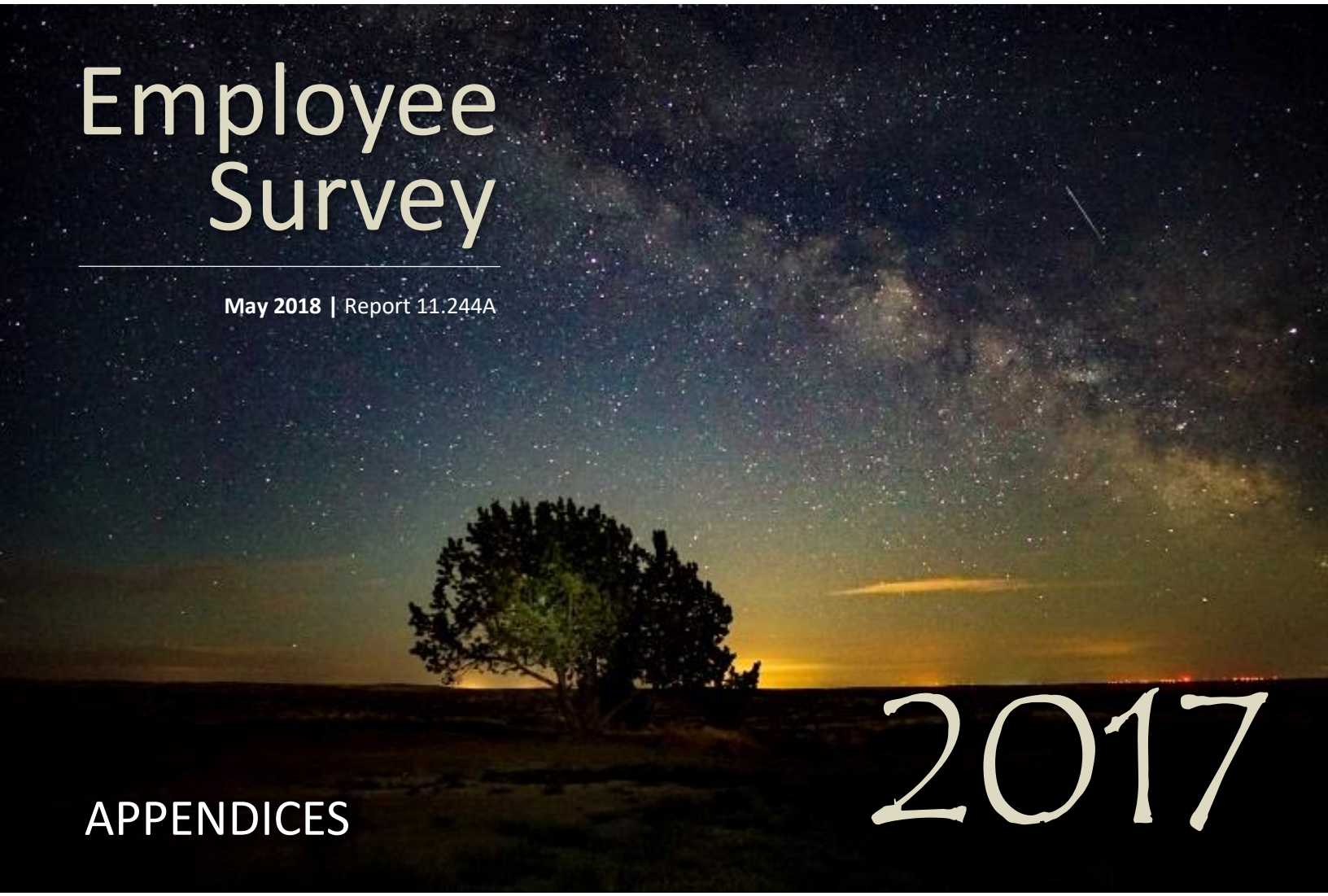
Employee Survey

May 2018 | Report 11.244A



2017

APPENDICES

"Milky Way Over Lone Juniper Tree" • First Place
DSHS Photo Contest • Category: Artistic
By Robert Salsbury, with permission

From the Photographer:

Metaphor for clients who feel alone and in the dark until DSHS, like the Milky Way, illuminates them, gives them a sense of belonging to something bigger and better connected in beautiful ways. And they are transformed.

