2007

DSHS Employee Survey

APPENDICES

Cover Photos *(names at right)*
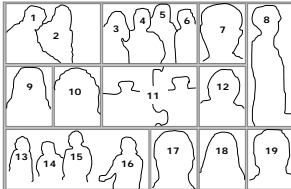
Front Cover: 1 Alice Adams, 2 Alice Liou, 3 Linda Falcocchio, 4 Bobbie Keys, 5 Shannon Nelson, 6 Kerry Applegate, 7 Louise Goodman, 8 Stacy Winokur, 9 Jeannie Cornell, 10 Rosemary Tureaud, 11 HRSA Workforce Advancement Exercise, 12 Kent Olson, 13 Maria Shull-Tucker, 14 Kim Anderson, 15 Erine Looney, 16 Ronda Walters, 17 Tom Medina, 18 Summer Yang, 19 Leo Kincaid

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DSHS . . . improves the quality of life for individuals and families in need in Washington State

DSHS currently serves **one in four** state residents

RDA . . . Brings data and analysis to the decision-making agenda:
- Better work process
- Better decisions
- Better outcomes

2007

DSHS Employee Survey

APPENDICES

Background, Methods, and Response Rates

BACKGROUND - PREVIOUS SURVEYS

DSHS has long recognized that a focus on staff well-being and professional growth is vital to ensuring quality service to agency clients. Because of the interest in employee perspectives, in the 1980s and 1990s many of the administrations, divisions, regions, and offices conducted their own employee surveys. There have been three previous DSHS-wide surveys.

The first DSHS-wide employee survey was given to a random sample of DSHS employees in 2000. The survey was based on the 50 questions in the standard Washington State Department of Personnel Employee Survey with 11 additional questions based on the DSHS Balanced ScoreCard. It was conducted by the Department of Personnel (DOP) and the DSHS Research and Data Analysis Division (RDA). Of the 3,100 randomly selected employees, 75 % (2,300) completed the survey.

The second DSHS-wide employee survey was designed to meet the need for program-specific information, in addition to agency-wide results. It was conducted as a "rolling" survey, and consisted of a series of program-level surveys conducted between October 2002 and July 2004. Most of the surveys were conducted by RDA, but a few were conducted by DOP. Each of the program-level surveys included the 61 questions that were included in the 2000 DSHS-wide survey, plus additional questions tailored to meet individual program needs. The results of all these surveys were compiled into an agency-level report. The overall response rate was 64%.

DSHS had planned to conduct another agency-wide employee survey in 2006. When Governor Gregoire requested a state-wide employee survey, the agency embarked on an ambitious project to meet the Governor's need for standardized statewide employee data, and at the same time, provide needed DSHS, administration, division and workgroup-level data.

The statewide survey was created by a committee called together by Department of Personnel, with oversight by the Governor's cabinet. Instead of using the traditional 50-question "DOP survey," the committee pared the statewide survey down to a simple 12 questions. DSHS organized a working group to review these statewide survey questions and see if they met DSHS needs. The committee recommended adding six additional standard questions and two narrative questions. DSHS leadership concurred with the working group's recommendation.

The 2006 survey was conducted by the survey section of the DSHS Research and Data Analysis Division (RDA) from March 1 to April 14, 2006. For the first time, all DSHS employees were asked to participate in the employee survey. Also, for the first time, the DSHS Secretary required each Administration to complete an Action Plan in response to survey findings. The 2006 survey had a 77% response rate.

The 2007 survey adds 2 questions. An additional question on diversity was added to the statewide questions: "My agency consistently demonstrates support for a diverse workforce." In the DSHS questions, the question about trust in management decisions was dropped because of numerous complaints about the inability to pinpoint which level of management was being addressed. This question was replaced with an overall job satisfaction question that can be used in analyses to determine the contribution of different factors on overall satisfaction. This new question is: "In general, I'm satisfied with my job."

THE 2007 SURVEY - ADMINISTRATION

The 2007 survey was conducted by the survey section of the DSHS Research and Data Analysis Division (RDA) from October 1st to November 15, 2007. RDA worked with each administration to identify workgroups and additional program-specific questions.

Several features were built into the survey process to ensure respondent anonymity and boost response rates:

▪ Along with invitations and reminders to participate in the survey, employees were sent Frequently Asked Questions (FAQ) sheets, explaining survey procedures and features to ensure anonymity.

- Surveys were primarily available on the internet. Internet surveys were submitted through Zoomerang, a web-based survey company. Zoomerang only sent RDA copies of the answers input by respondents. It did not give RDA any information about the user's computer address or any other identifying information.

- Surveys were also available in hard copy for employees without computer access or for those who felt more comfortable submitting a paper survey. Envelopes were provided in institutions with large numbers of employees lacking regular computer access. The paper surveys were anonymously mailed to RDA.

- RDA only released survey information in summary format:
  - All standard question answers were released in reports containing summary tables. If a workgroup had fewer than 6 respondents, no reports were issued.
  - Answers to the narrative questions were released in large lists – generally containing the responses of more than 100 respondents.[1]
  - Identifying information was generally redacted from the narrative responses before they were posted publicly.

With consultation from RDA, staff from each program designed their own procedures to distribute and publicize surveys to all employees. Typically, these measures included e-mail to each individual, periodic e-mail reminders, reminders distributed through supervisory channels, notices in program websites and newsletters, prominently displayed posters, and paper surveys distributed to those without computer access. Secretary Arnold-Williams also sent a survey message to all DSHS employees.

NARRATIVE COMMENTS

Each survey respondent was asked two narrative questions:

- "What do you like best about your current job?"

- "What changes would you like to see in your workplace?"

The addition of these questions strengthens the survey analysis by allowing mixed methods analysis – combining both quantitative and qualitative findings. The qualitative analysis of the themes contained in the responses to these two narrative questions assists in understanding _why_ scores on the standard questions change from year to year and _what issues_ underlie the concerns or praise expressed through scores on the standard questions.

The main challenge in identifying themes in the narrative responses was sheer volume. 13,715 employees completed the survey. Most responded to both narrative questions. Thus, RDA survey staff faced the gargantuan task of identifying major themes in 20,858 comments. The coding process started with use of a coding scheme and definitions developed in response to previous employee surveys. As new themes emerged, they were added to the code lists and definitions. A summary of the current coding scheme is found in Appendix C, page 3.

A number of steps were employed to ensure accurate and consistent coding:

- An electronic system facilitated accurate coding. The coder sees the comment at the top of his or her computer screen, and is able to "click" on the appropriate codes.

- Detailed written instructions and code definitions were utilized.

- All six employees who worked as coders were trained at length, and worked on sample sets of responses until their coding was reliable and consistent.

- Coding meetings were held regularly to identify any questions or differences in interpretation.

- As areas of ambiguity were identified, the coding instructions and definitions were modified to address these issues.

- The principal investigator (Dr. Nancy Raiha) checked every coded response.

- In the course of writing the report, writers read through all comments assigned to each thematic code. Any departures from the standard coding schema were corrected.

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[1] Smaller groups were sometimes used because of small program sizes.

RESPONSE RATES

13,715 employees completed the employee survey. Response rates for each program are included in the table below. In general, it was more difficult to obtain responses from large institutions with many shift workers and staff without internet access. It was somewhat easier to get high response rates from smaller divisions. However, all the Administrations achieved quite high response rates.

