

Employee Survey

May 2016 | Report 11.229

APPENDICES

2015

From the former DSHS Secretary:

This is my choice, but not because of its title “food,” rather because I have such a clear recollection of a day of visits I made to the Colfax and Clarkston offices – with rolling fields of wheat truly shimmered with a golden glow in a chilly, but beautiful, sunny fall day. As with many trips to eastern Washington offices the trip provided for plenty of road time and a reminder how large and diverse our state is as we seek to serve people in every corner of it. For me, the picture also reminds me of the warm reception I receive at each of those offices and the reminder how my simple thank you to those teammates of are so far from Olympia, was so graciously and gratefully received. In short, this picture reminds me of our statewide team and our statewide mission. Sound maudlin I’ll bet, but it is all 100% true.

– Kevin W. Quigley, former Secretary

“Food” • Secretary’s Choice
DSHS Photo Contest
By Kim Karu, with permission

 **Washington State**
Department of Social
& Health Services

Transforming lives



2015 DSHS Employee Survey

APPENDICES

May 2016

Report number 11.229

2015

DSHS Employee Survey

APPENDICES

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2015 DSHS Employee Survey

APPENDIX A

Background, Methods, and Response Rates

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 eight previous DSHS-wide employee 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.

Further agency-wide surveys were conducted by RDA’s survey section in 2007, 2009, 2011, and 2013. Response rates ranged from a high of 75% in 2009 to a low of 67% in 2011. All these surveys were conducted in collaboration with surveys of all state agencies. Some questions were added or dropped during this time period. For example, four questions originally included only in the DSHS survey were incorporated into the survey for all state agencies, with some minor wording changes.

In 2014, there was a statewide initiative to conduct the survey on an annual basis. In order to meet this goal, DSHS conducted a “spot check” survey that provided a more streamlined approach to recruitment and data management. No specialized or targeted recruitment methods were used in 2014. There were also no open-ended questions, and reports were not prepared at the workgroup level. The response rate in 2014 was 48%, 21 percentage points lower than in 2013 and 33 percentage points lower than in 2015. For this reason, we advise against comparing 2014 results to other survey years.

THE 2015 SURVEY | ADMINISTRATION

The 2015 survey was again conducted by the survey section in the DSHS Research and Data Analysis Division (RDA). The survey was conducted from October 13 to November 25, 2015. RDA staff worked with each administration to identify workgroups and additional program-specific questions. RDA also administered the survey on behalf of the Health Care Authority (HCA).

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 a link to Frequently Asked Questions (FAQs), explaining survey procedures and features that ensure anonymity.
- A pop-up reminder was presented to most DSHS employees when they logged into their computers. The reminder persisted until an employee either completed the survey or selected the survey link without completing the survey. Reminders were implemented in all Administrations, except for ESA and certain institutions with incompatible network policies.
- Surveys were primarily collected on the Internet using SurveyMonkey, a web-based survey company. The survey was configured so that no identifying information was collected (e.g. computer network addresses).
- Surveys were also available as printed copies 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 as follows:
 - 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 to all Department staff. 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.

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. 9,926 of the 13,664 employees who completed the survey also responded to the narrative questions. Thus, RDA survey staff faced the enormous task of identifying major themes in 18,226 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.

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

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

- An electronic system facilitated 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 and code checkers had extensive experience in coding and/or 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) or staff members with many years of coding experience (Dr. John Rogers and Debbie Macy) checked the coding of every response.

RESPONSE RATES

13,664 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.

The 81% overall response rate was the highest ever achieved by DSHS. Before 2015, the highest rate achieved was 75%, in 2009. The large increase in the response rate reflects significant recruitment efforts by all Administrations, and may indicate a more generally hopeful attitude and outlook of many DSHS employees. The DSHS response rates are calculated on the basis of full-time equivalence (FTE). But even using a simple count as a basis, the DSHS response rate is 76% — significantly higher than the statewide employee survey response rate of 72%.

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 as measured by FTEs. For example, 14 percent of full-time DSHS employees work for Children’s Administration. For DSHS-wide analyses, the 1,921 responses from Children’s Administration were weighted by a factor of 1.267 so that they comprised 14 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 & LONG-TERM SUPPORT	1,550	9%	1,365	1.136	88%
BEHAVIORAL HEALTH	2,826	17%	1,968	1.436	70%
DEVELOPMENTAL DISABILITIES	3,303	19%	2,107	1.568	64%
CHILDREN'S	2,434	14%	1,921	1.267	79%
ECONOMIC SERVICES	4,202	25%	3,846	1.093	92%
FINANCIAL SERVICES	724	4%	634	1.142	88%
REHABILITATION	1,404	8%	1,251	N/A	89%
Division of Vocational Rehabilitation	294	2%	280	1.050	95%
Juvenile Justice and JR Headquarters	759	4%	757	1.003	100%
Special Commitment Center	351	2%	214	1.640	61%
SERVICES & ENTERPRISE SUPPORT	484	3%	567	0.910	110%
Central Executive (no Administration)	2	0%	5	1.000	250%
TOTAL	16,961	100%	13,664	N/A	81%

*FTE count as of September 2015 (Source HRMS). Response rates can exceed 100% due to contractors, part-time staff, respondents revisiting the survey to give additional comments, and other factors.

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 positively² to each standard question for both 2015 and 2013 surveys. A more detailed table showing all 2015 responses to each standard question, as well as the average responses on a scale of 1-5, can be found in Appendix B (B-2). Appendix B also displays this data in bar graphs, showing both the questions that elicited the most positive responses (B-4), and those that elicited the most negative answers (B-5).

A chart on page 5 of the Executive Summary, as well as more detailed charts and tables in Appendix B (B-9 through B-11) 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.

Charts B-7 and B-8 in Appendix B compares the results from this 2015 employee survey to the results of the 2006, 2007, 2009, 2011, and 2013 employee surveys. Because the surveys before 2006 had different questions, and the 2014 survey did not use equivalent methods, they are not included.