– Robert Salsbury

Washington State Department of Social & Health Services

Transforming lives

2017

DSHS Employee Survey

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2017 DSHS Employee Survey

APPENDIX A

Background, Methods, and Response Rates

APPENDIX A

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 many 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.

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. Each of the program-level surveys included the 61 questions that were included in the 2000 DSHS-wide survey, plus additional questions for individual programs.

In 2006, a statewide survey was requested by Governor Christine Gregoire. The survey was created by a committee called together by Department of Personnel (DOP), with oversight by the Governor's cabinet. Instead of using the traditional 50-question "DOP survey," the committee pared the statewide survey down to 12 questions. DSHS added six additional standard questions and two narrative questions for agency use. The 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.

Further agency-wide surveys were conducted by RDA's survey section in odd-numbered years from 2007 through 2015. Response rates for these surveys ranged from a low of 67% in 2011, to a high of 81% in 2015. All these surveys were conducted in collaboration with surveys of all state agencies by the Office of Financial Management (OFM). 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.

- Surveys were primarily collected on the internet using SurveyMonkey, a web-based survey company (www.surveymonkey.com). The survey was configured so that it did not collect identifying information such as computer network addresses.
- Surveys were also available as printed copies for employees without computer access or those who felt more comfortable submitting a paper survey. Return envelopes were provided in institutions where some employees had limited computer access, so paper surveys could be anonymously mailed to RDA.

In 2014, there was a statewide initiative to conduct the survey on an annual basis. In order to meet this goal, DSHS began to participate in the Washington State Employee Survey in even-numbered years, following OFM guidelines for the survey, without the many added features included in the DSHS Employee Survey conducted in odd-numbered years. These surveys had a more streamlined approach to recruitment and data management, and no specialized or targeted recruitment methods were used. There were also no open-ended or DSHS-specific questions, and reports were only prepared for Administrations and major divisions. These OFM-sponsored surveys, conducted in 2014 and 2016, are considered to be "spot checks" in the two-year DSHS survey cycle. The response rate was 48% in 2014, and 35% in 2016. Because these response rates are much lower than the surveys conducted in 2015 and 2017, we advise against comparing 2014 and 2016 results to other survey years.

In 2016, the Office of Financial Management added three questions to the statewide survey:

- People are treated fairly in my workgroup. (Adapted from previous DSHS surveys)
- Overall, my agency supports me in living a healthier life. (Same wording used in previous DSHS surveys)
- I would recommend my agency as a great place to work.

THE 2017 SURVEY | ADMINISTRATION

The survey was conducted from October 4 to November 15, 2017. 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.
- Starting in 2015, 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 but ESA.
- RDA only released survey information in summary format as follows:
  - Answers to all standard questions 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 redacted from the narrative responses before general distribution.

The survey was initially announced via a message to all Department staff. With consultation and general direction from RDA, staff from each administration and institution customized procedures to distribute and publicize surveys to all employees. Typically, these steps included email to each individual, periodic email reminders, reminders distributed through supervisory channels, notices in program websites and newsletters, prominently displayed posters, and paper surveys distributed to those without computer access.

In 2017, the Office of Financial Management added a question concerning satisfaction with work environment, for the state's "Building a Modern Workplace" initiative. Employees were asked to rate their satisfaction with five dimensions of their work environment (Flexibility, Mobility, Physical Space, Technology, and Well-being). Additionally, the DSHS survey included the original versions of questions adapted by OFM for the statewide survey in 2016, in order to allow comparisons over time. One of these questions ("Overall, my agency supports me in living a healthier life") was dropped from the statewide survey by OFM, but retained in the DSHS survey.