The total number of employees participating was higher than the 2006 survey, although the 73% overall response rate was slightly lower than 2006. The DSHS response rate was significantly higher than the statewide employee survey response rate of 58%. The success of the survey can be attributed to strong support from DSHS management, and commitment to follow through on action plans.

WEIGHTING

Data from all administrations and divisions were combined into a master file for analysis. In order to form an accurate picture of all DSHS employees, each program's responses were weighted so that the number of responses from that program reflects that program's share of total DSHS employees (FTEs or full time equivalents). For example, 6 percent of all DSHS employees work for the Juvenile Rehabilitation Administration (JRA). For DSHS-wide analyses, the 826 responses from JRA were weighted so that they comprised 6 percent of the total survey responses. The weighting scheme for all programs is shown in the table below.

Administration/ Program	Number of Employees in Program*	Percent of All DSHS Employees in Program	Number of Completed Surveys	Weight	Response Rate
AGING & DISABILITY SERVICES ADMIN					
Long Term Care	1,200	6%	1,002	1.198	84%
Division of Developmental Disabilities	3,382	18%	2,146	1.576	63%
CHILDREN'S ADMINISTRATION	2,701	14%	2,348	1.150	87%
ECONOMIC SERVICES ADMIN	4,208	23%	2,972	1.416	71%
CENTRAL ADMINISTRATION					
Executive Offices	68	0%	50	1.360	74%
Financial Services Administration	243	1%	210	1.157	86%
PPA	62	0%	62	1.000	100%
EXTERNAL ADMINISTRATION					
Division of Vocational Rehabilitation	317	2%	317	1.000	100%
ISSD	120	1%	100	1.340	83%
Management Services Administration	523	3%	481	1.087	92%
Office of Deaf and Hard of Hearing	15	0%	15	1.000	100%
Special Commitment Center	470	3%	433	1.085	92%
HEALTH AND RECOVERY SERVICES ADMIN					
Division of Alcohol & Substance Abuse	78	0%	78	1.000	100%
Div of Disability Determination Services	226	1%	210	1.010	93%
Medical Assistance	895	5%	796	1.124	89%
Mental Health Division	3,093	17%	1,669	1.853	54%
JUVENILE REHABILITATION ADMIN	1,094	6%	826	1.324	76%
TOTAL	**18,695**	**100%**	**13,715**	**1.000**	**73%**

*Sources: Headcount for Office of Secretary (Exec), DASA, DVR, ISSD, MSA, PPA, and ODHH. FTE count, extracted from the Washington State Human Resources Management System was used for all other programs. FTE count is for October 2007 for all programs but DDDS, which utilized August 2007 data. Response rates are all calculated using the Number of Employees in Program as listed above. Weights are also all calculated using the Number of Employees listed above, except for ISSD and DDDS weights, which are based on October 2007 FTE counts.

Tables and charts in the main report and in the appendices show the results of survey analysis. Page 3 of the Executive Summary displays bar charts showing the percentage of employees responding favorably[2] to each standard question. A more detailed table showing all responses to each standard question, as well as the average responses on a scale of 1-5, can be found in Appendix B. Appendix B also displays this data in bar graphs, showing both the questions that elicited the most positive responses, and those that elicited the most negative answers.

A chart on page 4 of the Executive Summary, as well as more detailed charts and tables in Appendix C, show analyses of the themes in the responses to narrative questions. Definitions for each of the comment themes are also provided.

Appendix D compares the results from this 2007 employee survey to the results of the 2006 employee survey. Because the 2002-2004 survey had different questions, this is the first opportunity to look at trends with this group of questions.

Appendix E compares the responses of staff who work in DSHS institutions to the responses of all other staff.

In an attempt to compare DSHS results to other state agencies, Appendix F compares the DSHS survey results to Department of Personnel's compilation of survey results for employees from all state agencies.[3] This comparison is the best possible with available data, but is complicated by the fact that the data from all state agencies is considerably less representative than the DSHS-wide data. The average response rates from other agencies are considerably lower than the DSHS rate, making the representativeness more questionable. This problem is exacerbated by the fact that the all-agency data is not weighted, so that responses from agencies with high response rates comprise a higher proportion of the survey data than their proportion of all state employees.

FURTHER QUESTIONS

Any questions about survey methodology or analysis can be directed to Dr. Nancy Raiha at 360-902-7667 or raihank@dshs.wa.gov.

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[2] An answer of "Always or Almost Always" or "Usually" is considered a positive response.
[3] Please note that statewide data from DOP are not weighted by agency size.

Detailed Results by Each Question

Weighted Data[1]

	QUESTION	Percent of All Responses[2]						Average[3]	Percent Always or Usually[4]
		Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never	Missing[2]		
A.	**QUESTIONS FOR ALL STATE EMPLOYEES**								
A1	I have the opportunity to give input on decisions affecting my work.	20.3%	33.2%	24.7%	13.8%	8.0%	0.9%	3.44	53%
A2	I receive the information I need to do my job effectively.	19.3%	46.5%	22.0%	9.1%	3.1%	0.8%	3.70	66%
A3	I know how my work contributes to the goals of my agency.	42.1%	37.6%	12.2%	5.2%	2.9%	0.9%	4.11	80%
A4	I know what is expected of me at work.	47.0%	37.5%	10.0%	3.7%	1.8%	1.1%	4.24	84%
A5	I have opportunities at work to learn and grow.	26.5%	31.0%	22.2%	12.2%	8.1%	1.2%	3.56	58%
A6	I have the tools and resources I need to do my job effectively.	20.0%	42.1%	22.0%	11.4%	4.6%	1.4%	3.61	62%
A7	My supervisor treats me with dignity and respect.	56.7%	24.3%	9.4%	4.7%	4.9%	1.9%	4.23	81%
A8	My supervisor gives me ongoing feedback that helps me improve my performance.	34.6%	30.4%	18.1%	10.3%	6.7%	1.4%	3.76	65%
A9	I receive recognition for a job well done.	24.4%	27.3%	22.4%	14.5%	11.4%	2.0%	3.39	52%
A10	My performance evaluation provides me with meaningful information about my performance.	25.1%	31.3%	21.1%	12.2%	10.3%	5.2%	3.49	56%
A11	My supervisor holds me and my co-workers accountable for performance.	41.8%	35.0%	13.5%	5.8%	3.9%	2.0%	4.05	77%
A12	I know how my agency measures its success.	20.8%	32.8%	23.0%	13.4%	10.0%	2.8%	3.41	54%
A13	My agency consistently demonstrates support for a diverse workforce.	29.4%	32.5%	20.3%	9.5%	8.3%	3.1%	3.65	62%
B.	**QUESTIONS FOR ALL DSHS EMPLOYEES**								
B1	A spirit of cooperation and teamwork exists in my workgroup.	29.0%	37.4%	17.8%	9.2%	6.5%	1.4%	3.73	66%
B2	In my workgroup we use customer feedback to improve our work processes.	15.4%	29.3%	26.1%	16.8%	12.4%	4.0%	3.19	45%
B3	I am encouraged to come up with new and better ways of doing things.	23.5%	28.4%	21.7%	14.4%	12.0%	1.7%	3.37	52%
B4	In general, I'm satisfied with my job.	26.1%	39.9%	18.8%	9.1%	6.0%	1.7%	3.71	66%
B5	My agency uses my time and talents well.	20.3%	35.3%	20.6%	13.7%	10.1%	1.9%	3.42	56%
B6	In my workgroup, people are treated fairly, without discrimination.	38.4%	30.6%	13.9%	8.6%	8.5%	2.2%	3.82	69%

