss?"

Following that success, the units really bonded together and have not looked back since.

Our contributions to Mission are: "How long does it take to process a promotion?" and "How long does it take to process a new hire?" which are joint efforts with Employee Services. Since the initial attempt at collecting data in June, our numbers have fluctuated and we are now working more closely with Employee Services and the other Divisions in the hopes of getting the numbers to decrease. The other two contributions to mission indicators for our Division are: "How long does it take to process a payment to a vendor?" and "How long does it take to process a personal expense payment to our employees?" These contributions are vital to the agency and have fluctuated since June 2007 depending on the assistance we get from the Divisions and the availability of funding and the Financial Management System.

In the spirit of **SMART** – BFS is in the process of better educating our customers and the employees of Finance, with the rules and guidelines which must be adhered to by all City Employees. A new travel, petty cash, Imprest Funds and personal expense handbook is in the works to demonstrate the correct way city funds can be spent for goods and services.

A happy belated new fiscal year to all! Happy spending and may our PEGs be low but our salary increases be high.

SHERIFF'S DIVISION NEWS

The deputies of the Sheriff's Division are constantly moving throughout New York City, enforcing civil laws, judgements, and other orders of the courts. As part of their law enforcement duties, the deputies must be able to assist and protect City residents. To do this, the deputies operate and train on the equipment similar to the NYPD and other law enforcement agencies.

Recently, the Sheriff's Division was able to purchase 200 escape hoods, which will enable a deputy to leave an area that has been contaminated with fumes or gases. These hoods are the same as the ones carried by the NYPD and in fact were purchased through an agreement with the Police Department, in order to ensure standardization across law enforcement agencies.

The hoods allow the wearer to breathe in order to leave the contaminated area, but are not designed for sustained operations within that area. Upon receipt of the hoods, the Sheriff's Division began a training program to properly instruct the deputies on how to use the hoods and maintain their viability.

Sgt. *Frederic Davis*, who is part of the Firearms and Tactics Unit, as well as a certified law enforcement trainer, received instruction from the NYPD and taught classes for the deputies. The training consisted of a demonstration on how the hood is stored, how to remove the hood from the carrier and the proper way to don it, to ensure it is sealed properly. Finally, the deputies were instructed on how to remove the hood when entering a safe area, which prevents contamination with any items that may have settled on the hood during movement through a dirty area. Once the deputies were able to put on and remove the hoods proficiently, Sgt. Davis conducted a mock drill, where the deputies had to immediately don the hood and move tactically through a simulated contaminated area and rally at a pre-arranged meeting point.

When training was completed, each deputy was assigned a hood, which becomes part of his or her standard equipment load and must be carried while in uniform. Deputies will receive new hoods after several years.

Sheriff Eason, who participated in the training, thanked Commissioner Martha Stark and the NYPD for enabling the Division to obtain these hoods. "Our deputies are always willing to protect and serve the City. Having the hoods gives them and the Division a vital instrument to protect themselves in cases of toxic aerial particles, and allows them to return to duty, when and where needed. I thank both Commissioner Stark and the NYPD for adding these hoods to our assortment of tools and equipment."

MANAGING FOR RESULTS IN ACTION

We know that Finance managers are busy people. They have deadlines to meet, charts and data to read, meetings to attend, reports and correspondence to write, and employees to lead – this is no different from other companies, businesses or city agencies.

Helping them understand how to be more effective leaders, as well as learn and identify new ways to focus on results, is something Finance is doing differently. For the past year employees have been attending **SMART** Managing for Results (MFR) workshops, facilitated by PSG, to achieve better results for the agency and thus provide better service to our customers and compliers.

But how do these managers put those plans into action and make them work? Each manager faces different and unique challenges and for *Annette Malatesta*, Director of Data Center Operations for FIT, the challenge was reducing the amount of return mail Finance receives. In her leadership role, Malatesta was able to use the collaborative efforts of both people outside and inside the agency, in order to bring about the desired result of satisfying the agency's customers.

"We had a big task in front of us," said Malatesta. "Our team was comprised of about ten people. The return mail was enormous and we wanted to contribute and find a way to lessen that amount. I collected some samples from Statements of Account (SOA) that were returned to us. For the January 2007 SOA, we had 34,000 pieces of returned mail. It was between January and March that our Managing for Results team focused on the next SOA. The first thing we noticed was that the envelopes were too small. The addresses were being obstructed and the Post Office was sending them back. We decided to use a larger envelope and as a result, the percentage of returned SOAs has dropped drastically."

