

Employee Survey

March 2010 | Report 11.148a

APPENDICES



One

*One Department,
One Vision,
One Mission,
One Core Set of Values*

2009

DSHS Employee Survey

APPENDICES

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2009 DSHS Employee Survey

APPENDIX A

One Department, One Vision, One Mission, One Core Set of Values

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 four 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 third survey in 2006 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.

In 2007, the fourth survey was again administered by the RDA survey section. It deleted one question and added two others: “My agency consistently demonstrates support for a diverse workforce.” “In general, I’m satisfied with my job.” The 2007 survey had a 73% overall response rate.

This most recent 2009 Employee Survey added a number of elements addressing current issues:

- **Values.** To assist in developing the DSHS Framework, the survey asked employees “From the list below, choose the three values that you feel are most often modeled by DSHS staff and experienced by co-workers, clients, and partners through workplace interactions.” The list included the following Core Values: Accountability, Collaboration and Teamwork, Commitment to Excellence, Diversity, Customer Service, Serving Individuals and Families, Inclusion and Empowerment, Innovation, Integrity, Continuous Learning, Long-term/Strategic Thinking, and Respect.

- **Budget Reductions and Changes.** In light of the economic downturn and related budget, staff, and service cuts, the survey added the following question: “I have received clear information about recent budget reductions and changes being made within the agency.”
- **Health/Wellness.** At the suggestion of the Health Care Authority’s Washington Wellness Program, this question was added: “Overall, my agency supports me in living a healthier life.”
- **Sexual Harassment.** Two Yes/No questions were added to the survey: “While working at DSHS, have you received sexual harassment training?”, and “Do you know how to report a sexual harassment incident or where to get the information on how to report?”

THE 2009 SURVEY - ADMINISTRATION

The 2009 survey was conducted by the survey section of the DSHS Research and Data Analysis Division (RDA) from September 15th to October 31, 2009. 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 that ensure anonymity.
- Surveys were primarily available on the internet. Internet surveys were submitted through SurveyMonkey, a web-based survey company. SurveyMonkey 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. Return envelopes were provided in institutions with large numbers of employees lacking regular computer access, so paper surveys could be 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.

The survey was initially announced via a message from Secretary Susan Dreyfus. With consultation and general direction from RDA, staff from each program customized procedures to distribute and publicize surveys to all employees. Typically, these steps 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.

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

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?”

These questions strengthen the survey analysis by allowing mixed methods analysis – combining both quantitative and qualitative findings. The qualitative analysis of the themes 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. 10,086 of the 13,297 employees who completed the survey also responded to the narrative questions. Thus, RDA survey staff faced the gargantuan task of identifying major themes in 18,876 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-1.

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 four 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.

RESPONSE RATES

13,297 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 75% overall response rate was higher than the 73% achieved in 2007. The total number of employees participating was slightly lower than the 2007 survey due to a shrinking workforce. The DSHS response rate was significantly higher than the statewide employee survey response rate of 59%. 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 737 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 ADMINISTRATION	4,426	25%	3,120		70%
ADSA – All but RHC's	1,963	11%	1,622	1.214	83%
ADSA – RHC's	2,463	14%	1,498	1.639	61%
CHILDREN'S ADMINISTRATION	2,687	15%	2,304	1.166	86%
ECONOMIC SERVICES ADMINISTRATION	4,017	23%	2,970	1.353	74%
HEALTH AND RECOVERY SERVICES ADMINISTRATION	4,300	24%	3,033		71%
HRSA - HQ & DDS	1,187	7%	1,160	1.353	98%
HRSA - Hospitals	2,712	15%	1,568	1.730	58%
HRSA - SCC	401	2%	305	1.315	76%
JUVENILE REHABILITATION ADMINISTRATION	1,038	6%	737	1.408	71%
EXEC - CENTRAL	923	5%	838	1.101	91%
EXEC - DVR	295	2%	295	1.000	100%
TOTAL	17,687	100%	13,297	NA	75%

* FTE count as of September 15-30 2009 (Source HRMS). Handcounts used for ODHH, Exec Headquarters, DVR, and PPA.

ANALYSIS

Tables and charts in the main report and in the appendices show the results of survey analysis. Page 4 of the Executive Summary displays bar charts showing the percentage of employees responding favorably² 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, Table A. Appendix B also displays this data in bar graphs, showing both the questions that elicited the most positive responses (Chart C), and those that elicited the most negative answers (Chart D).

A chart on page 5 of the Executive Summary, as well as more detailed charts and tables in Appendix B (Chart H through Table K) show analyses of the themes in the responses to narrative questions. Definitions for each of the comment themes are also provided in Appendix C-1.

Chart F in Appendix B compares the results from this 2009 employee survey to the results of the 2006 and 2007 employee surveys. Because the 2002-2004 survey had different questions, trend charts show three years of data.

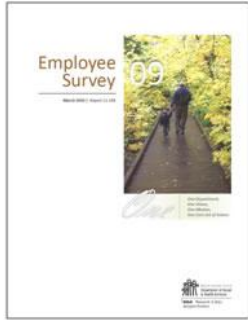
Appendix C-2 compares the responses of staff who work in DSHS institutions to the responses of all other staff.

² An answer of "Always or Almost Always" or "Usually" is considered a positive response.

In an attempt to compare DSHS results to other state agencies, Chart E in Appendix B compares the DSHS survey results to Department of Personnel's compilation of survey results for employees from all state agencies. 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 Nancy.Raiha@dshs.wa.gov.



2009 DSHS Employee Survey

APPENDIX B

One Department, One Vision, One Mission, One Core Set of Values



2009 DSHS Employee Survey

for
Department of Social and Health Services

Survey Administered by
Research & Data Analysis

- A. Statistical Report
- B. Percent Responding "Always" or "Usually"
- C. Questions Ordered by Highest to Lowest - Percent Responding "Always" or "Usually"
- D. Questions Ordered by Highest to Lowest - Percent Responding "Never" or "Seldom"
- E. Comparison to All State Employees
- F. Comparison to Previous Employee Surveys
- G. Additional Questions - Statistical Report
- H. Major Comment Themes - Number of Respondents Who Made Comments
- I. Major Comment Themes - Percent of Respondents Who Made Comments
- K. Narrative Comments Report