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.
[2] First 5 columns show percent of those who answered the question. Missing column shows percent of all who took the survey.
[3] Average where "Almost Always or Always" = 5, and "Almost Never or Never" = 1. Does not include missing data.
[4] Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

PERCENT RESPONDING "ALWAYS" OR "USUALLY"

QUESTIONS FOR ALL STATE EMPLOYEES

A1. I have the opportunity to give input on decisions affecting my work. — **53%**

A2. I receive the information I need to do my job effectively. — **66%**

A3. I know how my work contributes to the goals of my agency. — **80%**

A4. I know what is expected of me at work. — **84%**

A5. I have the opportunities at work to learn and grow. — **58%**

A6. I have the tools and resources I need to do my job effectively. — **62%**

A7. My supervisor treats me with dignity and respect. — **81%**

A8. My supervisor gives me ongoing feedback that helps me improve my performance. — **65%**

A9. I receive recognition for a job well done. — **52%**

A10. My performance evaluation provides me with meaningful information about my performance. — **56%**

A11. My supervisor holds me and my co-workers accountable for performance. — **77%**

A12. I know how my agency measures it success. — **54%**

A13. My agency consistently demonstrates support for a diverse workforce. — **62%**

QUESTIONS FOR ALL DSHS EMPLOYEES

B1. A spirit of cooperation and teamwork exists in my workgroup. — **66%**

B2. In my workgroup we use customer feedback to improve our work processes. — **45%**

B3. I am encouraged to come up with new and better ways of doing things. — **52%**

B4. In general, I'm satisfied with my job. — **66%**

B5. My agency uses my time and talents well. — **56%**

B6. In my workgroup, people are treated fairly, without discrimination. — **69%**

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

PERCENT RESPONDING "ALWAYS" OR "USUALLY" (Ordered Highest to Lowest)

Item	Percent
A4. I know what is expected of me at work.	84%
A7. My supervisor treats me with dignity and respect.	81%
A3. I know how my work contributes to the goals of my agency.	80%
A11. My supervisor holds me and my co-workers accountable for performance.	77%
B6. In my workgroup, people are treated fairly, without discrimination.	69%
B1. A spirit of cooperation and teamwork exists in my workgroup.	66%
B4. In general, I'm satisfied with my job.	66%
A2. I receive the information I need to do my job effectively.	66%
A8. My supervisor gives me ongoing feedback that helps me improve my performance.	65%
A6. I have the tools and resources I need to do my job effectively.	62%
A13. My agency consistently demonstrates support for a diverse workforce.	62%
A5. I have the opportunities at work to learn and grow.	58%
A10. My performance evaluation provides me with meaningful information about my performance.	56%
B5. My agency uses my time and talents well.	56%
A12. I know how my agency measures it success.	54%
A1. I have the opportunity to give input on decisions affecting my work.	53%
B3. I am encouraged to come up with new and better ways of doing things.	52%
A9. I receive recognition for a job well done.	52%
B2. In my workgroup we use customer feedback to improve our work processes.	45%

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

PERCENT RESPONDING "NEVER" OR "SELDOM" (Ordered Highest to Lowest)

Question	Percent
B2. In my workgroup we use customer feedback to improve our work processes.	29%
B3. I am encouraged to come up with new and better ways of doing things.	26%
A9. I receive recognition for a job well done.	26%
B5. My agency uses my time and talents well.	24%
A12. I know how my agency measures it success.	23%
A10. My performance evaluation provides me with meaningful information about my performance.	23%
A1. I have the opportunity to give input on decisions affecting my work.	22%
A5. I have the opportunities at work to learn and grow.	20%
A13. My agency consistently demonstrates support for a diverse workforce.	18%
B6. In my workgroup, people are treated fairly, without discrimination.	17%
A8. My supervisor gives me ongoing feedback that helps me improve my performance.	17%
A6. I have the tools and resources I need to do my job effectively.	16%
B1. A spirit of cooperation and teamwork exists in my workgroup.	16%
B4. In general, I'm satisfied with my job.	15%
A2. I receive the information I need to do my job effectively.	12%
A11. My supervisor holds me and my co-workers accountable for performance.	10%
A7. My supervisor treats me with dignity and respect.	10%
A3. I know how my work contributes to the goals of my agency.	8%
A4. I know what is expected of me at work.	6%