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: 10,869 of the 15,559 employees who completed the survey also responded to the narrative questions. Thus, RDA survey staff identified major themes in 20,130 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 coding. The coder sees the comment at the top of his or her computer screen, and is able to "click" on the appropriate codes.
- Each coder worked from a standardized list of code definitions.

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

- All employees who worked as coders and code checkers were trained, and most had extensive prior experience. New coders attended training sessions, and worked on sample sets of responses to ensure reliable and consistent coding.
- 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, Andrea Jamieson, and Debbie Macy) checked the coding of every response.

RESPONSE RATES

15,559 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 85% overall response rate was the highest ever achieved for this survey, up from 81% in 2015. The increase in the response rate reflects significant efforts by all Administrations, and may indicate a more engaged outlook of many DSHS employees. The DSHS response rates are calculated on the basis of full-time equivalence units (FTEs). Using a simple count of employees as a denominator, the DSHS response rate is 79%, slightly higher than the statewide employee survey response rate of 75% (calculated by OFM using the same method).

WEIGHTING

Data from all administrations and divisions were combined into a master file for analysis. In order to more accurately generalize results to the population of DSHS employees as a whole, 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, 18 percent of full-time DSHS employees work for the Developmental Disabilities Administration (DDA). For DSHS-wide analyses, the 2,841 responses from DDA were weighted by a factor of 1.17 so that they comprised 18 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	**1,814**	**10%**	**1,598**	**1.14**	**88%**
BEHAVIORAL HEALTH	**3,325**	**18%**	**2,746**	**1.21**	**83%**
CHILDREN'S	**2,611**	**14%**	**2,022**	**1.29**	**77%**
DEVELOPMENTAL DISABILITIES	**3,336**	**18%**	**2,841**	**1.17**	**85%**
ECONOMIC SERVICES	**4,351**	**24%**	**3,776**	**1.15**	**87%**
FINANCIAL SERVICES	**818**	**4%**	**708**	**1.16**	**87%**
REHABILITIATION	**1,393**	**8%**	**1,234**	**N/A**	**87%**
Division of Vocational Rehabilitation	308	2%	337	0.91	103%
Juvenile Justice and JR Headquarters	719	4%	610	1.18	85%
Special Commitment Center	366	2%	287	1.28	79%
SERVICES & ENTERPRISE SUPPORT	**567**	**3%**	**626**	**0.91**	**101%**
Central Executive (no Administration)	**8**	**< 1%**	**8**	**1.00**	**100%**
TOTAL	**18,223**	**100%**	**15,559**	**N/A**	**85%**

*FTE count as of September 2017 (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 5 of the Executive Summary displays bar charts showing the percentage of employees responding positively[1] to each standard question for both 2017 and 2015 surveys. A more detailed table showing all 2017 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-5), and those that elicited the most negative answers (B-6).

A chart on page 6 of the Executive Summary, as well as more detailed charts and tables in Appendix B (B-10 through B-12) 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 on B-7 and B-8 in Appendix B compare the results from this 2017 employee survey to the results of the 2006, 2007, 2009, 2011, 2013 and 2015 employee surveys. Because the surveys before 2006 had different questions, and the 2014 and 2016 surveys used different 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.

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.

Due to rounding, some percentages reported as whole numbers may not add to 100%.

FURTHER QUESTIONS

Please direct questions about survey methods or analysis to:

- Dr. Nancy Raiha: (360) 902-7667; nancy.raiha@dshs.wa.gov
- Dr. John Rogers: (360) 902-0804; rogerjd2@dshs.wa.gov

[1] An answer of "Always or Almost Always" or "Usually" is considered a positive response.