Statistical Report

DSHS Employee Survey - Sep-Oct 2009

All DSHS Staff - Weighted

QUESTION	Percent of Responses						Average ¹	Percent Always or Usually ²	
	Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never	Missing			
A. QUESTIONS FOR ALL STATE EMPLOYEES									
A1	I have the opportunity to give input on decisions affecting my work.	18%	32%	26%	15%	9%	2%	3.36	51%
A2	I receive the information I need to do my job effectively.	19%	50%	20%	8%	3%	2%	3.75	69%
A3	I know how my work contributes to the goals of my agency.	44%	37%	11%	5%	3%	2%	4.15	81%
A4	I know what is expected of me at work.	49%	38%	8%	3%	2%	2%	4.30	87%
A5	I have opportunities at work to learn and grow.	24%	30%	23%	14%	9%	2%	3.47	54%
A6	I have the tools and resources I need to do my job effectively.	20%	45%	21%	10%	4%	2%	3.67	65%
A7	My supervisor treats me with dignity and respect.	58%	24%	9%	5%	4%	2%	4.28	83%
A8	My supervisor gives me ongoing feedback that helps me improve my performance.	36%	29%	17%	11%	7%	2%	3.77	65%
A9	I receive recognition for a job well done.	24%	26%	23%	15%	12%	2%	3.36	51%
A10	My performance evaluation provides me with meaningful information about my performance.	26%	32%	19%	12%	10%	4%	3.50	58%
A11	My supervisor holds me and my co-workers accountable for performance.	43%	33%	12%	7%	4%	3%	4.05	77%
A12	I know how my agency measures its success.	22%	32%	22%	14%	10%	3%	3.41	54%
A13	My agency consistently demonstrates support for a diverse workforce.	30%	34%	20%	9%	7%	4%	3.71	64%
A14	Overall, my agency supports me in living a healthier life.	17%	29%	23%	16%	14%	4%	3.19	46%
B. QUESTIONS FOR ALL DSHS EMPLOYEES									
B1	A spirit of cooperation and teamwork exists in my workgroup.	29%	38%	17%	9%	6%	2%	3.74	67%
B2	In my workgroup we use customer feedback to improve our work processes.	16%	28%	24%	18%	14%	7%	3.14	44%
B3	I am encouraged to come up with new and better ways of doing things.	23%	28%	22%	15%	12%	3%	3.35	51%
B4	In general, I'm satisfied with my job.	25%	41%	19%	9%	6%	2%	3.71	67%
B5	My agency uses my time and talents well.	19%	37%	20%	14%	10%	3%	3.42	56%
B6	In my workgroup, people are treated fairly, without discrimination.	39%	32%	13%	8%	8%	3%	3.87	71%
B7	I have received clear information about recent budget reductions and changes being made within the agency.	26%	31%	21%	13%	9%	3%	3.50	57%

¹Average where "Almost Always or Always"=5, and "Almost Never or Never"=1. Does not include missing data.

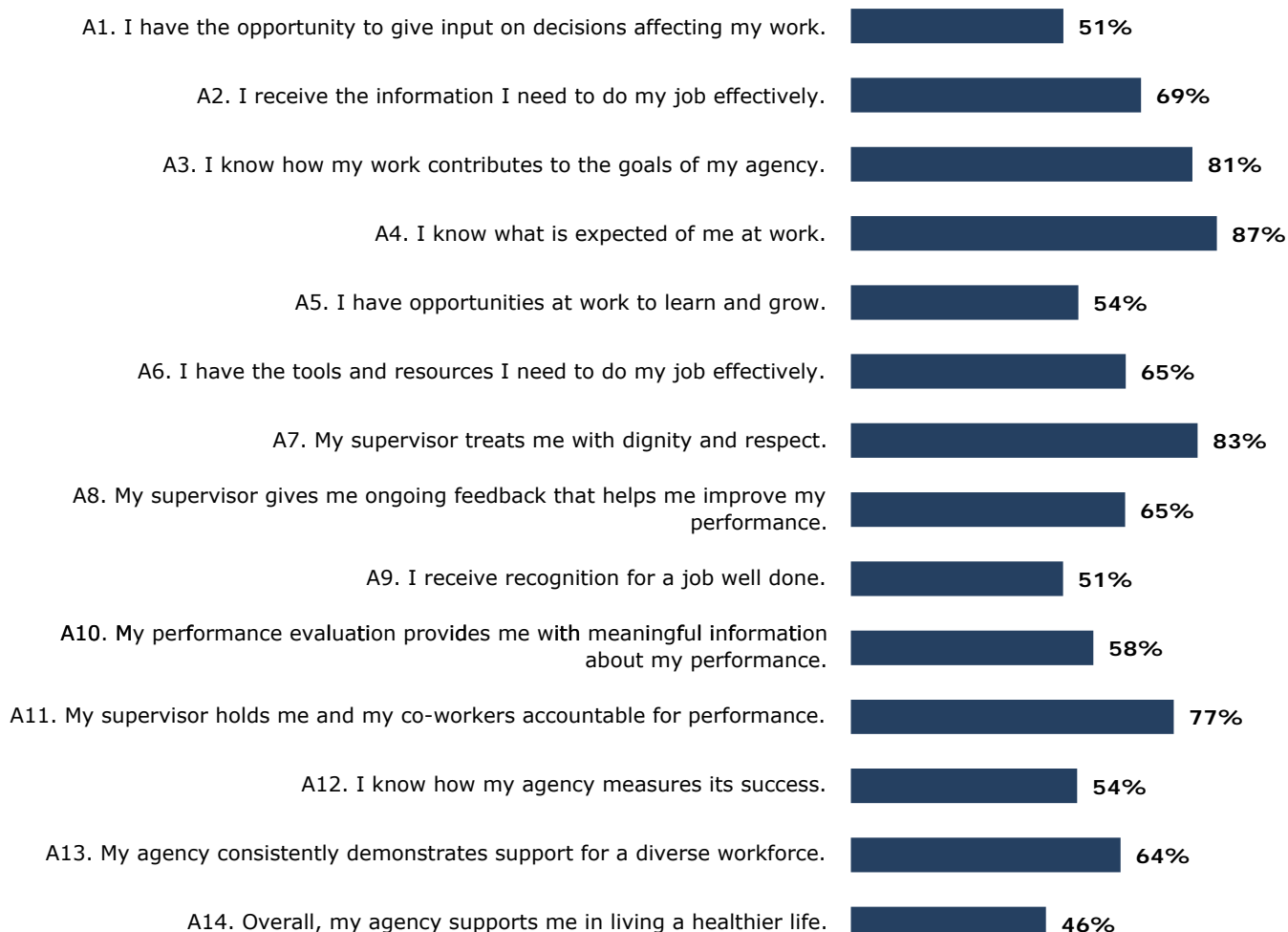
²Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

³Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

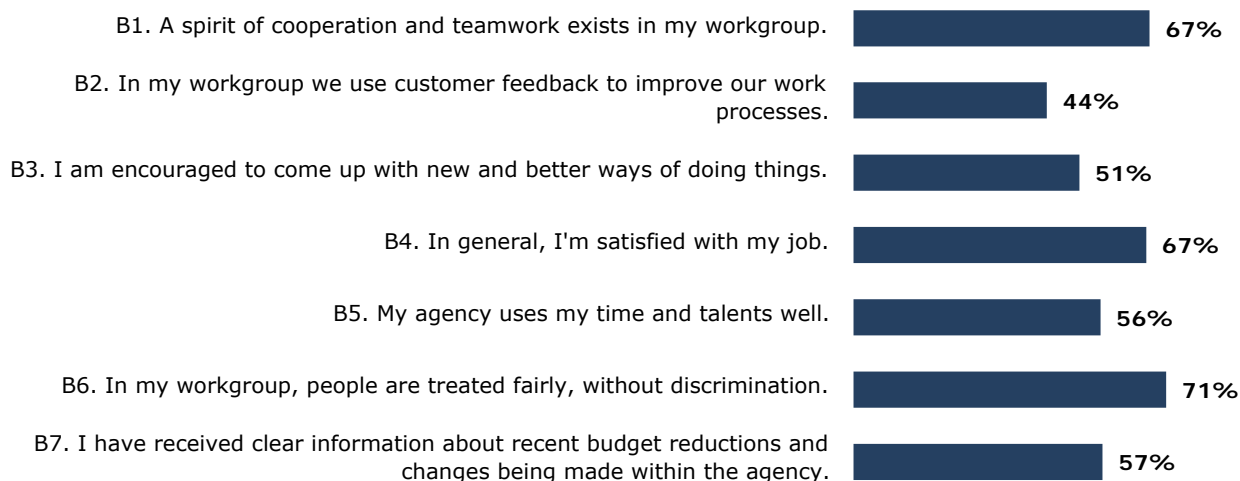
Note: Percentages in first 5 columns are percent of those who gave an answer. The percent in the "Missing" column is percent of all respondents.