"The first time I went to the Managing For Results Workshops," said *Francis Oyebisi*, Manager of Asset Research in the Collections Division, "it reminded me of similar experiences I had in the military. They had training called 'Total Quality Management' which was very similar. That training also taught us how to better serve our customers." Oyebisi's "customers" in the military were the other Armed Forces branches who were frequently engaged in operations with the Air Force where Oyebisi reached the rank of Master Sergeant. He retired from the military in 2004 after serving in Afghanistan. "I think the workshops were long overdue. I'm glad Finance offered me this opportunity.

"One of the things I liked about it," continued Oyebisi, "was that we were able to mix with other colleagues and get their feedback and their experiences. The PSG group made everything easy for us to understand how the information we learn in the workshops applies to our job, and that, was extremely helpful. The Commissioner was there on our first day so that was good and it was also a great opportunity to meet with other managers.

"At the end of the workshops, I communicated the goals to my staff. I let them know how important the result was that we were trying to achieve and that their help would contribute to the Finance mission."

The workshops do not operate in a vacuum and putting this efficiency into action takes help from others. Sometimes that help will come from within the agency, such as when Collections needed new computers. "After we identified the need for five new computers that we could use for NYSERV," said Oyebisi, "I sent an email to one of the FIT managers and we received the computers in two months and that was helpful. Before MFR, getting new computers would take a long time. The workshops have made it a lot easier."

For Malatesta, her Man-aging for Results Team recommended going outside the agency and to a direct source of information for her work – the United States Post Office.

"We met with the Post Office and they gave us feedback. Reviewing our mail we found a lack of a zip code plus four. They were very helpful and provided mailing requirements and helpful hints. One Post Office requirement, that we didn't know, was that the apartment number and the floor number should be printed on the same line as the address."

Malatesta added that owners had the ability to make changes to their address information, in the Finance database, which made her job even more difficult. "My colleagues suggested having a database that would only allow our unit to make changes. Now we add a field in the database that will include Apartment, Suite, Floor and Room. When we print the addresses, all of the information will move to the second line on the address. We will test this enhancement for the next SOA, but we can also use it for all the addresses in our databases. We are beginning to see results, but it takes time," said Malatesta.

Positive results are also showing for Oyebisi's team. Gaining Internet access for employees in Collections was invaluable to helping his team do their jobs. "After our Managing for Results workshops, we identified exactly what was needed and now everyone has Internet access. My unit depends on search engines to help our division, so getting a computer with a lot of memory and speed helped us towards our goal. I also think that it is important to give feedback to the other divisions and share my thoughts and concerns with my supervisors."

Even though, as a results-oriented leader, Oyebisi holds himself responsible for achieving results in his unit, he realizes that responsibilities can be assumed by his colleagues, this helps him communicate unit goals and objectives in conjunction with division goals in a clear and concise manner. "It helps to use feedback," he said. "I learned how to identify employee knowledge to enhance their development and that I need to keep them informed of department and division policies and procedures.

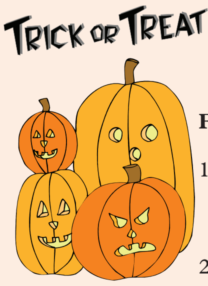
"All the staff are encouraged to assume leadership roles when supervisors or managers are out. Since MFR, the staff meets monthly to discuss their own issues without the Assistant Manager or me looking over their shoulders.

"FIT has listened to all our recommendations and supplied us with all of the search engines we needed to do a better job, including Lexus, Paysearch, and Dun and Bradstreet. This has become available to us since the Managing For Results Workshops began. By using the various search engines at our disposal to find a customer's bank, for instance, we can do an execution. We look at their credit report and then we do the levy on the bank account so that we can satisfy the judgment."

It's clear that the Managing for Results workshops have made an enormous difference in helping managers find solutions that will help Finance accomplish its goals of providing better service. Sometimes that means divisions working with each other to find the correct solution and at other times managers can rely on input from outside organizations to provide information to produce results. Whatever the case, the workshops have proven to be a useful tool in the agency's ever-growing arsenal to help people pay the right amount on time.