Appendix C-2 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, Chart E in Appendix B compares the DSHS survey results to survey results for employees from all state agencies, compiled by the Office of the State Human Resources Director in the Office of Financial Management. This comparison is the best possible with available data, but is complicated by the fact that the data from all state agencies is less representative than the DSHS-wide data because the average response rates from other agencies are lower than the DSHS rate. This problem is exacerbated by the fact that the all-agency data are 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

Please direct questions about survey methodology or analysis to:

Dr. Nancy Raiha: (360) 902-7667; nancy.raiha@dshs.wa.gov

Dr. John Rogers: (360) 902-0804; rogerjd2@dshs.wa.gov

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



2015 DSHS Employee Survey

APPENDIX B

Standard Statistical Report



2015 DSHS Employee Survey

for
Department of Social and Health Services

Survey Administered by
Research and 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
- F1. Comparison to Previous Employee Survey - 2013
- F2. Comparison to Previous Employee Surveys - All Years
- G. Major Comment Themes - Percent of Respondents Who Made Comments
- H. Major Comment Themes - Comparison to DSHS Results
- J. Narrative Comments Report

Statistical Report

DSHS Employee Survey - Oct-Nov 2015

All DSHS Staff - Weighted

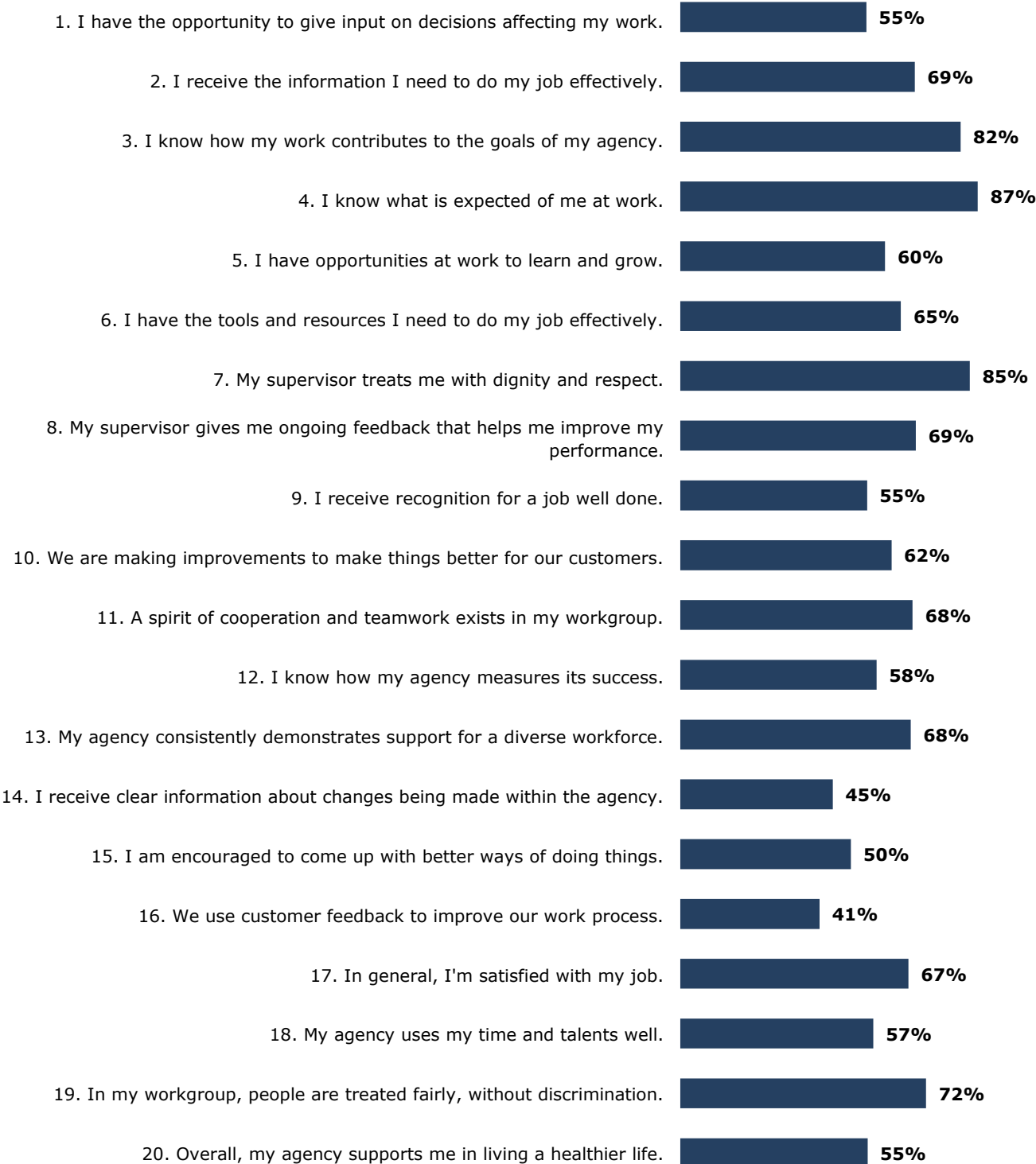
QUESTION		Number of Responses					Average ¹	Percent Always or Usually ²
		Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never		
1	I have the opportunity to give input on decisions affecting my work.	22%	33%	25%	13%	8%	3.48	55%
2	I receive the information I need to do my job effectively.	21%	48%	20%	7%	3%	3.76	69%
3	I know how my work contributes to the goals of my agency.	46%	36%	11%	4%	3%	4.19	82%
4	I know what is expected of me at work.	50%	38%	8%	3%	2%	4.31	87%
5	I have opportunities at work to learn and grow.	30%	30%	21%	11%	8%	3.64	60%
6	I have the tools and resources I need to do my job effectively.	22%	43%	21%	9%	5%	3.68	65%
7	My supervisor treats me with dignity and respect.	63%	22%	7%	4%	4%	4.36	85%
8	My supervisor gives me ongoing feedback that helps me improve my performance.	42%	27%	16%	8%	6%	3.90	69%
9	I receive recognition for a job well done.	30%	25%	21%	13%	11%	3.50	55%
10	We are making improvements to make things better for our customers.	28%	34%	22%	10%	6%	3.69	62%
11	A spirit of cooperation and teamwork exists in my workgroup.	35%	33%	16%	9%	6%	3.82	68%
12	I know how my agency measures its success.	24%	33%	22%	12%	9%	3.53	58%
13	My agency consistently demonstrates support for a diverse workforce.	33%	35%	18%	8%	6%	3.81	68%
14	I receive clear information about changes being made within the agency.	15%	30%	28%	17%	11%	3.21	45%
15	I am encouraged to come up with better ways of doing things.	22%	28%	23%	15%	12%	3.33	50%
16	We use customer feedback to improve our work process.	16%	25%	27%	18%	14%	3.12	41%
17	In general, I'm satisfied with my job.	27%	40%	19%	9%	6%	3.75	67%
18	My agency uses my time and talents well.	22%	35%	21%	13%	10%	3.47	57%
19	In my workgroup, people are treated fairly, without discrimination.	43%	29%	13%	8%	7%	3.94	72%
20	Overall, my agency supports me in living a healthier life.	24%	31%	21%	13%	11%	3.45	55%