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.
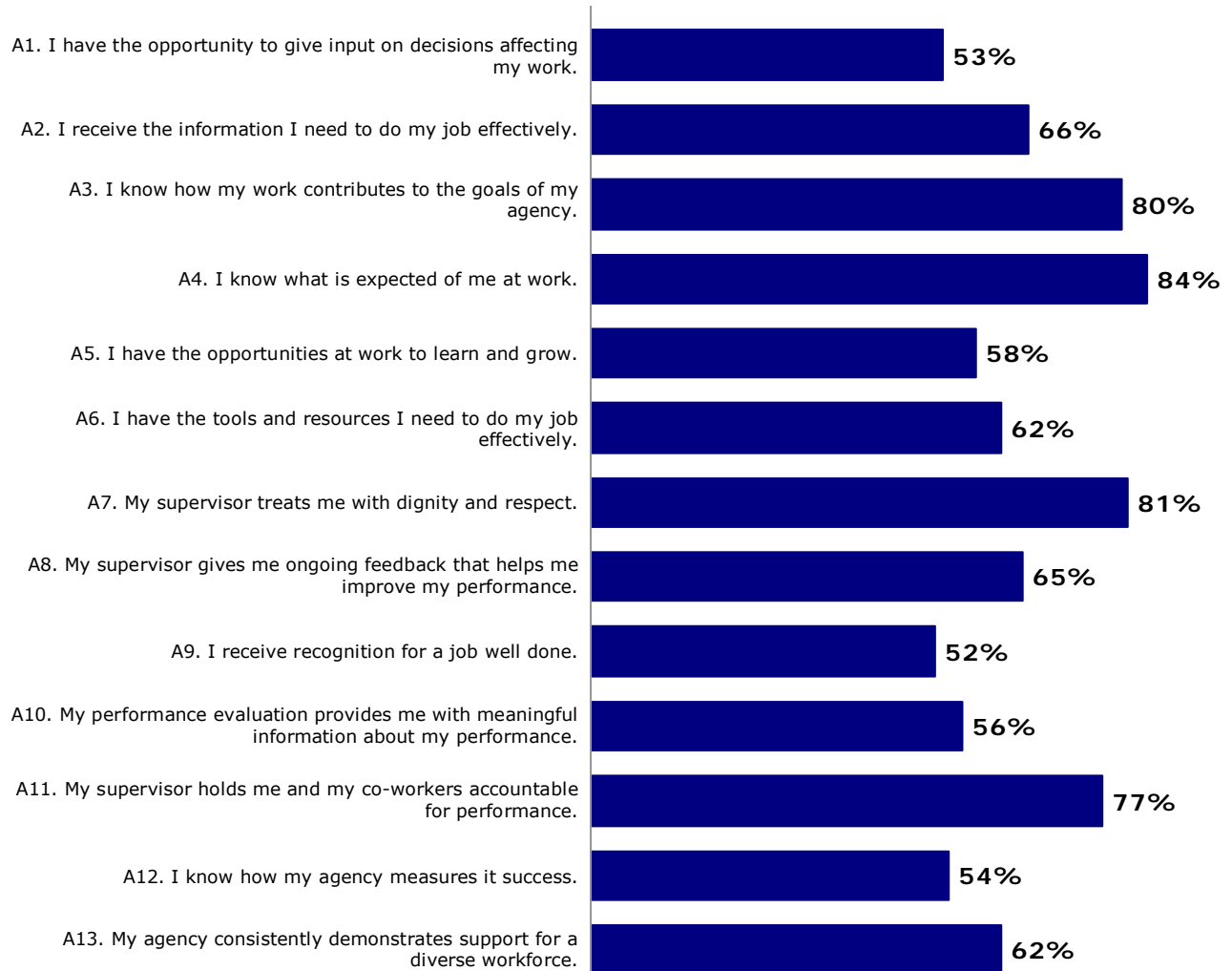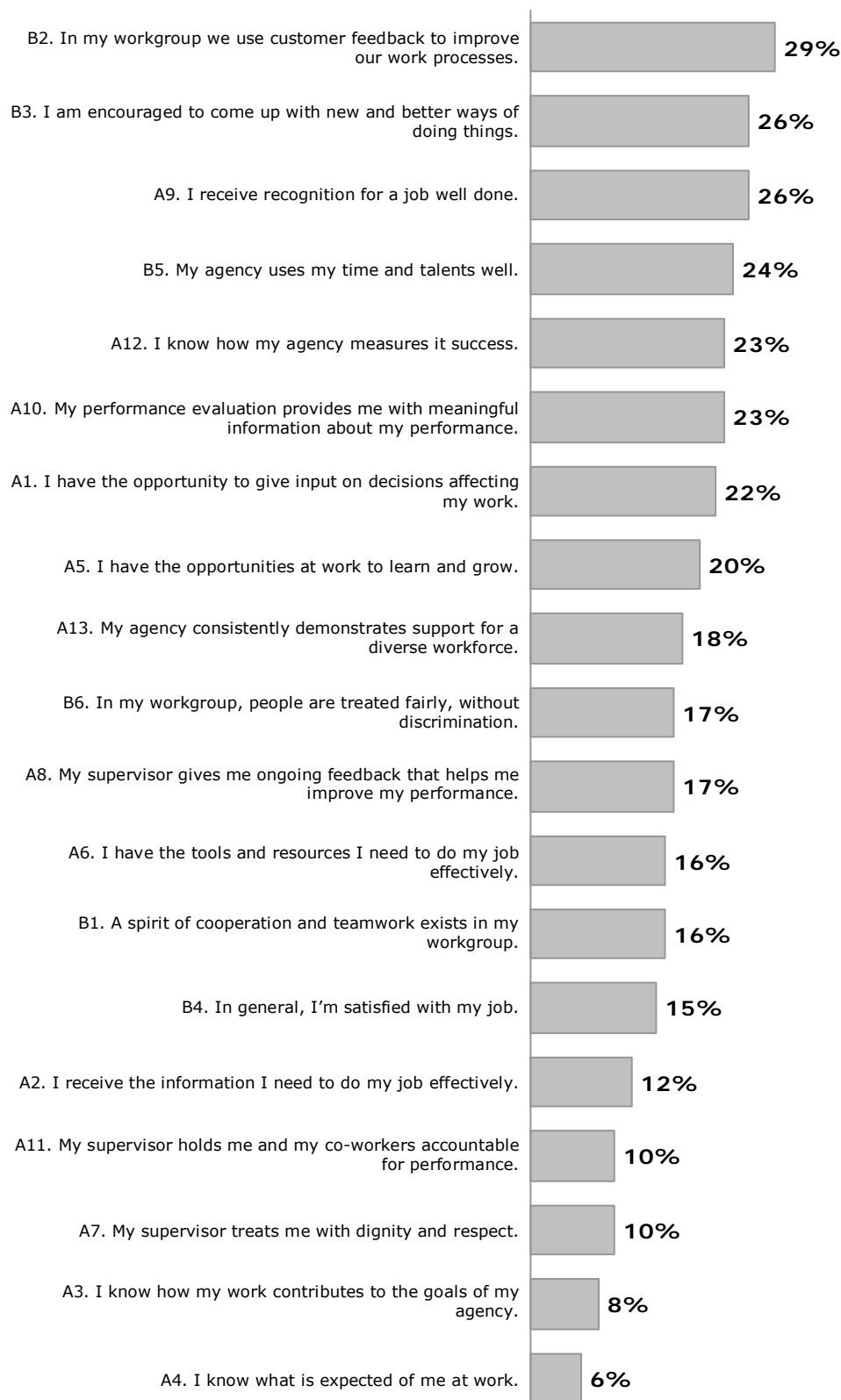
Detailed Analysis of Narrative Comment Themes

Unweighted Data[1]

MAJOR COMMENT THEMES — Percent and Number of Respondents Who Made Comments[2]