Percent Responding "Always" or "Usually"

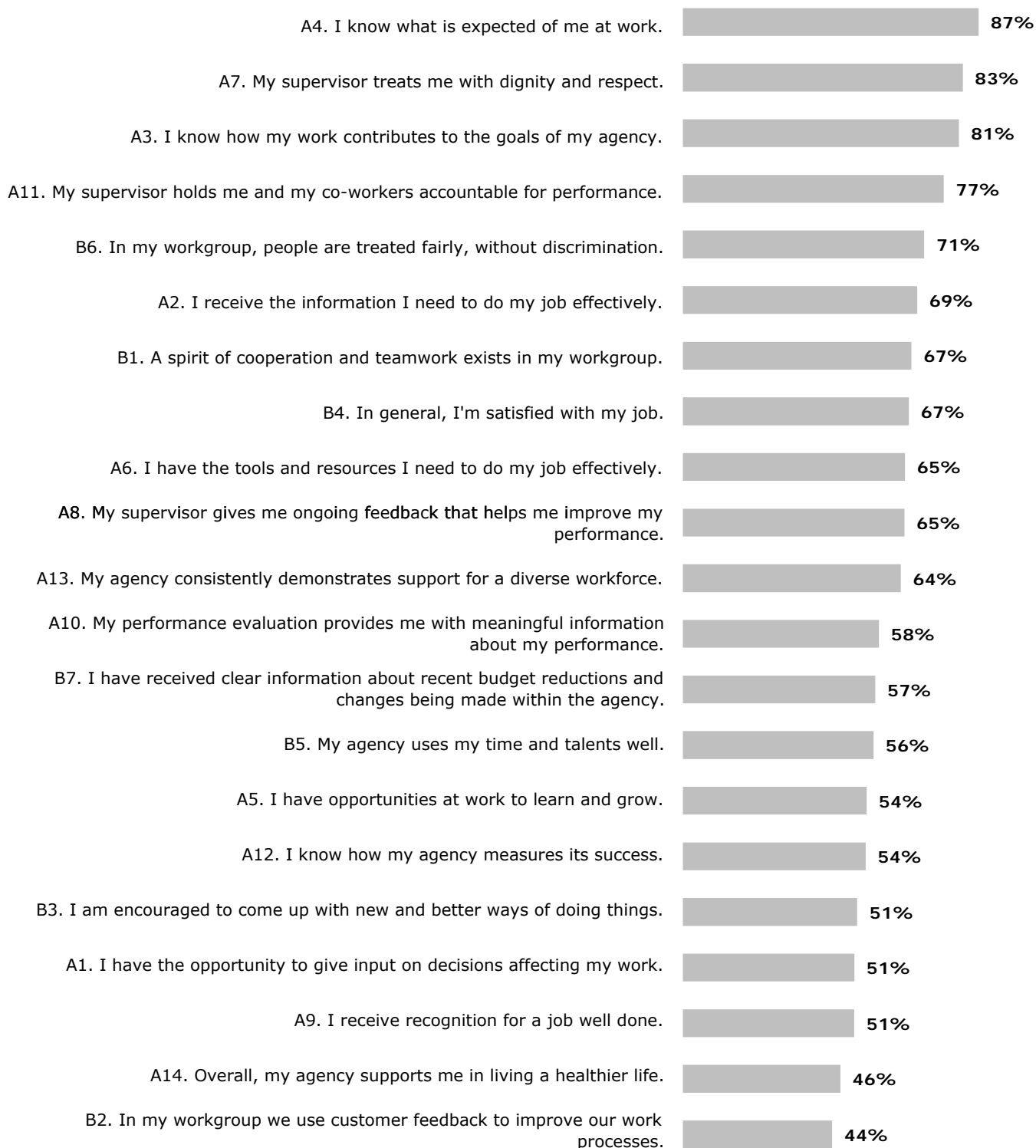
A. QUESTIONS FOR ALL STATE EMPLOYEES



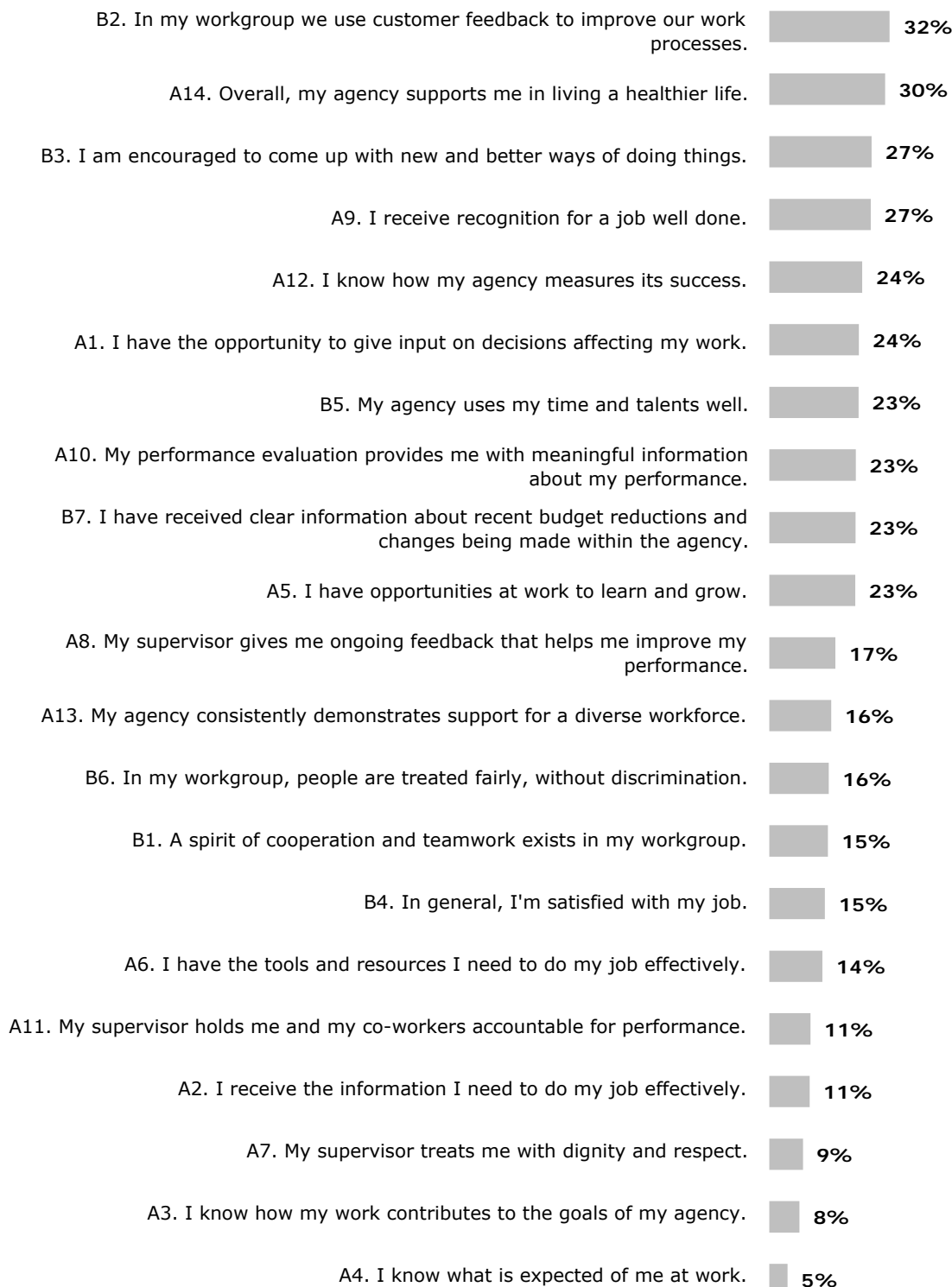
B. QUESTIONS FOR ALL DSHS EMPLOYEES