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

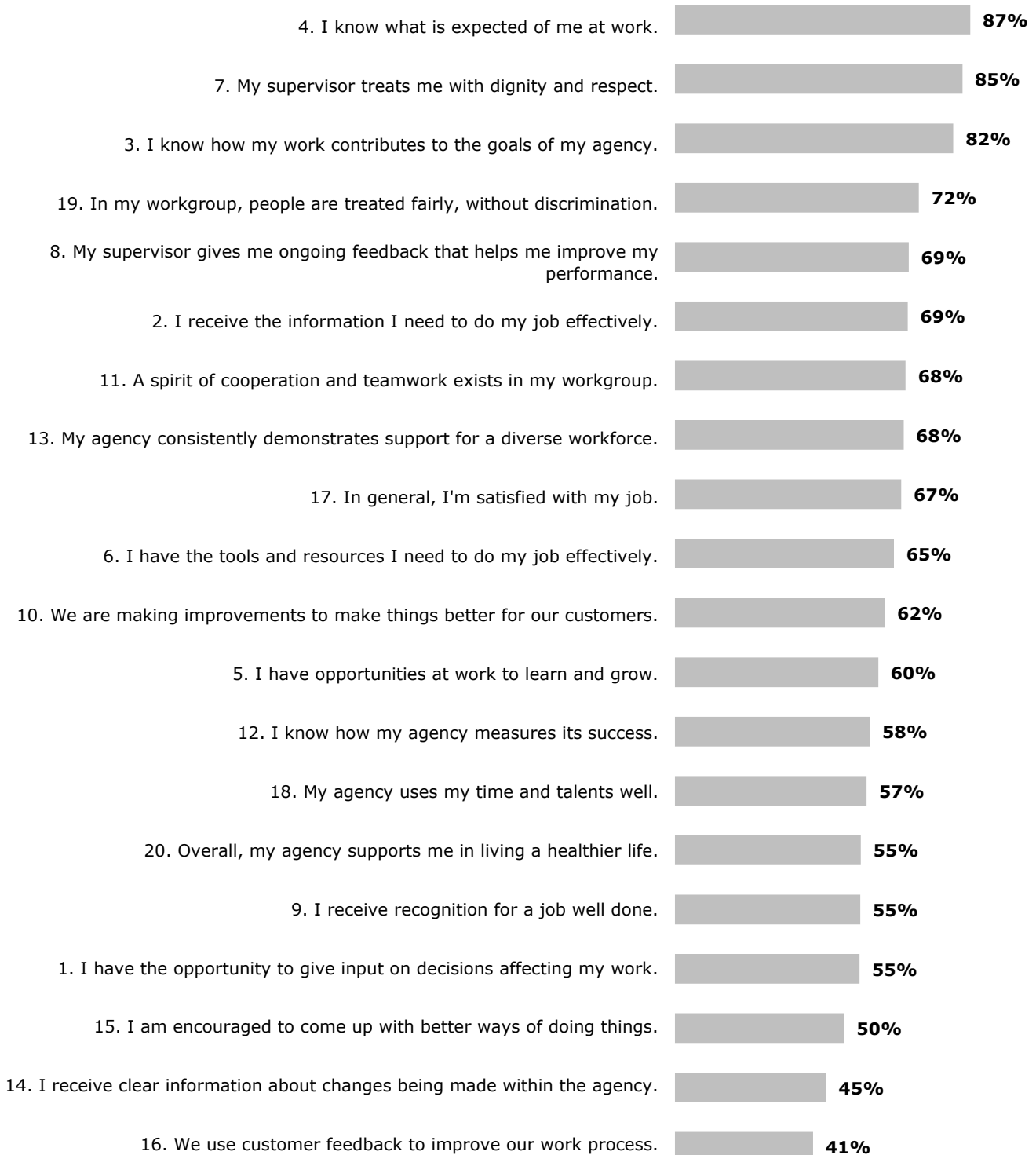
²Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

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

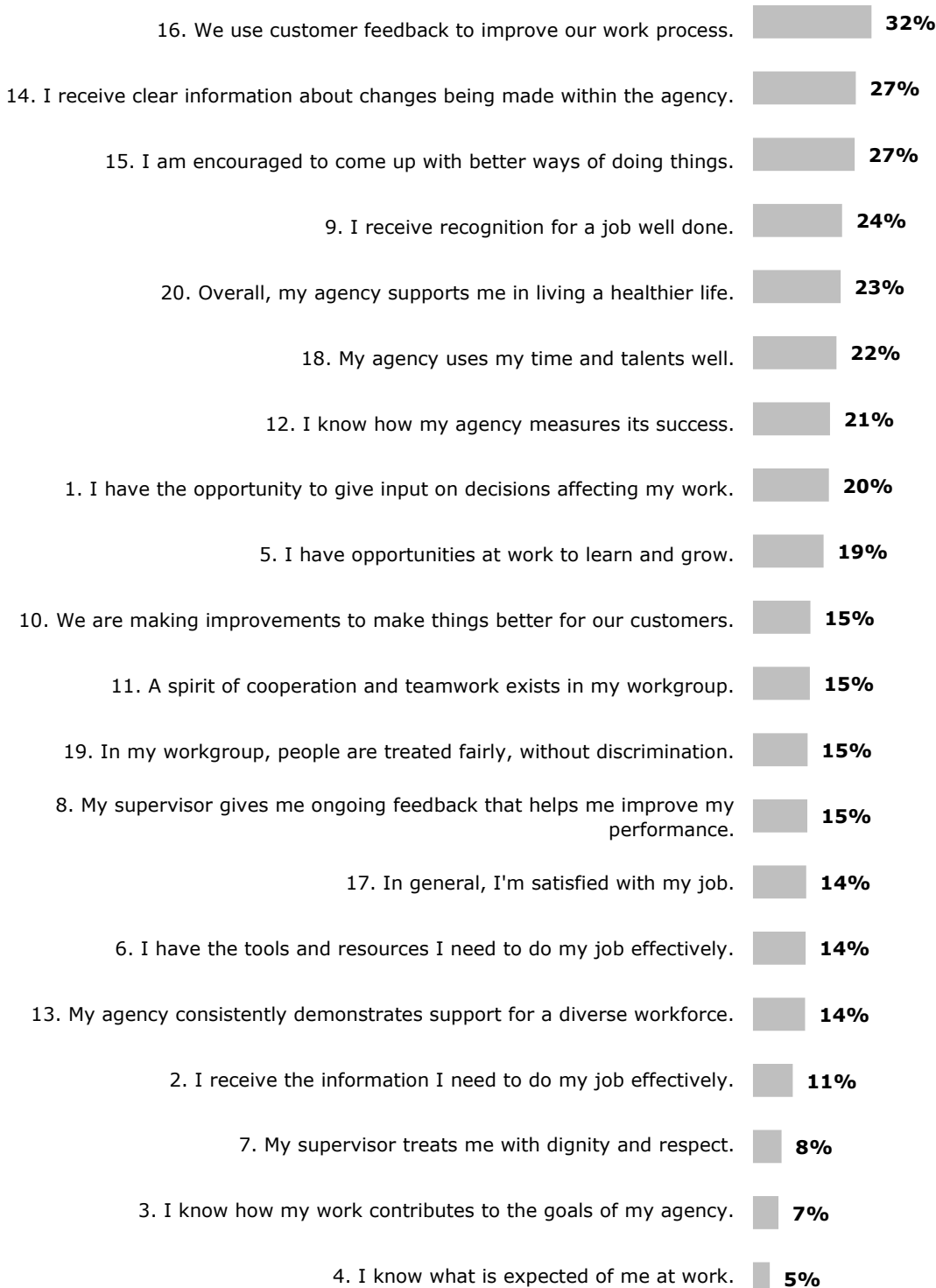
Percent Responding "Always" or "Usually"