2017 DSHS Employee Survey

APPENDIX B

Standard Statistical Report

2017 DSHS Employee Survey

for
Department of Social and Health Services
Analysis

Survey Administered by
Research and Data Analysis

A1. Statistical Report

A2. Statistical Report - Satisfaction with Current Work Environment

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 - 2015

F2. Comparison to Previous Employee Surveys - All Years

G. Major Comment Themes - Number of Respondents Who Made Comments

H. Major Comment Themes - Percent of Respondents Who Made Comments

J. Narrative Comments Report

Statistical Report

DSHS Employee Survey - Oct-Nov 2017

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.	23%	34%	24%	12%	7%	**3.54**	**57%**
2	I receive the information I need to do my job effectively.	23%	49%	19%	7%	3%	**3.81**	**71%**
3	I know how my work contributes to the goals of my agency.	47%	36%	10%	4%	3%	**4.21**	**83%**
4	I know what is expected of me at work.	52%	36%	8%	3%	2%	**4.33**	**88%**
5	I have opportunities at work to learn and grow.	33%	31%	20%	10%	6%	**3.75**	**64%**
6	I have the tools and resources I need to do my job effectively.	24%	44%	20%	8%	4%	**3.76**	**68%**
7	My supervisor treats me with dignity and respect.	65%	21%	7%	3%	4%	**4.40**	**86%**
8	My supervisor gives me ongoing feedback that helps me improve my performance.	45%	27%	15%	8%	6%	**3.99**	**72%**
9	I receive recognition for a job well done.	31%	26%	20%	13%	9%	**3.57**	**57%**
10	We are making improvements to make things better for our customers.	30%	35%	22%	9%	5%	**3.75**	**64%**
11	A spirit of cooperation and teamwork exists in my workgroup.	37%	34%	15%	8%	6%	**3.86**	**70%**
12	I know how my agency measures its success.	26%	34%	21%	12%	8%	**3.60**	**60%**
13	My agency consistently demonstrates support for a diverse workforce.	35%	35%	17%	7%	5%	**3.87**	**70%**
14	I receive clear information about changes being made within the agency.	17%	33%	27%	15%	8%	**3.35**	**50%**
15	I am encouraged to come up with better ways of doing things.	24%	28%	22%	15%	11%	**3.38**	**52%**
16	We use customer feedback to improve our work processes.	18%	26%	27%	17%	12%	**3.21**	**44%**
17	People are treated fairly in my work group.	34%	33%	16%	9%	8%	**3.75**	**67%**
18	At my job, I have the opportunity to make good use of my skills.	34%	36%	16%	8%	6%	**3.83**	**70%**
19	In general, I'm satisfied with my job.	32%	38%	17%	8%	6%	**3.83**	**70%**
20	I would recommend my agency as a great place to work.	29%	30%	20%	10%	10%	**3.58**	**59%**
21	My agency uses my time and talents well.	21%	42%	21%	10%	6%	**3.63**	**64%**
22	In my workgroup, people are treated fairly, without discrimination.	41%	35%	12%	6%	5%	**3.99**	**76%**
23	Overall, my agency supports me in living a healthier life.	24%	34%	21%	12%	9%	**3.53**	**58%**