**Questions Ordered by Highest to Lowest
Percent Responding "Always" or "Usually"**



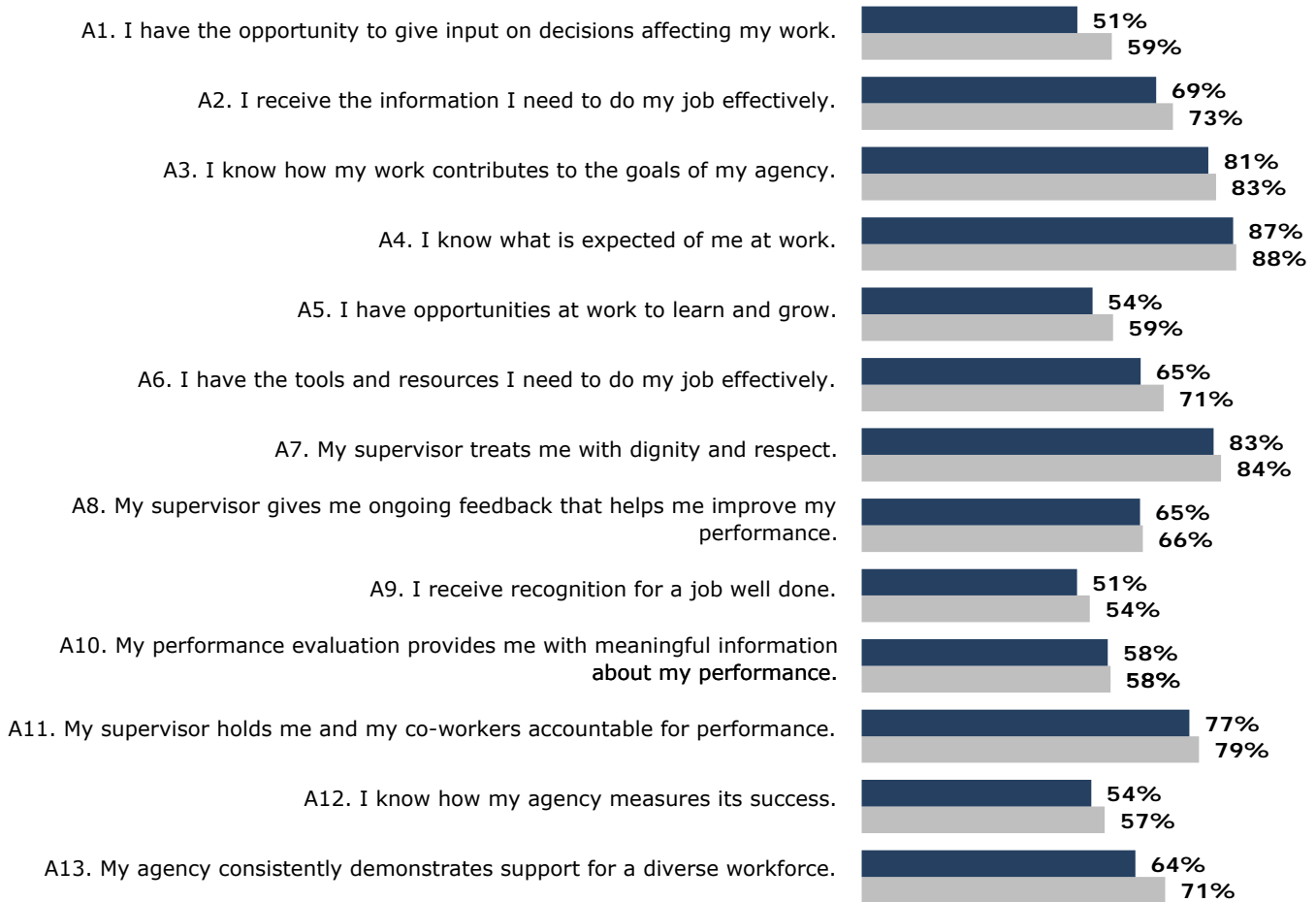
**Questions Ordered by Highest to Lowest
Percent Responding "Never" or "Seldom"**