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

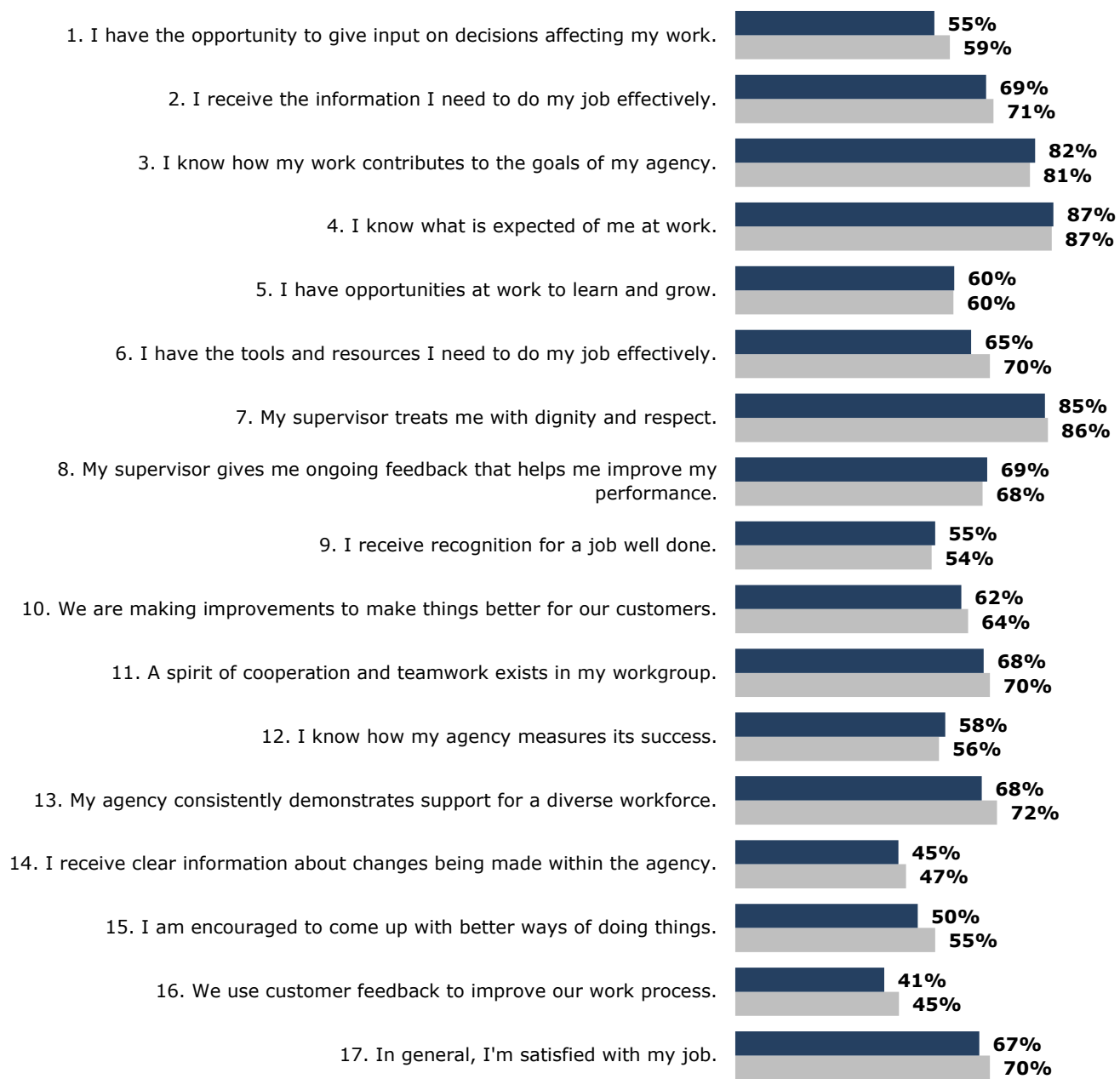


Questions Ordered by Highest to Lowest Percent Responding "Never" or "Seldom"