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

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

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

Statistical Report - Satisfaction with Current Work Environment

DSHS Employee Survey - Oct-Nov 2017

All DSHS Staff - Weighted

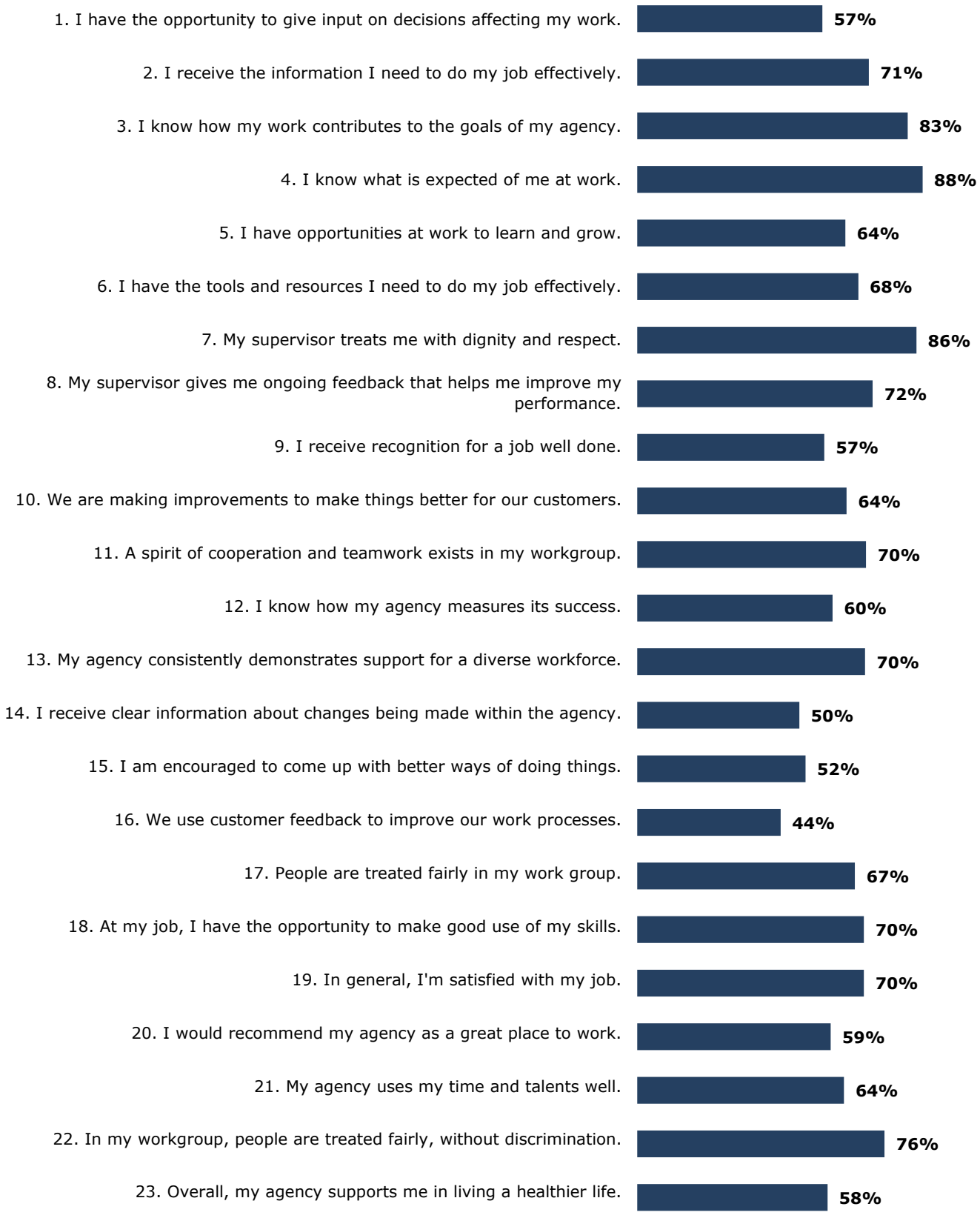
	QUESTION - How satisfied are you with your current work environment?	Number of Responses					Average[1]	Percent Very Satisfied or Satisfied[2]
		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied		
1	Flexibility (the ability to adjust your scheduled hours as needed)	40%	25%	16%	10%	8%	**3.79**	**65%**
2	Mobility (the ability to work remotely from a variety of locations, such as your home or alternate work sites)	22%	18%	29%	17%	15%	**3.13**	**39%**
3	Physical space (the building, furniture, lighting, noise, variety of spaces for different work tasks - concentration space, collaboration space)	21%	30%	23%	17%	10%	**3.37**	**51%**
4	Technology (your work desktop computer, laptop, mobile phone, tablet, remote access, Wifi, collaboration tools)	27%	36%	21%	11%	6%	**3.67**	**63%**
5	Well-being (how your work environment affects your physical, social and emotional health)	20%	29%	25%	16%	10%	**3.34**	**50%**

[1]Average where "Very Satisfied"=5, and "Very Dissatisfied"=1. Does not include Doesn't Apply or Missing data.