**Comparison to All State Employees
Percent Responding "Always" or "Usually"**

All DSHS **All State Employees**

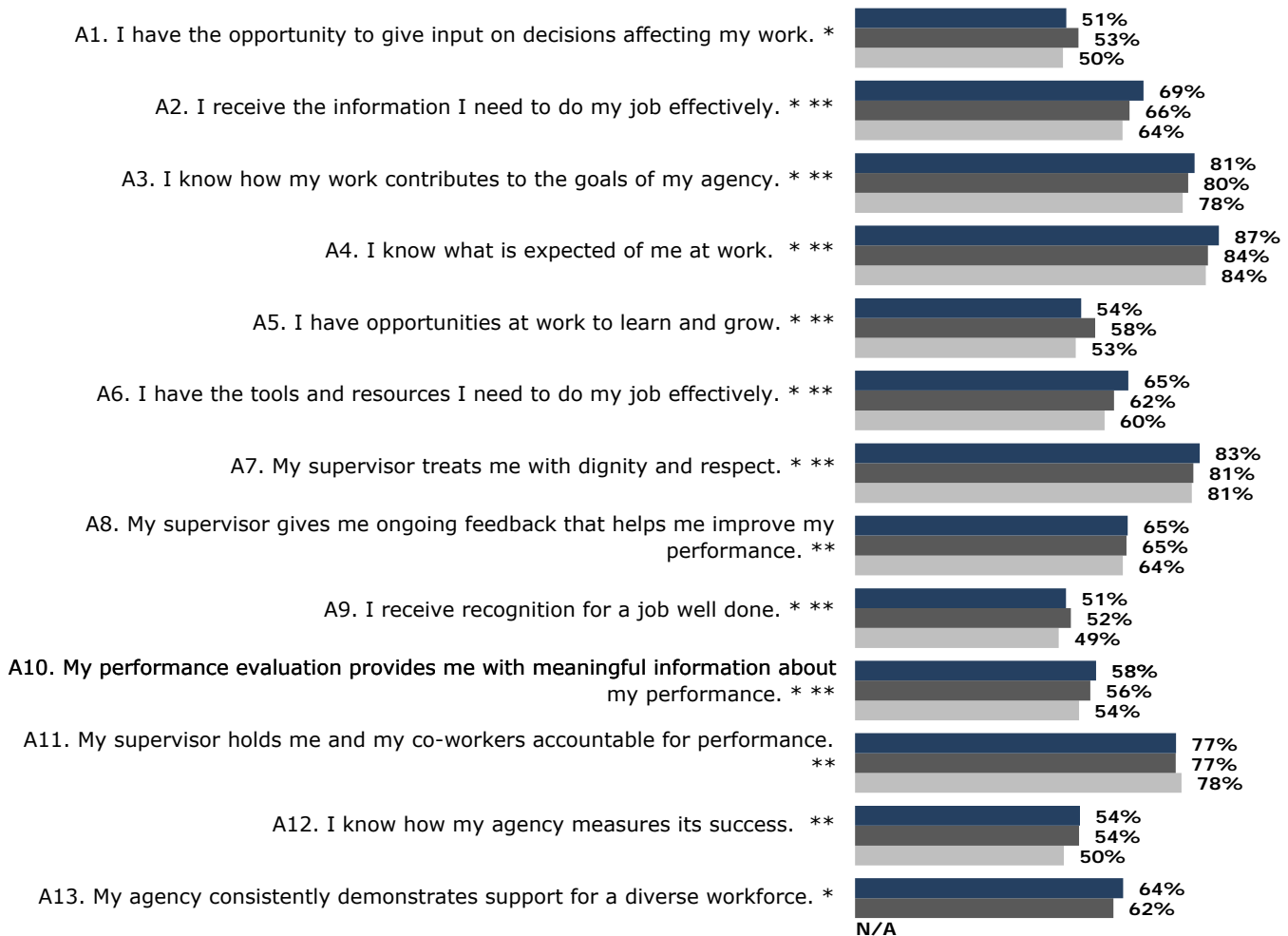
A. QUESTIONS FOR ALL STATE EMPLOYEES



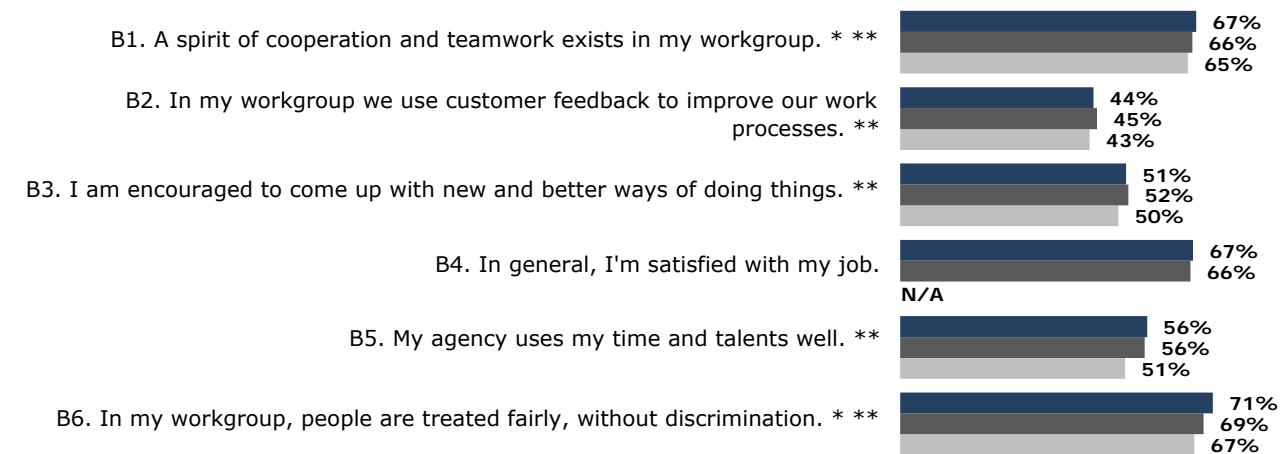
**Comparison to Previous Employee Surveys
Percent Responding "Always" or "Usually"**

2009 2007 2006

A. QUESTIONS FOR ALL STATE EMPLOYEES



B. QUESTIONS FOR ALL DSHS EMPLOYEES



NOTES - Weighted data.

- "N/A" means the question was not asked during the survey year.

- For comparison purposes, previous workgroups are matched and grouped with current workgroups so the history is consistent. For example, since HRSA was restructured in 2009 to include SCC, 2006 and 2007 data for HRSA includes SCC.

- If every 2006 percent is zero (0%), then **either** the workgroup did not exist in 2006 **or** the workgroup had fewer than 6 respondents and data are suppressed.

* Change between 2007 and 2009 is statistically significant at the .01 level.