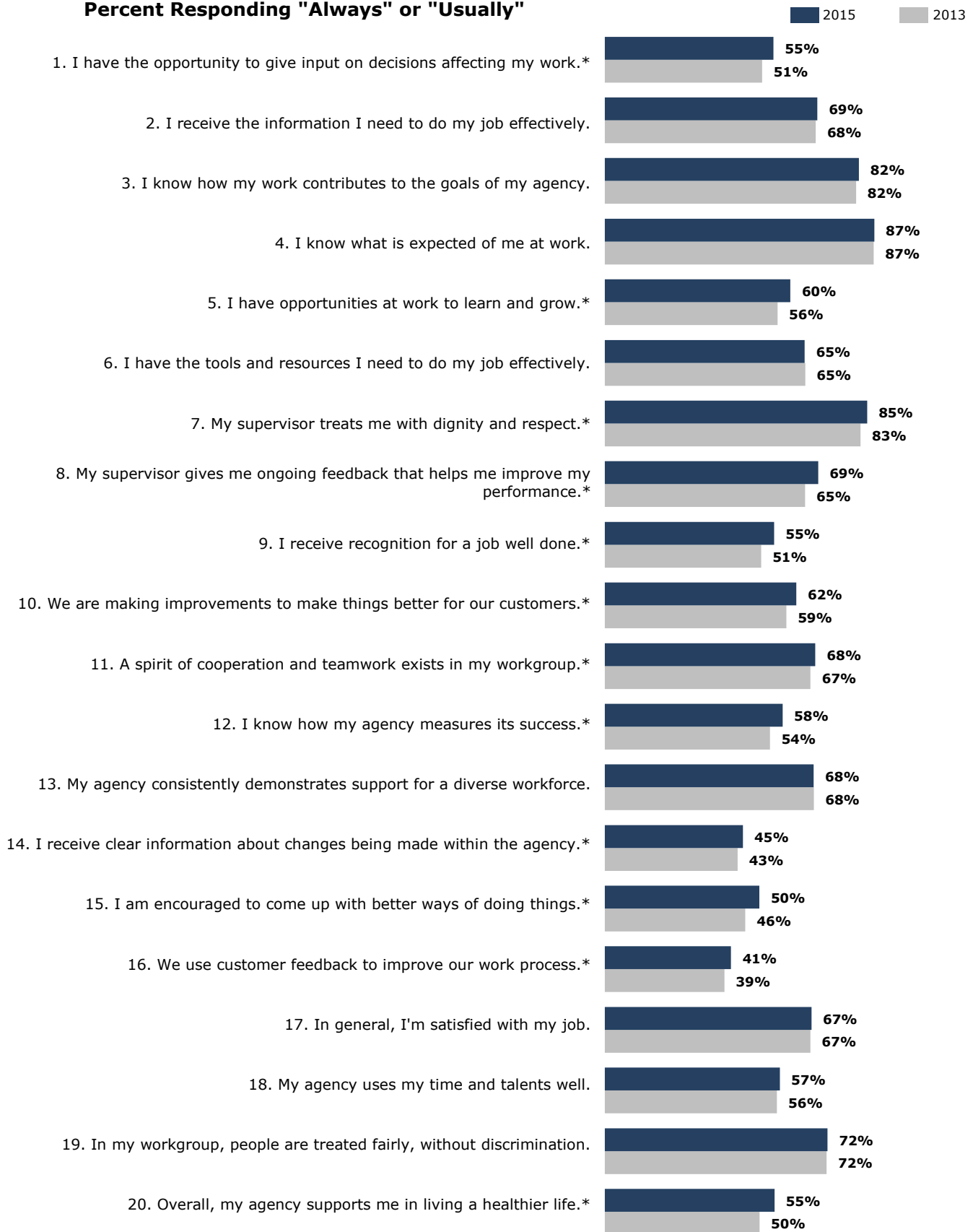


**Comparison to All State Employees
Percent Responding "Always" or "Usually"**

■ All DSHS ■ All State Employees



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



NOTES Weighted data. For comparison purposes, previous workgroups are matched and grouped with current workgroups so the history is consistent. For example, since BHSIA was restructured in 2013 to include state hospitals, 2006, 2007, 2009, and 2011 data for BHSIA includes CSTC, ESH, and WSH. "N/A" means the question was not asked during the survey year.

* Change between 2013 and 2015 is statistically significant at the .01 level.

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

DSHS Employee Survey - Oct-Nov 2015

All DSHS Staff - Weighted

		2006	2007	2009	2011	2013	2015	Change 06 - 15	Change 13 - 15
1	I have the opportunity to give input on decisions affecting my work.	49%	53%	50%	47%	51%	55%	6% **	4% *
2	I receive the information I need to do my job effectively.	64%	65%	69%	66%	68%	69%	5% **	1%
3	I know how my work contributes to the goals of my agency.	78%	79%	81%	79%	82%	82%	4% **	1%
4	I know what is expected of me at work.	84%	84%	87%	87%	87%	87%	4% **	0%
5	I have opportunities at work to learn and grow.	52%	57%	54%	48%	56%	60%	8% **	4% *
6	I have the tools and resources I need to do my job effectively.	59%	61%	65%	62%	65%	65%	6% **	0%
7	My supervisor treats me with dignity and respect.	80%	81%	82%	83%	83%	85%	5% **	2% *
8	My supervisor gives me ongoing feedback that helps me improve my performance.	64%	65%	65%	64%	65%	69%	5% **	4% *
9	I receive recognition for a job well done.	48%	51%	50%	48%	51%	55%	7% **	4% *
10	We are making improvements to make things better for our customers.	N/A	N/A	N/A	N/A	59%	62%	N/A	3% *
11	A spirit of cooperation and teamwork exists in my workgroup.	65%	66%	67%	64%	67%	68%	3% **	2% *
12	I know how my agency measures its success.	50%	53%	54%	52%	54%	58%	8% **	4% *
13	My agency consistently demonstrates support for a diverse workforce.	N/A	61%	64%	64%	68%	68%	N/A	0%
14	I receive clear information about changes being made within the agency.	N/A	N/A	56%	38%	43%	45%	N/A	2% *
15	I am encouraged to come up with better ways of doing things.	49%	51%	51%	44%	46%	50%	1%	5% *
16	We use customer feedback to improve our work process.	43%	44%	44%	39%	39%	41%	-2%	2% *
17	In general, I'm satisfied with my job.	N/A	65%	67%	61%	67%	67%	N/A	0%
18	My agency uses my time and talents well.	51%	55%	56%	52%	56%	57%	6% **	1%
19	In my workgroup, people are treated fairly, without discrimination.	66%	68%	71%	68%	72%	72%	6% **	0%
20	Overall, my agency supports me in living a healthier life.	N/A	N/A	46%	46%	50%	55%	N/A	5% *