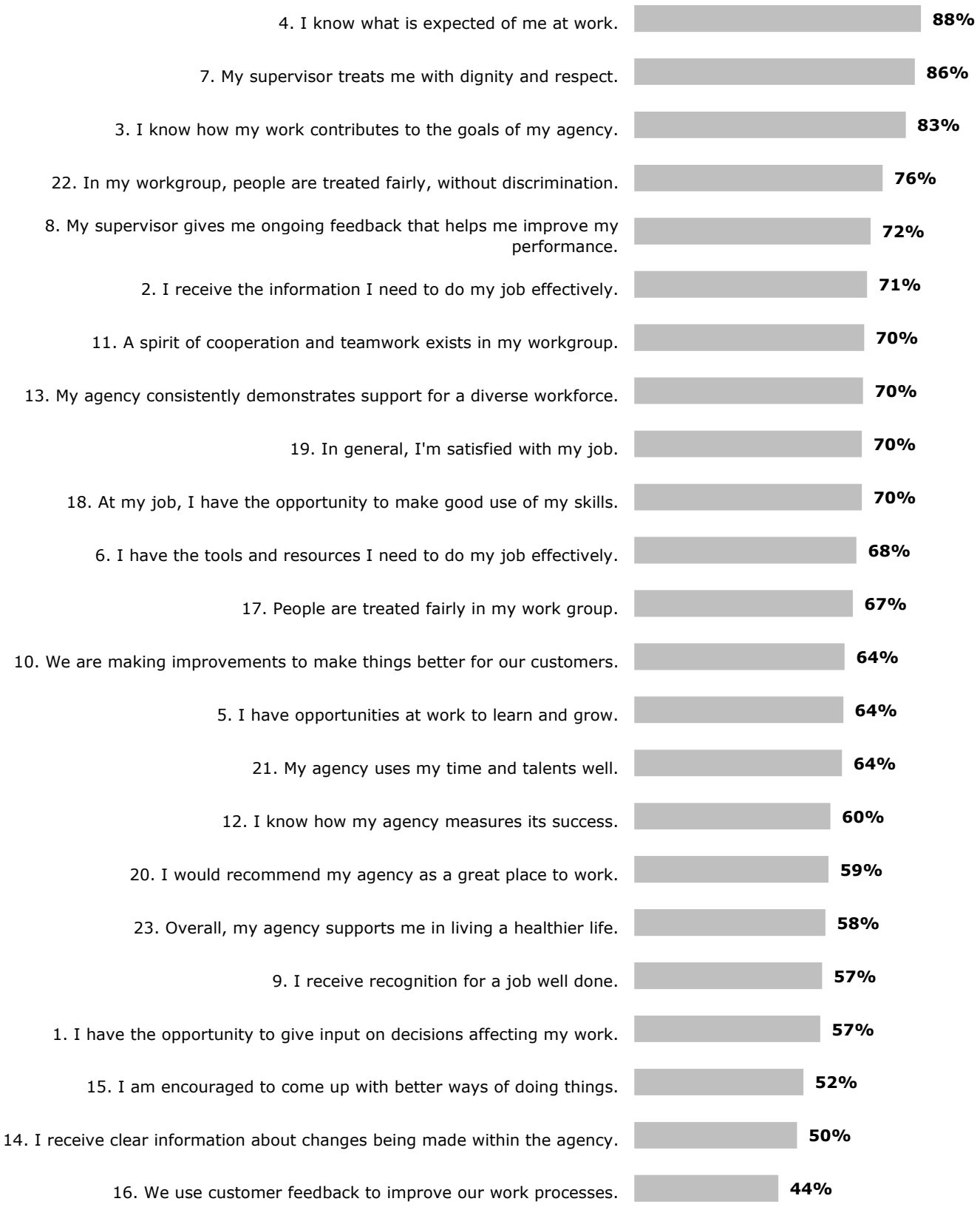
[2]Percent answering "Very Satisfied or Satisfied." Does not include Doesn't Apply or Missing data.