** Change between 2006 and 2009 is statistically significant at the .01 level.

Additional Questions - Statistical Report

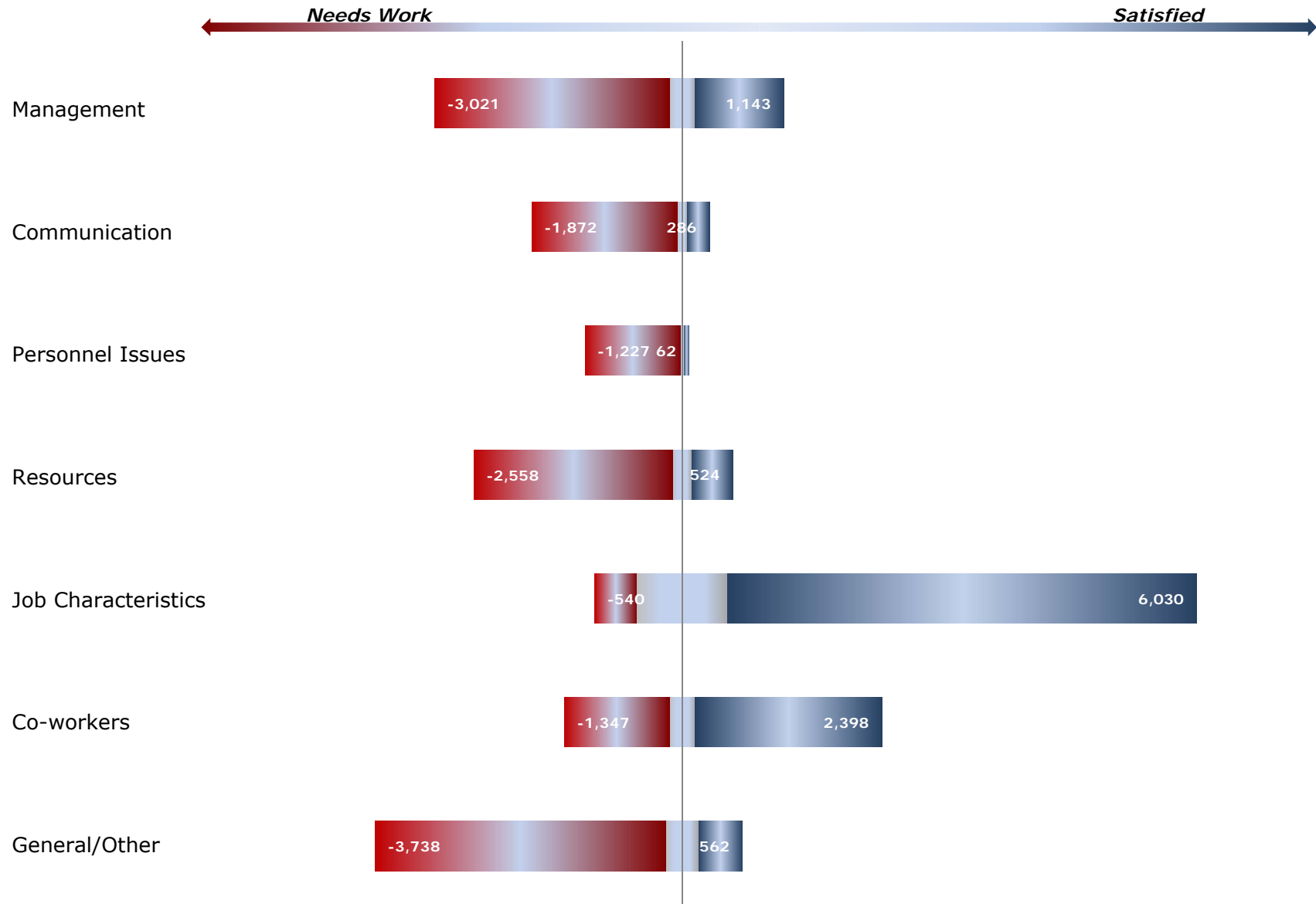
DSHS Employee Survey - Sep-Oct 2009

All DSHS Staff - Unweighted

QUESTION	RESPONSES			
	Selected			
Core Values				
From the list below, choose the three values that you feel are most often modeled by DSHS staff and experienced by co-workers, clients, and partners through workplace interactions.	N	%		
Accountability	2,344	19.2%		
Collaboration and Teamwork	3,805	31.2%		
Commitment to Excellence	2,180	17.9%		
Diversity	3,652	30.0%		
Customer Service	5,137	42.1%		
Serving Individuals and Families	6,507	53.4%		
Inclusion and Empowerment	1,186	9.7%		
Innovation	1,918	15.7%		
Integrity	1,680	13.8%		
Continuous Learning	1,317	10.8%		
Long-term/Strategic Thinking	1,132	9.3%		
Respect	3,923	32.2%		
N Answering	12,192			
Sexual Harassment	Yes		No	
	N	%	N	%
While working at DSHS, have you received sexual harassment training?	11,999	92.8%	926	7.2%
Do you know how to report a sexual harassment incident or where to get the information on how to report?	12,045	93.0%	909	7.0%

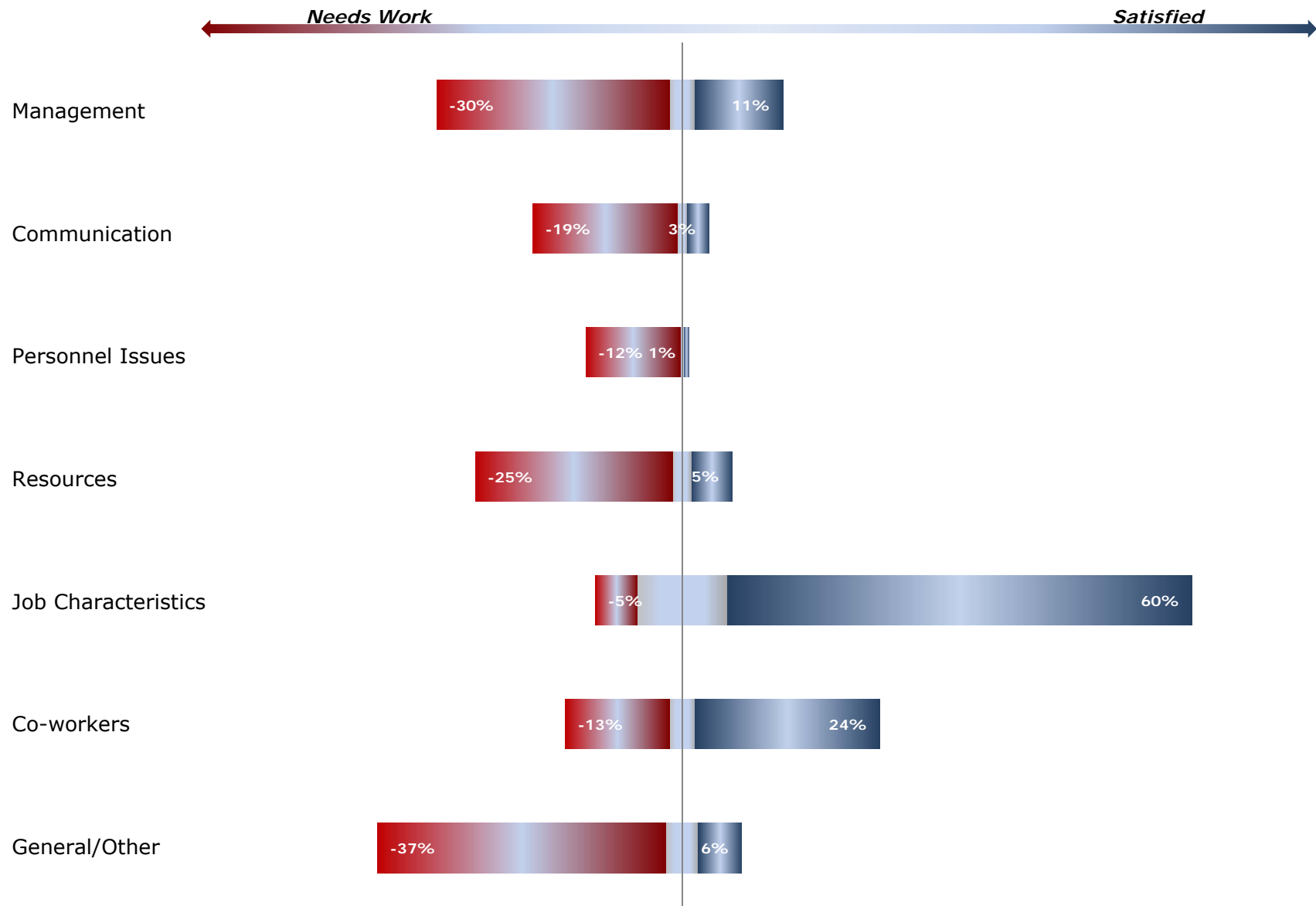
A few respondents suggested other values or made other comments about values. Because of the relatively small number of respondents who made comments, these comments were analyzed at the agency level.

Major Comment Themes - Number of Respondents Who Made Comments



NOTE: Grey areas in center of bars represent neutral comments. Percentages for "Needs Work" category are shown as negative numbers to facilitate chart formatting.

Major Comment Themes - Percentage of Respondents Who Made Comments



NOTES: Percentages show respondents who commented on this theme as a percentage of the total number of respondents who made narrative comments.
Percentages for "Needs Work" category are shown as negative numbers to facilitate chart formatting. See Reports H and K for more detail.