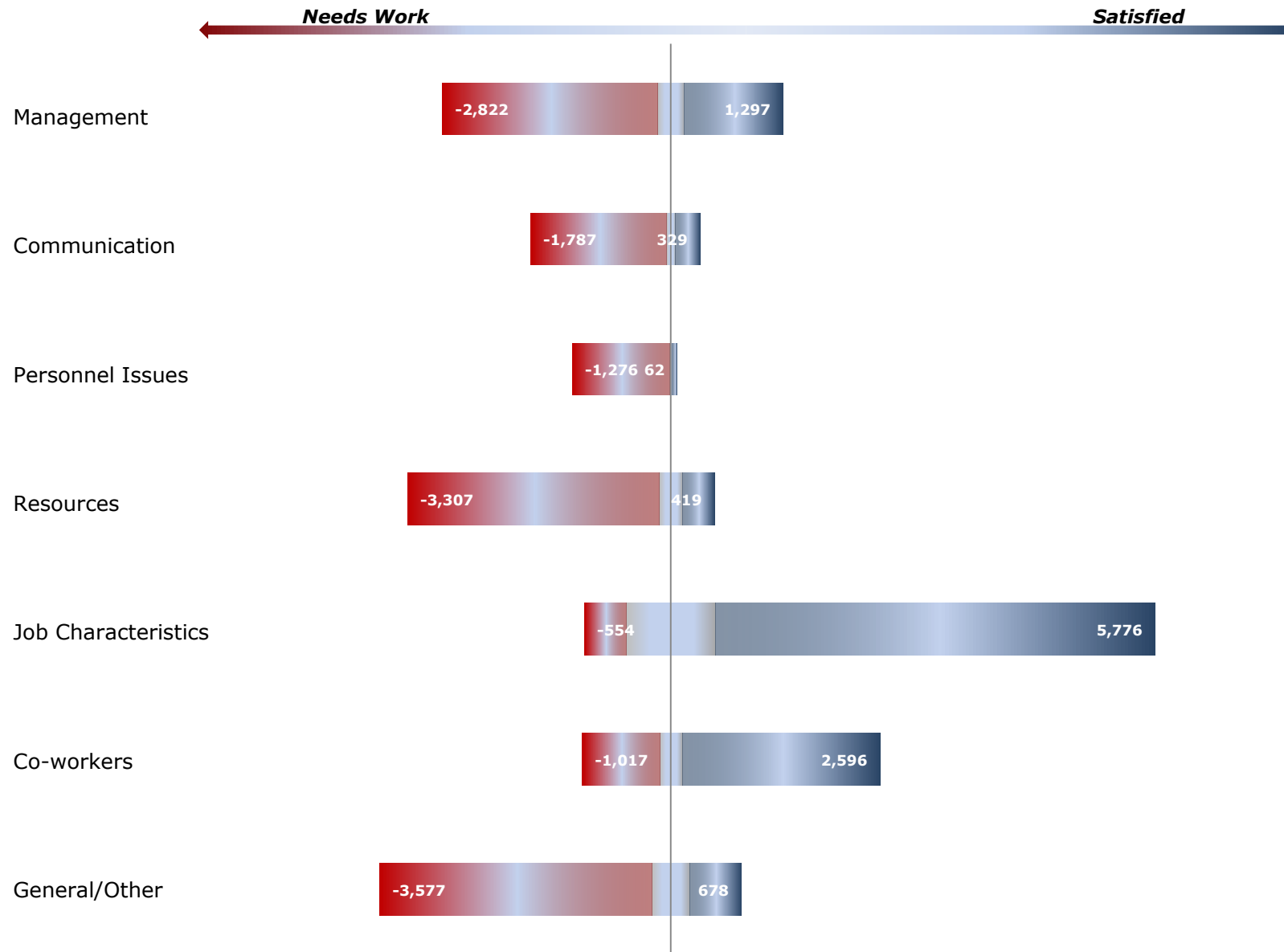
Wording on some questions has changed slightly over the years as DSHS questions were adopted and modified to all state agency use.

If a question was not asked in a year, that year is marked "NA." If there is no comparison workgroup for a previous year, there will be no percents reported for that year, and comparisons cannot be made for that survey year.

*Change between 2013 and 2015 is statistically significant at the .01 level.

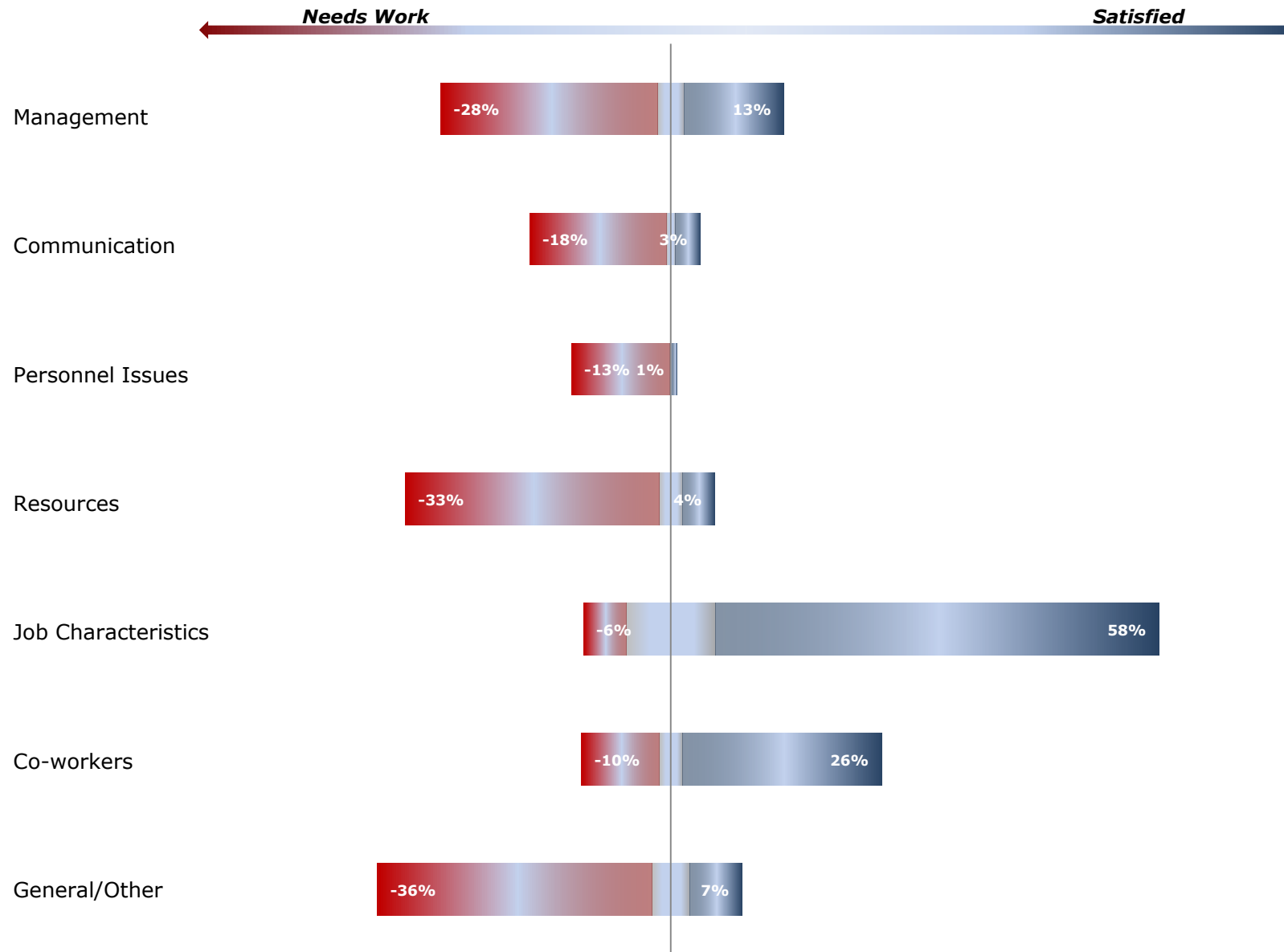
**Change between 2006 and 2015 is statistically significant at the .01 level.