Needs work   Neutral/Mixed[3]   Satisfied

Management
28%
n = 3,109
11%
n = 1,265

Communication
14%
n = 1,585
2%
n = 249

Personnel Issues
12%
n = 1,310
1%
n = 89

Resources
28%
n = 3,094
5%
n = 502

Job Characteristics
5%
n = 610
12%
n=1,335
59%
n = 6,523

Co-Workers
11%
n = 1,251
24%
n = 2,645

General/Other
30%
n = 3,382
7%
n = 781

Legend:
- Needs Work
- Neutral/Mixed[3]
- Satisfied
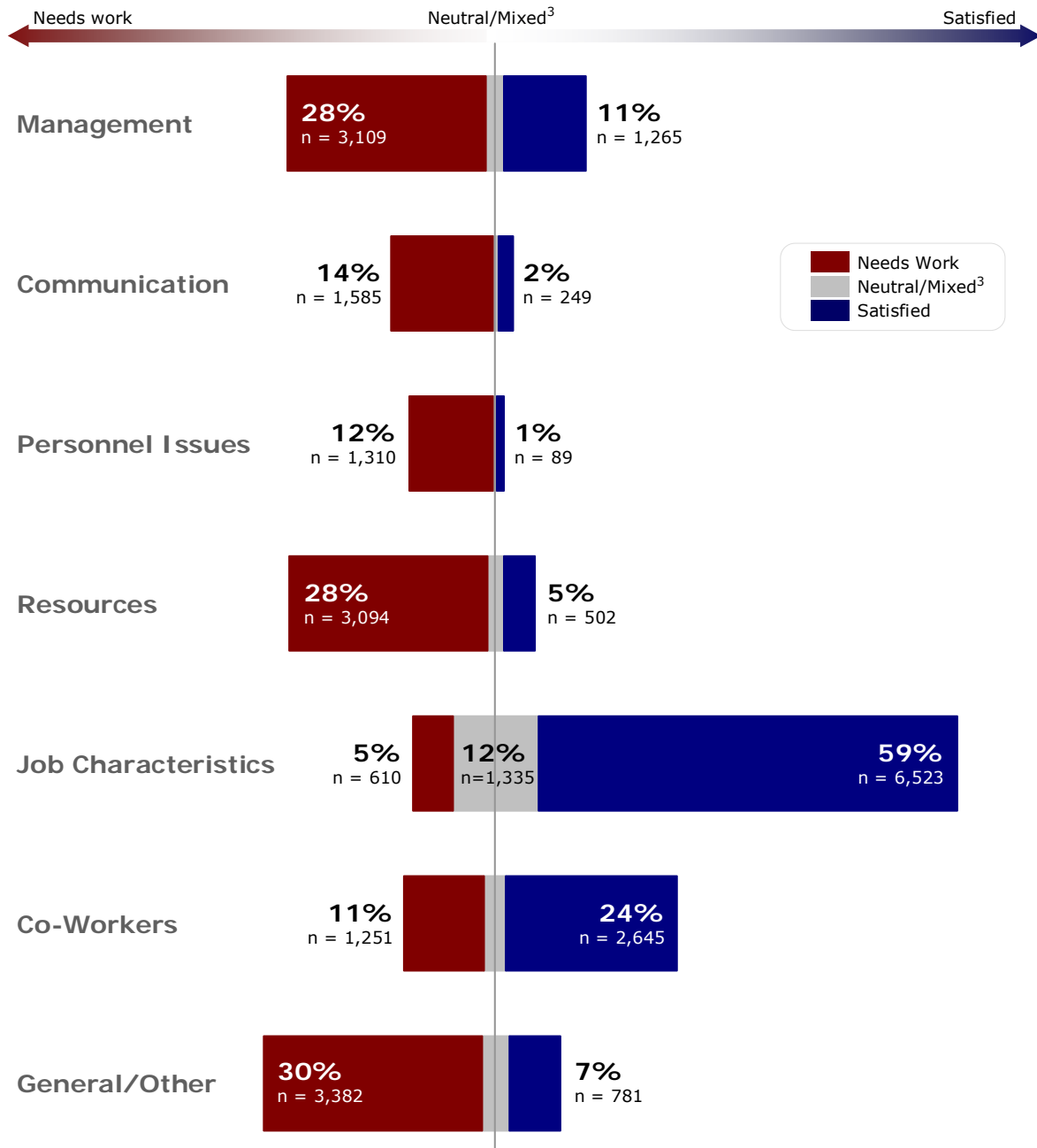
[1] Results use unweighted data – the actual number of respondents who mentioned this theme.

[2] Percentages show respondents who commented on this theme as a percentage of the total number of respondents who made narrative comments.

[3] Gray areas in center of bars represented neutral/mixed comments.

Narrative Comments Report
DSHS Employee Survey - Oct-Nov 2007
All DSHS Staff - Unweighted

11146 of 13715 Respondents Made Comments

MAJOR THEMES AND SUBTHEMES[1]		Total		Satisfied		Needs Work		Mixed or Neutral	
		#[2]	% of All[3]	#[2]	%[4]	#[2]	%[4]	#[2]	%[4]
Management		**4,667**	**41.9%**	**1,265**	**27.1%**	**3,109**	**66.6%**	**293**	**6.3%**
Courtesy & Respect	MC	647	5.8%	178	27.5%	461	71.3%	8	1.2%
Support/Mentoring/Availability	MS	1,462	13.1%	535	36.6%	852	58.3%	75	5.1%
Recognition/Awards	MR	870	7.8%	206	23.7%	639	73.4%	25	2.9%
Fairness/Discrimination	MF	980	8.8%	66	6.7%	906	92.4%	8	0.8%
Other Management Issues	MO	2,776	24.9%	829	29.9%	1,773	63.9%	174	6.3%
Communication		**1,905**	**17.1%**	**249**	**13.1%**	**1,585**	**83.2%**	**71**	**3.7%**
Managers Provide Information	CI	541	4.9%	35	6.5%	493	91.1%	13	2.4%
Management Listens/Includes	CL	905	8.1%	189	20.9%	691	76.4%	25	2.8%
Clear Guidelines	CG	275	2.5%	44	16.0%	227	82.5%	4	1.5%
Other/General Communication	CO	479	4.3%	27	5.6%	447	93.3%	5	1.0%
Personnel Issues		**1,462**	**13.1%**	**89**	**6.1%**	**1,310**	**89.6%**	**63**	**4.3%**
Promotion/RIFs, Security	PP	1,030	9.2%	42	4.1%	974	94.6%	14	1.4%
Diversity/Discrimination	PD	467	4.2%	44	9.4%	409	87.6%	14	3.0%
Resources		**3,840**	**34.5%**	**502**	**13.1%**	**3,094**	**80.6%**	**244**	**6.4%**
Facilities, Parking, Environment	RF	642	5.8%	161	25.1%	470	73.2%	11	1.7%
Pay/Benefits for Employee	RP	984	8.8%	379	38.5%	552	56.1%	53	5.4%
Resources for Clients	RC	143	1.3%	13	9.1%	129	90.2%	1	0.7%
Staffing	RS	1,295	11.6%	7	0.5%	1,277	98.6%	11	0.8%
Training	RT	959	8.6%	88	9.2%	847	88.3%	24	2.5%
Resources for Wellness/Health	RW	147	1.3%	7	4.8%	140	95.2%	0	0.0%
Other Resources	RO	543	4.9%	48	8.8%	490	90.2%	5	0.9%
Job Characteristics		**8,468**	**76.0%**	**6,523**	**77.0%**	**610**	**7.2%**	**1,335**	**15.8%**
Helping/Working with Clients	JH	3,735	33.5%	3,719	99.6%	1	0.0%	15	0.4%
Working w/ Community Agencies	JC	159	1.4%	157	98.7%	2	1.3%	0	0.0%
Workload	JW	940	8.4%	42	4.5%	880	93.6%	18	1.9%
Flex Schedule/Telecommuting	JS	1,195	10.7%	544	45.5%	585	49.0%	66	5.5%
Autonomy and Growth Opportunity	JA	1,531	13.7%	1,221	79.8%	260	17.0%	50	3.3%
Other Aspects of Job	JO	4,508	40.4%	4,110	91.2%	220	4.9%	178	3.9%
Co-workers		**4,242**	**38.1%**	**2,645**	**62.4%**	**1,251**	**29.5%**	**346**	**8.2%**
Competence, Skills	WC	998	9.0%	212	21.2%	754	75.6%	32	3.2%
Teamwork, Support	WT	1,864	16.7%	1,111	59.6%	662	35.5%	91	4.9%
Other Co-Worker Issues	WO	2,271	20.4%	1,985	87.4%	201	8.9%	85	3.7%
General/Other		**4,600**	**41.3%**	**781**	**17.0%**	**3,382**	**73.5%**	**437**	**9.5%**
Work Process/Policies	GP	2,947	26.4%	124	4.2%	2,693	91.4%	130	4.4%
Morale/Overall Satisfaction	GS	872	7.8%	277	31.8%	566	64.9%	29	3.3%
Staff Safety	GF	256	2.3%	11	4.3%	241	94.1%	4	1.6%
None/Nothing	GN	626	5.6%	422	67.4%	142	22.7%	62	9.9%
Comments About This Survey	GC	138	1.2%	15	10.9%	81	58.7%	42	30.4%
Other	GO	737	6.6%	92	12.5%	338	45.9%	307	41.7%

[1] Major themes (in blue rows) are rollups of the subthemes listed below. They are unduplicated - not the total of the numbers below. I.e, a person who made "Satisfied" comments in both "Staffing" and "Training" is counted only once in the "Resources" row. A person who has a "Satisfied" comment in the "Staffing" row and "Needs Work" in the "Training" row would be counted as a "Mixed" comment in the "Resources" row.