Narrative Comments Report

DSHS Employee Survey - Sep-Oct 2009
All DSHS Staff - Unweighted

10086 of 13297 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		4,491	44.5%	1,143	25.5%	3,021	67.3%	327	7.3%
Courtesy & Respect	MC	739	7.3%	171	23.1%	556	75.2%	12	1.6%
Support/Mentoring/Availability	MS	1,416	14.0%	573	40.5%	777	54.9%	66	4.7%
Recognition/Awards	MR	807	8.0%	184	22.8%	603	74.7%	20	2.5%
Fairness/Discrimination	MF	977	9.7%	47	4.8%	924	94.6%	6	0.6%
Other Management Issues	MO	2,917	28.9%	811	27.8%	1,862	63.8%	244	8.4%
Communication		2,282	22.6%	286	12.5%	1,872	82.0%	124	5.4%
Managers Provide Information	CI	976	9.7%	50	5.1%	895	91.7%	31	3.2%
Management Listens/Includes	CL	999	9.9%	197	19.7%	760	76.1%	42	4.2%
Clear Guidelines	CG	322	3.2%	67	20.8%	241	74.8%	14	4.3%
Other/General Communication	CO	498	4.9%	63	12.7%	422	84.7%	13	2.6%
Personnel Issues		1,338	13.3%	62	4.6%	1,227	91.7%	49	3.7%
Promotion/RIFs, Security	PP	952	9.4%	19	2.0%	926	97.3%	7	0.7%
Diversity/Discrimination	PD	443	4.4%	40	9.0%	385	86.9%	18	4.1%
Resources		3,331	33.0%	524	15.7%	2,558	76.8%	249	7.5%
Facilities, Parking, Environment	RF	457	4.5%	145	31.7%	286	62.6%	26	5.7%
Pay/Benefits for Employee	RP	866	8.6%	484	55.9%	324	37.4%	58	6.7%
Resources for Clients	RC	288	2.9%	10	3.5%	263	91.3%	15	5.2%
Staffing	RS	1,212	12.0%	6	0.5%	1,194	98.5%	12	1.0%
Training	RT	756	7.5%	52	6.9%	683	90.3%	21	2.8%
Resources for Wellness/Health	RW	107	1.1%	2	1.9%	104	97.2%	1	0.9%
Other Resources	RO	356	3.5%	27	7.6%	325	91.3%	4	1.1%
Job Characteristics		7,740	76.7%	6,030	77.9%	540	7.0%	1,170	15.1%
Helping/Working with Clients	JH	4,032	40.0%	4,015	99.6%	1	0.0%	16	0.4%
Working w/ Community Agencies	JC	235	2.3%	232	98.7%	1	0.4%	2	0.9%
Workload	JW	764	7.6%	22	2.9%	725	94.9%	17	2.2%
Flex Schedule/Telecommuting	JS	954	9.5%	397	41.6%	508	53.2%	49	5.1%
Autonomy and Growth Opportunity	JA	1,297	12.9%	1,007	77.6%	248	19.1%	42	3.2%
Other Aspects of Job	JO	4,353	43.2%	3,925	90.2%	232	5.3%	196	4.5%
Co-workers		4,080	40.5%	2,398	58.8%	1,347	33.0%	335	8.2%
Competence, Skills	WC	1,368	13.6%	306	22.4%	987	72.1%	75	5.5%
Teamwork, Support	WT	1,911	18.9%	1,187	62.1%	624	32.7%	100	5.2%
Other Co-Worker Issues	WO	1,956	19.4%	1,670	85.4%	197	10.1%	89	4.6%
General/Other		4,722	46.8%	562	11.9%	3,738	79.2%	422	8.9%
Work Process/Policies	GP	3,405	33.8%	168	4.9%	3,044	89.4%	193	5.7%
Morale/Overall Satisfaction	GS	1,119	11.1%	271	24.2%	817	73.0%	31	2.8%
Staff Safety	GF	234	2.3%	14	6.0%	216	92.3%	4	1.7%
None/Nothing	GN	382	3.8%	241	63.1%	115	30.1%	26	6.8%
Comments About This Survey	GC	138	1.4%	19	13.8%	98	71.0%	21	15.2%
Other	GO	589	5.8%	35	5.9%	246	41.8%	308	52.3%

¹Major 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.

²All # 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.

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

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



2009 DSHS Employee Survey

APPENDIX C

One Department, One Vision, One Mission, One Core Set of Values

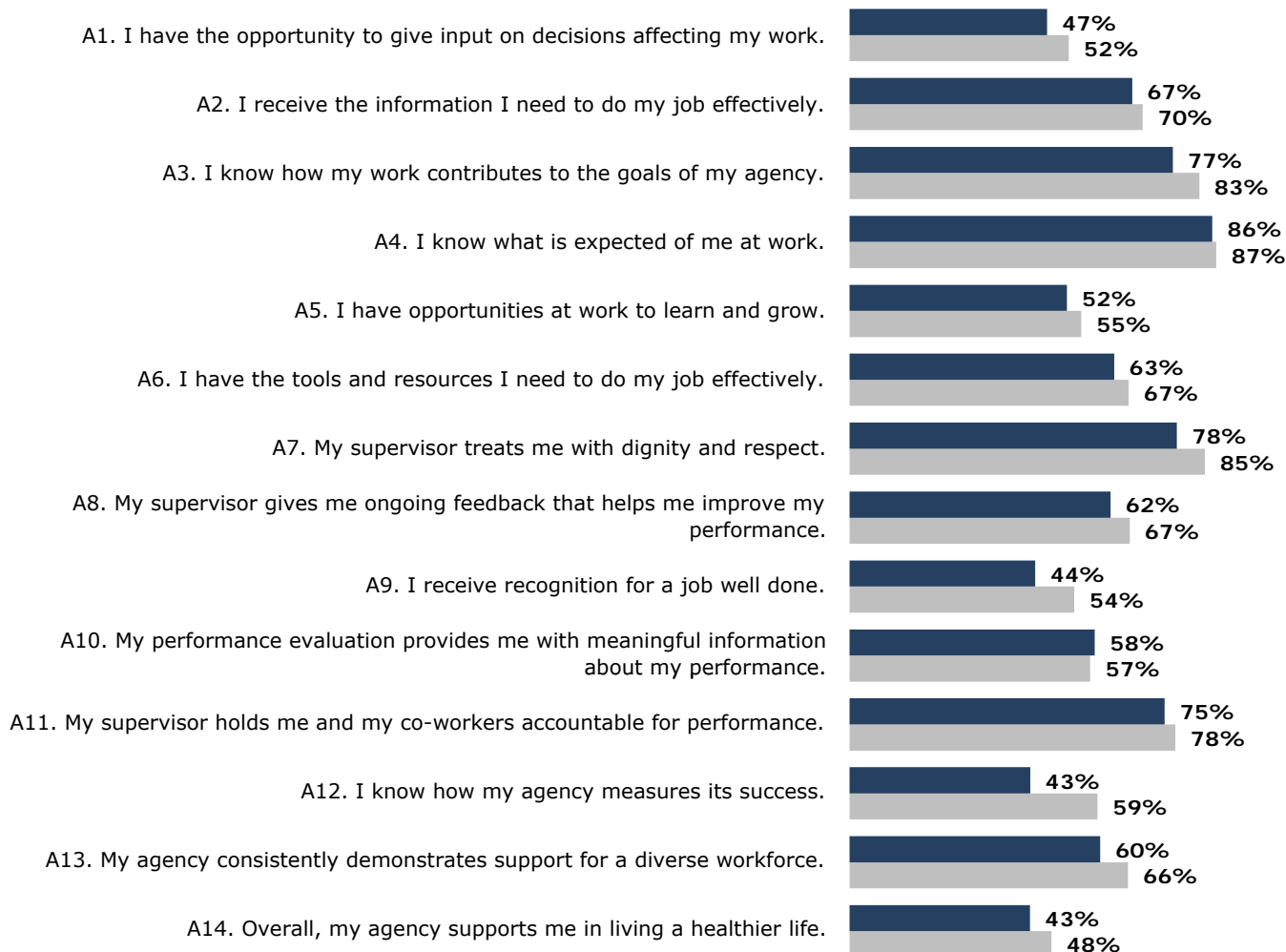
COMMENT THEMES – Categories for Coding Narrative Comments