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 Report J for more detail.

Narrative Comments Report

DSHS Employee Survey - Oct-Nov 2015

All DSHS Staff - Unweighted

9926 of 13664 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		4,471	45.0%	1,297	29.0%	2,822	63.1%	352	7.9%
Courtesy & Respect	MC	701	7.1%	151	21.5%	532	75.9%	18	2.6%
Support/Mentoring/Availability	MS	1,913	19.3%	785	41.0%	1,043	54.5%	85	4.4%
Recognition/Awards	MR	812	8.2%	205	25.2%	574	70.7%	33	4.1%
Fairness/Discrimination	MF	877	8.8%	35	4.0%	833	95.0%	9	1.0%
Other Management Issues	MO	2,639	26.6%	808	30.6%	1,637	62.0%	194	7.4%
Communication		2,226	22.4%	329	14.8%	1,787	80.3%	110	4.9%
Managers Provide Information	CI	921	9.3%	66	7.2%	825	89.6%	30	3.3%
Management Listens/Includes	CL	985	9.9%	213	21.6%	727	73.8%	45	4.6%
Clear Direction, Priorities	CG	205	2.1%	72	35.1%	122	59.5%	11	5.4%
Other/General Communication	CO	573	5.8%	52	9.1%	506	88.3%	15	2.6%
Personnel Issues		1,375	13.9%	62	4.5%	1,276	92.8%	37	2.7%
Promotion/RIFs, Security	PP	1,155	11.6%	42	3.6%	1,090	94.4%	23	2.0%
Diversity/Discrimination	PD	308	3.1%	23	7.5%	272	88.3%	13	4.2%
Resources		4,028	40.6%	419	10.4%	3,307	82.1%	302	7.5%
Facilities, Parking, Environment	RF	635	6.4%	158	24.9%	447	70.4%	30	4.7%
Pay/Benefits for Employee	RP	1,191	12.0%	279	23.4%	828	69.5%	84	7.1%
Resources for Clients	RC	268	2.7%	14	5.2%	247	92.2%	7	2.6%
Staffing	RS	1,209	12.2%	10	0.8%	1,186	98.1%	13	1.1%
Training	RT	1,062	10.7%	99	9.3%	915	86.2%	48	4.5%
Resources for Wellness/Health	RW	224	2.3%	21	9.4%	201	89.7%	2	0.9%
Other Resources	RO	711	7.2%	54	7.6%	643	90.4%	14	2.0%
Job Characteristics		7,495	75.5%	5,776	77.1%	554	7.4%	1,165	15.5%
Helping/Working with Clients	JH	3,485	35.1%	3,467	99.5%	7	0.2%	11	0.3%
Working w/ Community Agencies	JC	162	1.6%	157	96.9%	4	2.5%	1	0.6%
Workload	JW	730	7.4%	70	9.6%	634	86.8%	26	3.6%
Flex Schedule/Telecommuting	JS	1,209	12.2%	506	41.9%	621	51.4%	82	6.8%
Autonomy and Growth Opportunity	JA	1,331	13.4%	996	74.8%	285	21.4%	50	3.8%
Other Aspects of Job	JO	4,585	46.2%	4,221	92.1%	183	4.0%	181	3.9%
Co-workers		3,908	39.4%	2,596	66.4%	1,017	26.0%	295	7.5%
Competence, Skill, Accountability	WC	1,111	11.2%	370	33.3%	670	60.3%	71	6.4%
Teamwork, Support	WT	1,790	18.0%	1,101	61.5%	599	33.5%	90	5.0%
Other Co-Worker Issues	WO	2,078	20.9%	1,889	90.9%	131	6.3%	58	2.8%
General/Other		4,748	47.8%	678	14.3%	3,577	75.3%	493	10.4%
Work Process/Policies	GP	3,223	32.5%	158	4.9%	2,887	89.6%	178	5.5%
Morale/Overall Satisfaction	GS	1,152	11.6%	332	28.8%	777	67.4%	43	3.7%
Staff Safety	GF	386	3.9%	11	2.8%	367	95.1%	8	2.1%
None/Nothing	GN	541	5.5%	315	58.2%	120	22.2%	106	19.6%
Comments About This Survey	GC	158	1.6%	16	10.1%	103	65.2%	39	24.7%
Other	GO	569	5.7%	55	9.7%	225	39.5%	289	50.8%

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.