ENTER! OCTOBER 2007 CONTEST

Everyone knows that Halloween is the day to dress up in costume, and kids see it as a day filled with candy and treats. But how much do you know about the history and traditions of October 31st?



Find out now!

1. Which animal is the customary Halloween icon?
2. The biggest pumpkin in the world tipped the scales at how many pounds?
3. Halloween originated as the ancient Celtic harvest festival of Samhain in which country?
4. In the United States, the first official citywide Halloween celebration occurred in what state and what year?
5. How did the Celts, who lived 2,000 years ago in the area that is the present day United Kingdom, Ireland and Northern France, celebrate October 21st?
6. Carving Jack-O-Lanterns is a tradition that came from which group of people?
7. In Mexico, what is Halloween called?
8. What spice was once sprinkled in children's hair on Halloween to ward off evil spirits?
9. The Halloween game of "Thunder and Lightning," traditionally played by British children is now an activity called by what name?
10. Which city hosts the largest Halloween parade?
11. Halloween is a contraction of what words?

Please submit your answers on a separate sheet of paper and fax to ***October Halloween Contest at 212-232-1890***. Include your name, work location, and work phone number. The first three correct answers will receive a prize. Good or, should we say, ghoul luck.

GROWING PUMPKINS AND COOL RECIPES

QUICK CONTEST RESULTS:

September's Quick contest winner is *Dan Rohen*/ISS/Parking Operations

QUESTION: Who was the voice of the Dodgers?

THE ANSWER: Vin Scully

FINANCE'S DIRECT-DEPOSIT LEGISLATION SIGNED INTO LAW

On September 5th, Mayor Michael Bloomberg signed Finance's direct-deposit legislation into law, ensuring that City vendors receive their payments easier and faster. The Mayor was joined at the bill-signing by Robert Y. Lee, Finance Deputy Commissioner for Treasury, and Councilmember Letitia James, sponsor of the measure that unanimously passed the City Council. (See photo above)

Local Law 43 takes effect on October 22nd, requiring vendors with contracts over $25,000 to be paid by Electronic Funds Transfer (EFT) for the goods and services they provide city agencies.

In the period before the law takes effect, Finance is reminding City contractors of the many advantages of direct deposit:

- Vendors' payments are secure – Paper checks can be lost in the mail or stolen, but money deposited directly into a bank account is more secure.
- Vendors get paid sooner – Payment by direct deposit goes directly into a bank account, saving days of waiting for checks to clear.
- Vendors save time – Money deposited into bank accounts is automatic, saving the time vendors spend at the bank depositing the check.

Commissioner Martha E. Stark added: "At Finance, our mission is to help people pay the right amount on time. But in the case of complying with this important new law, we look forward to working with City contractors to ensure they get paid the right amount on time, safely and efficiently."

2008/2009 MAYOR'S GRADUATE SCHOLARSHIP PROGRAM

City employees wishing to earn a higher education degree, and receive either a partial or full scholarship, can now apply to The Department of Citywide Administrative Services (DCAS) for the 2008/2009 Mayor's Graduate Scholarship Program (MGSP). More than 20 participating colleges and universities in the New York City area offer degrees in a wide range of studies to City employees with undergraduate degrees. Interested employees may obtain application packages by contacting the MGSP directly at (212) 669-4163, or by visiting the MGSP website at **www.nyc.gov/mgsp**. Completed applications must be submitted by Monday, November 19, 2007, to: Matthew Nazareno 66 John Street – Ninth floor New York, NY 10038. If you have any questions, please e-mail Michael Pultoian at Pultoianm@finance.nyc.gov.

UPDATES ON FINANCENET

Looking for a place to get updated EEO contact information as well as **SMART** links to Operational Review and Learning on the Go reports? Visit: **FinanceNet** for all this information and more.

REVENEWS

A Monthly Publication of the NYC Department of Finance Communications & Government Affairs
59 Maiden Lane, 22nd Floor
New York, New York 10038
Phone 212.232.1775/Fax: 212.232.1890

Communications
Sam Miller, *Assistant Commissioner*
Theresa Sarrica, *Director of Communications*

NEWSLETTER STAFF
Editor: Theresa Sarrica
Writer: David Miller

E-mail comments & suggestions for future issues of ReveNEWS to SarricaT@finance.nyc.gov