[2] All # columns show how many persons made any mention of this theme. Multiple comments on the same theme by a single person are only counted once in that theme row. A person with both "Satisfied" and "Needs Work" comments on the same theme is counted in the "Mixed" column.

[3] Respondents who commented on this theme as a percentage of the total number of respondents who made narrative comments.

[4] Percentage of comments in this theme that were "Satisfied," "Needs Work," or "Mixed or Neutral," respectively.

EMPLOYEE SURVEY COMMENT THEMES – Categories for Coding Narrative Comments

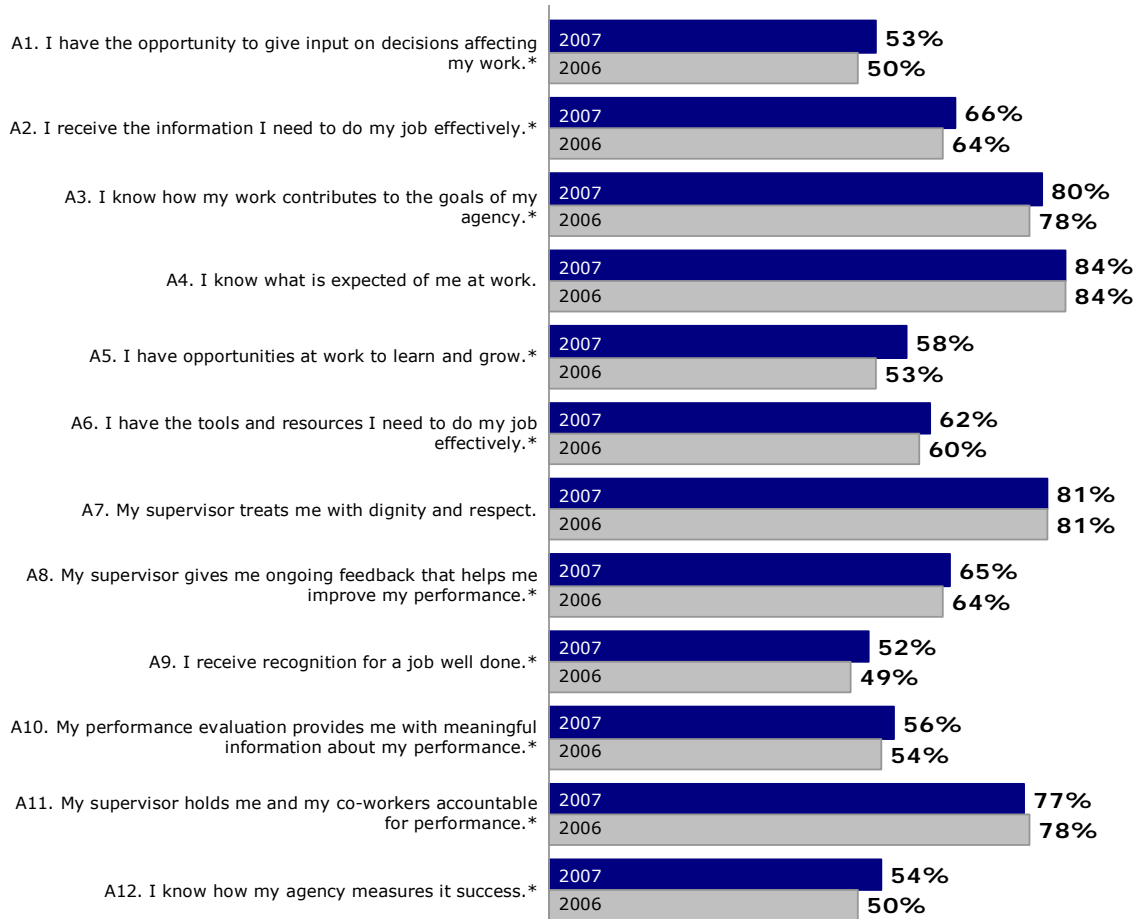| Code	Definition
Management/Supervisors	
MC	**Courtesy** and respect.
MS	**Support**; mentoring; oversight; planning; problem-solving; availability; caring; staff evaluations.
MR	**Recognize**/reward good work; encouragement; praise; value staff; employee awards.
MF	**Fairness**; fair treatment; inequitable work distribution. (Note – put discrimination/fairness in personnel practice hiring, advancement, RIFs are under PP – and diversity issues under PD).
MO	**Other**/general management. Personal characteristics; behavior; trustworthiness; competence; skills; knowledge; understand field; know what's going on in the field; specific stories about managers or supervisors; should replace them; how decisions get made.
Communication	
CI	Providing **information**; holding meetings (by management/supervisor or leadership).
CL	**Listening**; including in decisions; encouraging feedback; open-door policy (by management, supervisor, or leadership).
CG	Need or get clear **guidelines** re: roles and expectations, priorities, mission.
CO	**Other**/general communication – includes communication between sections and offices; staff meetings.
Personnel Issues	
PP	Promotions/advancement; hiring processes; RIFs; firing/removal; job security issues;
PD	**Client/staff discrimination** based on race, family, sexual orientation, gender, age, religion, disability. Sexual harassment, cultural competence issues, nepotism, and other diversity issues.
Resources	
RF	**Facilities**/parking/environment.
RP	**Pay and benefits** for DSHS employees.
RC	Resources/money for **clients** and client programs.
RS	**Staffing** (fill vacancies, understaffing, need for support staff).
RT	**Training** (includes cultural/diversity training, mentoring programs).
RW	**Resources for health/mental health** – exercise space & time; ergonomics, healthy meal options, air quality, etc.
RO	**Other** (computers, information systems, supplies, phones, safety equipment, interpreters, etc.).
Job Characteristics	
JH	**Helping**/dealing with clients/customers as a source of satisfaction or dissatisfaction.
JC	Working with **community agencies**/providers as source of satisfaction.
JS	Work **Schedule**/ability to work from home, in field etc.
JW	**Workload**: too high/too demanding, big variations or differences in amount of work (time for tasks); caseload size.
JA	**Opportunities for autonomy and growth**/independence/setting own priorities/no micro-management.
JO	**Other.** Characteristics of job that employee likes or dislikes. (Job is challenging, flexible; opportunities, challenges; stressful; variety, dealing with changes and uncertainty; like or dislike doing specific tasks or processes. Proud of accomplishments/good at job.)
Co-Workers	
WC	**Competence**, skills, professionalism, knowledge (includes getting rid of incompetent); individual accountability.
WT	**Teamwork**, mutual support, internal communication, doing share, work ethic, dedicated.
WO	**Other** (attitude; good/bad workgroup atmosphere; I like or dislike my co-workers).
General	
GP	Work **processes and policies**; service delivery; specific programs/processes (how well these work/whether they should be changed – not whether I like doing them).
GS	**Satisfaction**/dissatisfaction/morale.
GN	"None" or **"Nothing"** in response to narrative question
GC	Comments specifically about this **survey**.
GF	**Staff safety** issues.
GO	**Other.** Did not fit in other categories.
Program Specific	
PS2	**Safety** (If a significant issue in program)