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APPENDIX C

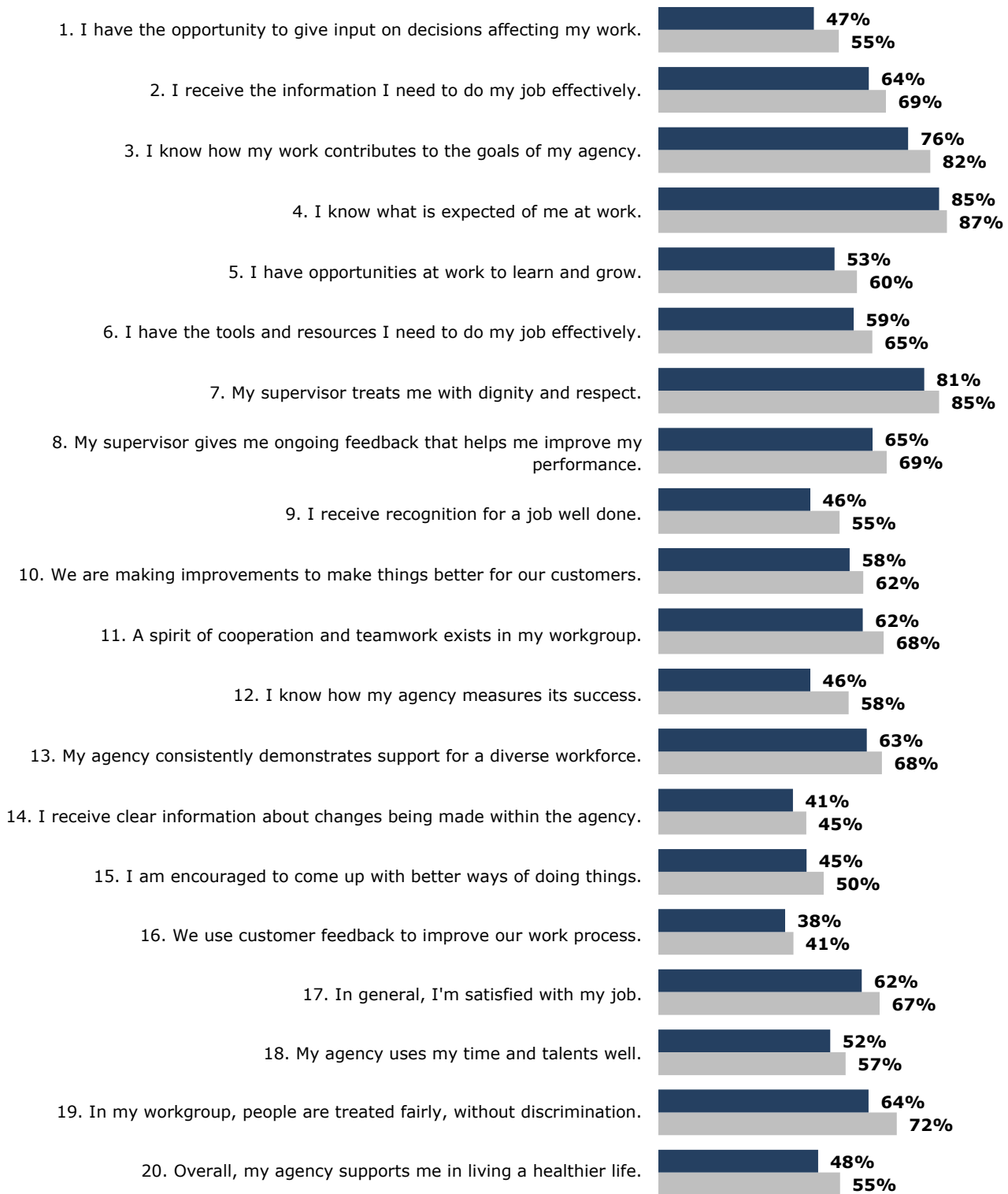
Additional Information

COMMENT THEMES | Categories for Coding Narrative Comments

Code	Definition
Communication	
CI	Providing information ; holding meetings (by management/supervisor or leadership). Management transparency.
CL	Listening to staff; including in decisions; encouraging feedback; open-door policy to talk (by management, supervisor, or leadership).
CG	Need or get clear guidelines/vision re: roles, rules and expectations, priorities, mission, or strategic plan.
CO	Other /general communication: includes communication between sections and offices; staff meetings/brainstorming sessions.
Managers/Supervisors	
MC	Courtesy and respect (how they treat staff).
MS	Support ; mentoring; consultation; oversight; responsiveness; planning; problem-solving; availability; caring; staff evaluations.
MR	Recognize/reward good work; encouragement/motivation; praise; value staff.
MF	Fair treatment ; inequitable work distribution, retaliation. (<i>Note – discrimination/fairness in personnel practices: hiring, advancement, disciplinary action, or firing are under PP; while diversity/fairness issues are under PD</i>).
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.
Personnel Issues	
PP	Personnel processes: hiring/promotions/advancement ; disciplinary actions; firing/removal/RIFs.
PD	Client/staff discrimination based on race/ethnicity, gender/sexual orientation, age, or disability. Sexual harassment, religion, nepotism, cultural competence, and other diversity issues.
Job Characteristics	
JH	Helping /dealing with clients; customers as a source of satisfaction/ dissatisfaction.
JC	Working with community agencies/providers/stakeholders/Tribes as source of satisfaction/dissatisfaction.
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; able to be innovative/creative; use own judgement; no micro-management.
JO	Other : Characteristics of job that employee likes or dislikes: Job is challenging/stressful; like or dislike doing specific tasks or processes; offers opportunities/challenges/flexibility/variety of tasks; dealing with changes and uncertainty. Proud of accomplishments; good at job.
Co-Workers	
WC	Competence ; skills; professionalism; integrity; knowledge (includes getting rid of incompetent); individual accountability.
WT	Teamwork ; mutual support; learning from peers; doing share; work ethic; dedicated; staff relationships/workgroup atmosphere.
WO	Other : attitude of co-workers; I like or dislike my co-workers/team; mentions office politics.
Resources	
RF	Facilities : parking; environment; location/length of commute; building maintenance; configuration of space.
RP	Pay and benefits for DSHS employees; requests for monetary incentives/awards; overtime pay. Job security (“glad to have a job.”)
RC	Resources/money for clients and client programs.
RS	Staffing : fill vacancies; high turnover; understaffing; need for support/intermittent staff.
RT	Training : includes cultural/diversity training; mentoring/job shadow programs; workshops/seminars. Formal/organized education.
RW	Resources for wellness/mental health : exercise space & time; classes; ergonomics, healthy meal options, air quality, etc.
RO	Other : need for computers, information systems, supplies, phones, equipment/tools, furniture, interpreters, etc.
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); improvements to existing technology.
GS	Satisfaction/dissatisfaction - morale; burn-out; general office environment/atmosphere/culture.
GN	“None”, “ Nothing ”, or “Can’t think of anything” in response to narrative question.
GC	Comments specifically about this survey .
GF	Staff safety issues.
GO	Other : Did not fit in other categories; references to the past.

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

■ Institutions ■ All Other DSHS



NOTE: Comparison to the DSHS weighted results is provided for benchmarking purposes. In making comparisons, remember that your unit's work force make-up and mission characteristics can be quite different from the "average" work unit. The main focus, especially in small or specialized units, should be on the issues that show up within our unit's results. Use survey results as a starting place for further discussion of employee concerns.

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APPENDICES