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, retaliation. (Note – 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 ; informing about changes; holding meetings (by management/supervisor or leadership).
CL	Listening ; including in decisions; encouraging feedback; acting on feedback; open-door policy (by management, supervisor, or leadership).
CG	Need or get clear guidelines re: roles and expectations, priorities, mission, vision.
CO	Other /general communication – includes communication between sections and offices; staff meetings.
Personnel Issues	
PP	Promotions/advancement ; hiring processes; RIFs; firing/removal.
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/location.
RP	Pay and benefits for DSHS employees. Job security (“glad to have a job.”)
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, formal education).
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; opportunities for innovation; 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; doing share; work ethic; dedicated; quality of staff relationships.
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.

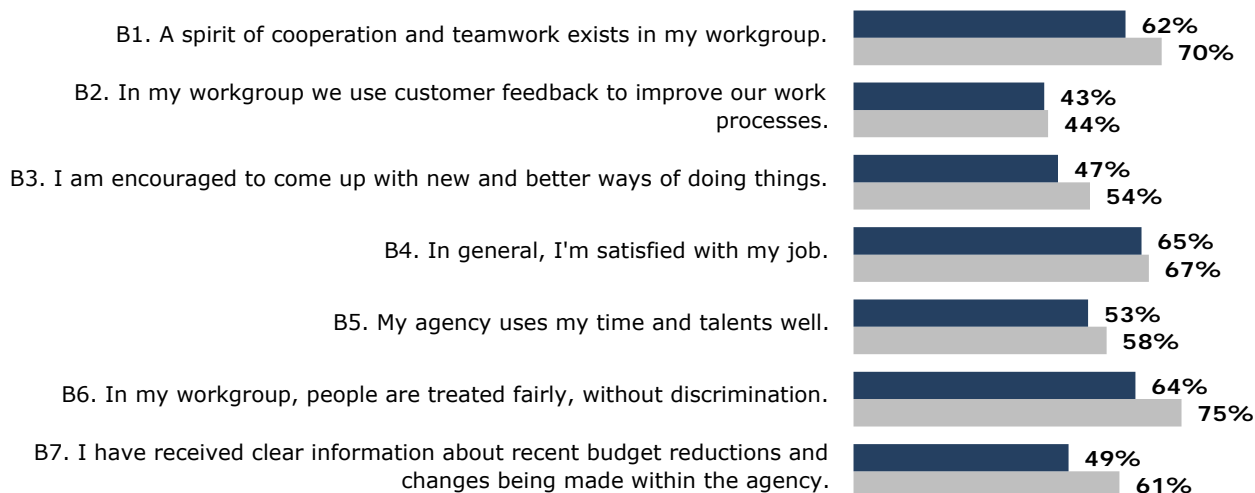
**Comparison between Institution Staff and All Others
Percent Responding "Always" or "Usually"**

■ Institutions ■ All Other DSHS

A. QUESTIONS FOR ALL STATE EMPLOYEES



B. QUESTIONS FOR ALL DSHS EMPLOYEES



NOTE: Institutional employees include those assigned to the following residential facilities: Western State Hospital, Eastern State Hospital, Child Study and Treatment Center, Special Commitment Center, Frances Haddon Morgan Center, Rainier School, Lakeland Village School, Fircrest School, Yakima Valley School, Green Hill School, Maple Lane School, Naselle Youth Camp, and Echo Glenn Children's Center.

Core Values - Percent Reporting¹

DSHS Employee Survey - Sep-Oct 2009

All DSHS Staff

Question: From the list below, choose the three values that you feel are most often modeled by DSHS staff and experienced by co-workers, clients, and partners through workplace interactions.

	DSHS All	ADSA: All but RHC	ADSA: RHCs	CA	ESA	HRSA: HQ & DDS	HRSA: Hospitals	HRSA: SCC	JRA	EXEC: Central	EXEC: DVR
Serving Individuals and Families - Helping vulnerable people in our state.	53%	65%	53%	64%	52%	47%	50%	21%	50%	36%	46%
Customer Service - Making a special effort to give our customers (inside and outside DSHS) a positive experience while meeting their needs.	42%	47%	31%	28%	53%	52%	36%	27%	36%	54%	54%
Respect - Treating clients, co-workers at all levels, and partners at other agencies with courtesy, sensitivity and dignity. Nurturing and valuing the employee workforce.	32%	38%	49%	27%	28%	28%	29%	29%	31%	33%	31%
Collaboration and Teamwork - Working together with co-workers, other organizations, tribes, communities, and stakeholders to create a shared sense of responsibility and to use all resources for better results.	31%	28%	23%	46%	29%	30%	28%	29%	31%	27%	27%
Diversity - Respecting and embracing differences in race, gender, culture, age, physical/cognitive abilities, and personal beliefs. Building and supporting a diverse workforce.	30%	25%	39%	25%	28%	27%	40%	49%	32%	26%	26%
Accountability - Taking responsibility for good work and good use of resources. Using outcome-oriented, efficient, research-based practices for maximum public benefit.	19%	18%	19%	20%	17%	20%	20%	25%	22%	22%	23%
Commitment to Excellence - Quality work and professionalism.	18%	18%	16%	14%	17%	24%	20%	13%	15%	24%	20%
Innovation - Finding better ways to do our jobs; adapting to change.	16%	10%	16%	11%	22%	18%	13%	21%	15%	22%	10%
Integrity - Honesty, transparency, ethics.	14%	15%	16%	13%	13%	13%	10%	17%	14%	19%	16%
Continuous Learning - Constantly seeking new knowledge, information, understanding and professional growth.	11%	5%	10%	12%	11%	10%	13%	15%	17%	10%	14%
Inclusion and Empowerment - Ensuring that clients, employees, and partners have a voice in decisions, and opportunities to learn and grow.	10%	12%	15%	14%	4%	6%	12%	3%	7%	5%	22%
Long-term/Strategic Thinking - Critical thinking and planning to meet our goals.	9%	7%	8%	12%	9%	11%	8%	16%	8%	10%	9%
Number Selecting at Least 1 Core Value	12,192	1,528	1,384	2,170	2,739	1,080	1,355	219	653	783	281

¹Percents are calculated as the number of people who selected the core value divided by the number of people who selected at least 1 core value. Since each person selects up to 3 core values, the percent total will exceed 100%.

Photo Credentials & Content

Front cover



Will & Opa
Photographer: Bill Pofahl

Back cover



Partnering Under the Umbrella of DSHS
Photographer: Lora Jones



Habitat House HRSA



CSP in the Morning
Photographer: Mack Usrey

Front page for chapter 1-5



Ch. 1: HRSA employee puzzle



Ch. 2: Microsoft clipart



Ch. 3: DCS Tribal Canoe Journey



Ch. 4: Naselle Youth Camp cleans up Long Beach



Ch. 5: ProviderOne Event

Employee Survey '09