Comparison between 2007 and the Previous DSHS Employee Survey

Weighted Data[1]

PERCENT RESPONDING "ALWAYS" OR "USUALLY"

QUESTIONS FOR ALL STATE EMPLOYEES

A1. I have the opportunity to give input on decisions affecting my work.*
- 2007: 53%
- 2006: 50%

A2. I receive the information I need to do my job effectively.*
- 2007: 66%
- 2006: 64%

A3. I know how my work contributes to the goals of my agency.*
- 2007: 80%
- 2006: 78%

A4. I know what is expected of me at work.
- 2007: 84%
- 2006: 84%

A5. I have opportunities at work to learn and grow.*
- 2007: 58%
- 2006: 53%

A6. I have the tools and resources I need to do my job effectively.*
- 2007: 62%
- 2006: 60%

A7. My supervisor treats me with dignity and respect.
- 2007: 81%
- 2006: 81%

A8. My supervisor gives me ongoing feedback that helps me improve my performance.*
- 2007: 65%
- 2006: 64%

A9. I receive recognition for a job well done.*
- 2007: 52%
- 2006: 49%

A10. My performance evaluation provides me with meaningful information about my performance.*
- 2007: 56%
- 2006: 54%

A11. My supervisor holds me and my co-workers accountable for performance.*
- 2007: 77%
- 2006: 78%

A12. I know how my agency measures it success.*
- 2007: 54%
- 2006: 50%

QUESTIONS FOR ALL DSHS EMPLOYEES

B1. A spirit of cooperation and teamwork exists in my workgroup.*
- 2007: 66%
- 2006: 65%

B2. In my workgroup we use customer feedback to improve our work processes.*
- 2007: 45%
- 2006: 43%

B3. I am encouraged to come up with new and better ways of doing things.*
- 2007: 52%
- 2006: 50%

B5. My agency uses my time and talents well.*
- 2007: 56%
- 2006: 51%

B6. In my workgroup, people are treated fairly, without discrimination.*
- 2007: 69%
- 2006: 67%

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey. For comparison purposes, in this chart the 2006 weighted data excludes Economic Service Administration Child Care and Early Learning who are no longer in DSHS. Where questions do not appear in this chart (A13 and B4), there was no historical data for comparison. Asterisks* denote that change between years is significant at the .01 level.

PERCENT CHANGE BETWEEN 2006 AND 2007 DSHS EMPLOYEE SURVEYS

		Comparison		
		2007 % Always or Usually[2]	2006 % Always or Usually[2]	Percent Change from 2006[3]
A.	**QUESTIONS FOR ALL STATE EMPLOYEES**			
A1	I have the opportunity to give input on decisions affecting my work.[4]	53.48%	49.80%	7.40%
A2	I receive the information I need to do my job effectively.[4]	65.75%	64.06%	2.64%
A3	I know how my work contributes to the goals of my agency.[4]	79.74%	78.49%	1.59%
A4	I know what is expected of me at work.	84.50%	83.98%	0.62%
A5	I have opportunities at work to learn and grow.[4]	57.52%	52.85%	8.84%
A6	I have the tools and resources I need to do my job effectively.[4]	62.03%	59.72%	3.88%
A7	My supervisor treats me with dignity and respect.	81.01%	80.64%	0.46%
A8	My supervisor gives me ongoing feedback that helps me improve my performance.[4]	64.99%	64.13%	1.34%
A9	I receive recognition for a job well done.[4]	51.66%	48.75%	5.97%
A10	My performance evaluation provides me with meaningful information about my performance.[4]	56.36%	53.62%	5.10%
A11	My supervisor holds me and my co-workers accountable for performance.[4]	76.76%	78.15%	-1.78%
A12	I know how my agency measures its success. [4]	53.61%	50.04%	7.14%
B.	**QUESTIONS FOR ALL DSHS EMPLOYEES**			
B1	A spirit of cooperation and teamwork exists in my workgroup.[4]	66.42%	65.44%	1.49%
B2	In my workgroup we use customer feedback to improve our work processes.[4]	44.75%	43.08%	3.89%
B3	I am encouraged to come up with new and better ways of doing things.[4]	51.89%	49.64%	4.54%
B5	My agency uses my time and talents well.[4]	55.62%	51.16%	8.72%
B6	In my workgroup, people are treated fairly, without discrimination.[4]	69.00%	66.89%	3.16%

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

[2] Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

[3] Percent change is calculated as the percent of the 2006 score added or subtracted to get the 2007 score. For example, a change from 40% in 2006 to 60% in 2007 is calculated to be a 50% increase. (The 20 percentage point increase is a 50% increase from the original score of 40 percentage points.)

[4] Change between 2006 and 2007 is statistically significant at the .01 level.

Comparison of Institutional Staff and All Others

Weighted Data[1]

STATISTICAL REPORT— All DSHS Staff, October — November 2007

		Percent Always or Usually[2]	
		Institutional Staff[3]	All Others
A.	**QUESTIONS FOR ALL STATE EMPLOYEES**		
A1	I have the opportunity to give input on decisions affecting my work.	53%	54%
A2	I receive the information I need to do my job effectively.	66%	66%
A3	I know how my work contributes to the goals of my agency.	78%	81%
A4	I know what is expected of me at work.	86%	84%
A5	I have opportunities at work to learn and grow.	55%	58%
A6	I have the tools and resources I need to do my job effectively.	60%	63%
A7	My supervisor treats me with dignity and respect.	80%	82%
A8	My supervisor gives me ongoing feedback that helps me improve my performance.	65%	65%
A9	I receive recognition for a job well done.	49%	53%
A10	My performance evaluation provides me with meaningful information about my performance.	58%	56%
A11	My supervisor holds me and my co-workers accountable for performance.	75%	77%
A12	I know how my agency measures its success.	46%	57%
A13	My agency consistently demonstrates support for a diverse workforce.	60%	62%
B.	**QUESTIONS FOR ALL DSHS EMPLOYEES**		
B1	A spirit of cooperation and teamwork exists in my workgroup.	62%	68%
B2	In my workgroup we use customer feedback to improve our work processes.	45%	45%
B3	I am encouraged to come up with new and better ways of doing things.	50%	53%
B4	In general, I'm satisfied with my job.	66%	66%
B5	My agency uses my time and talents well.	55%	56%
B6	In my workgroup, people are treated fairly, without discrimination.	66%	70%

[1] Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

[2] Percent answering "Almost Always or Always" or "Usually." Does not include missing data. The differences between institutional staff responses and all other staff responses for all questions are statistically significant, $p < .05$.

[3] Institutions include all staff at Green Hill School, Maple Lane School, Naselle Youth Camp, Echo Glen Children's Center, Rainier School, Lakeland Village School, Fircrest School, Yakima Valley School, Child Study and Treatment Center, Frances Haddon Morgan Center, Eastern State Hospital, and Western State Hospital.
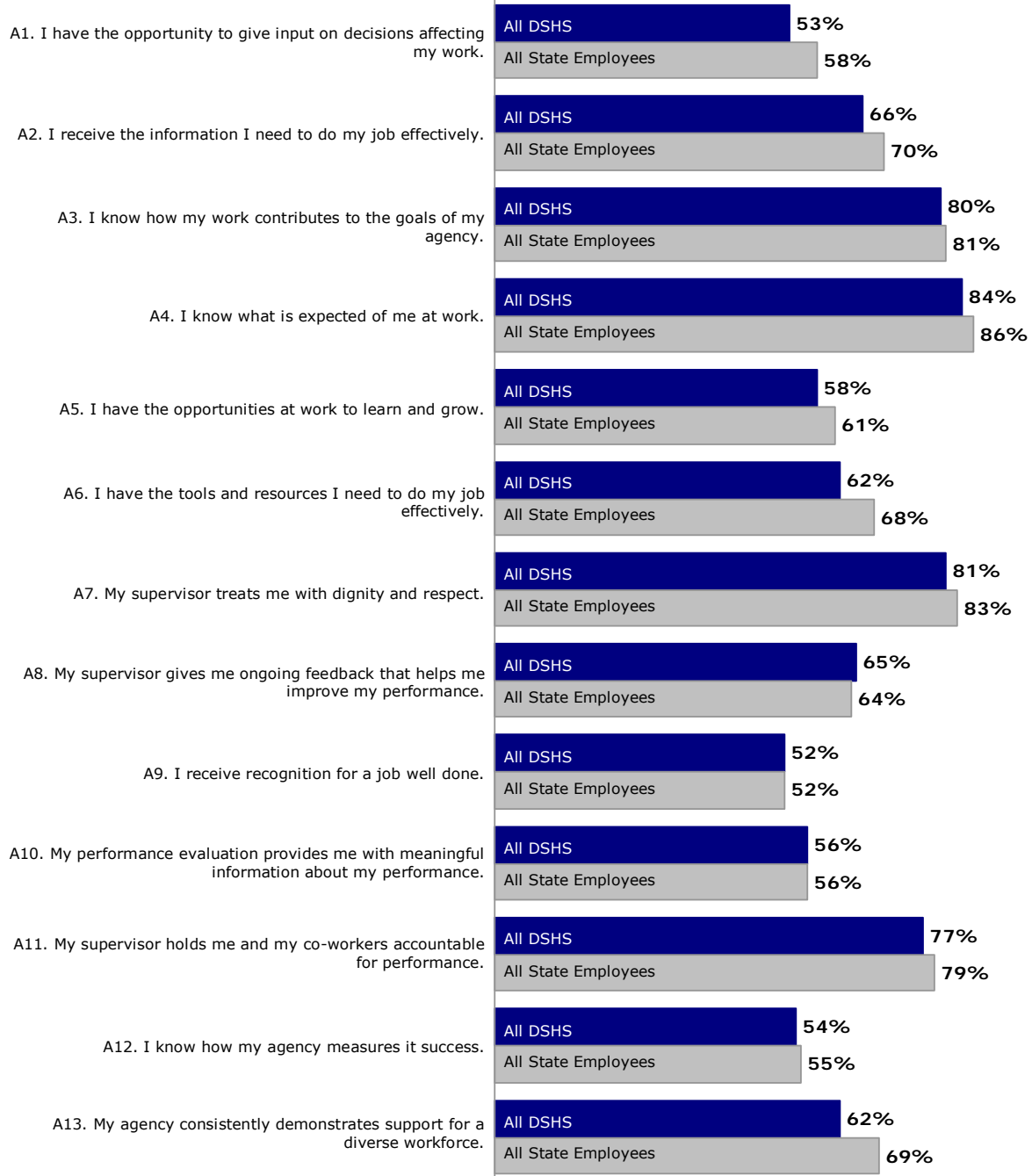
Comparison with All State Employee Surveys

DSHS = Weighted Data[1] • All State Employees = Unweighted Data[2]

COMPARISON TO ALL STATE EMPLOYEES[2] — Percent Responding "Always" or "Usually"

QUESTIONS FOR ALL STATE EMPLOYEES

A1. I have the opportunity to give input on decisions affecting my work.
- All DSHS: 53%
- All State Employees: 58%

A2. I receive the information I need to do my job effectively.
- All DSHS: 66%
- All State Employees: 70%

A3. I know how my work contributes to the goals of my agency.
- All DSHS: 80%
- All State Employees: 81%

A4. I know what is expected of me at work.
- All DSHS: 84%
- All State Employees: 86%

A5. I have the opportunities at work to learn and grow.
- All DSHS: 58%
- All State Employees: 61%

A6. I have the tools and resources I need to do my job effectively.
- All DSHS: 62%
- All State Employees: 68%

A7. My supervisor treats me with dignity and respect.
- All DSHS: 81%
- All State Employees: 83%

A8. My supervisor gives me ongoing feedback that helps me improve my performance.
- All DSHS: 65%
- All State Employees: 64%

A9. I receive recognition for a job well done.
- All DSHS: 52%
- All State Employees: 52%

A10. My performance evaluation provides me with meaningful information about my performance.
- All DSHS: 56%
- All State Employees: 56%

A11. My supervisor holds me and my co-workers accountable for performance.
- All DSHS: 77%
- All State Employees: 79%

A12. I know how my agency measures it success.
- All DSHS: 54%
- All State Employees: 55%

A13. My agency consistently demonstrates support for a diverse workforce.
- All DSHS: 62%
- All State Employees: 69%

[1] Results for DSHS use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

[2] All state employees (including DSHS and other state agencies) were surveyed during the period Oct 1 – Nov 15, 2007. Results were compiled by the Department of Personnel (DOP). Results for All State Employees are unweighted. See discussion on page A-4.

2007
DSHS Employee Survey
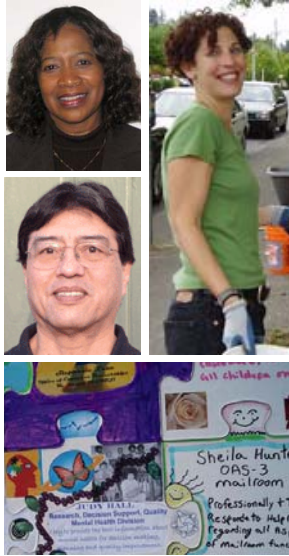
Employees appreciate:

- The chance to work with and help DSHS clients
- Supportive and dedicated co-workers
- Supervisors who listen, encourage, and reward good work
- Fair and equal treatment, especially in hiring and promotions
- Adequate staffing, training, and tools that save time

They want management to:

- Ask for—and *use*—input from line workers when making decisions
- Respect employees' time, expertise, and dedication
- Give clear guidelines - with some flexibility in when, where and how to work
- Make all staff accountable for performance
- Focus on *quality* of work to help clients – not just on quantity

Washington State
Department of Social & Health Services

RDA Research & Data Analysis Division