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

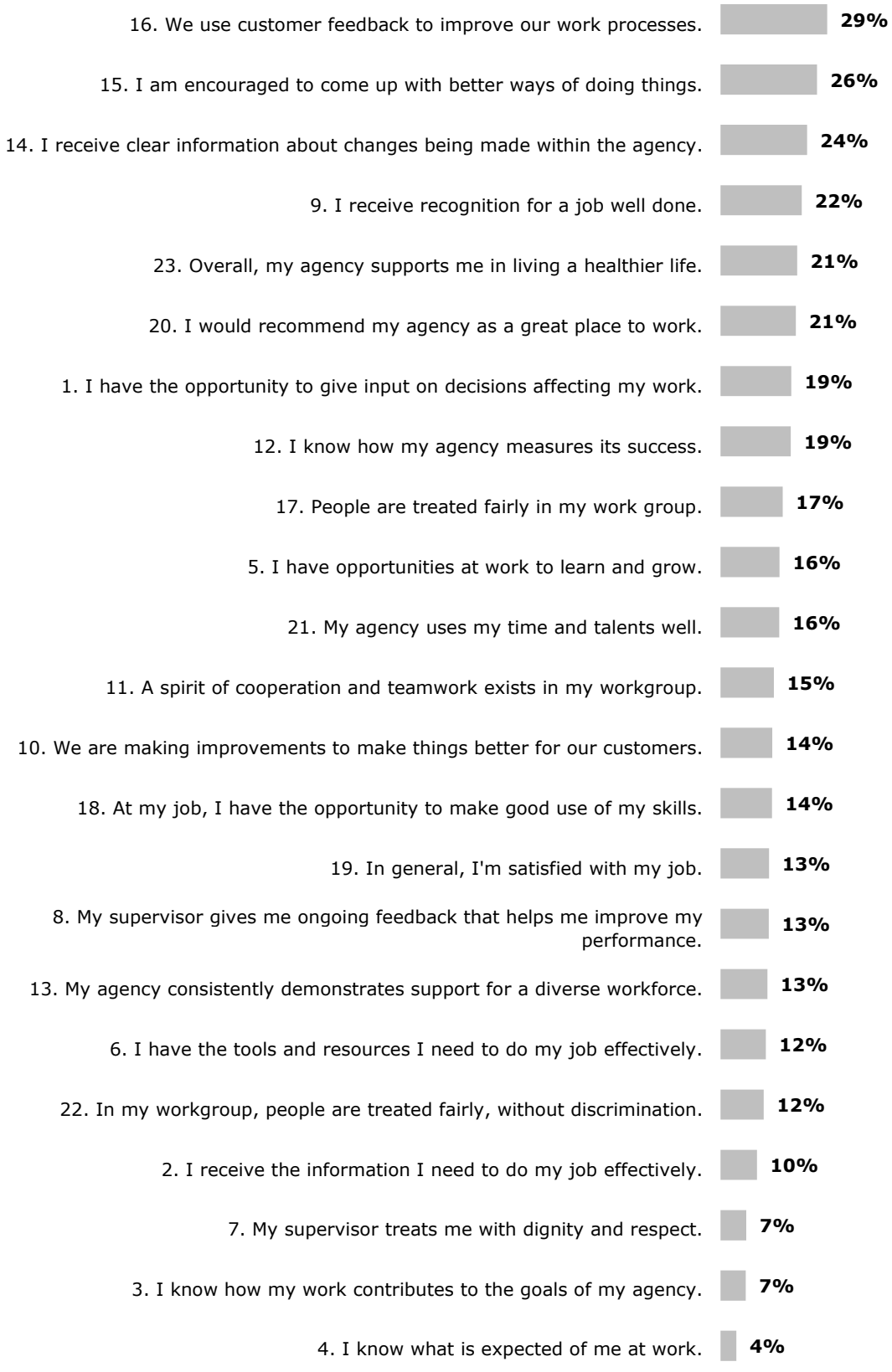
Percent Responding "Always" or "Usually"



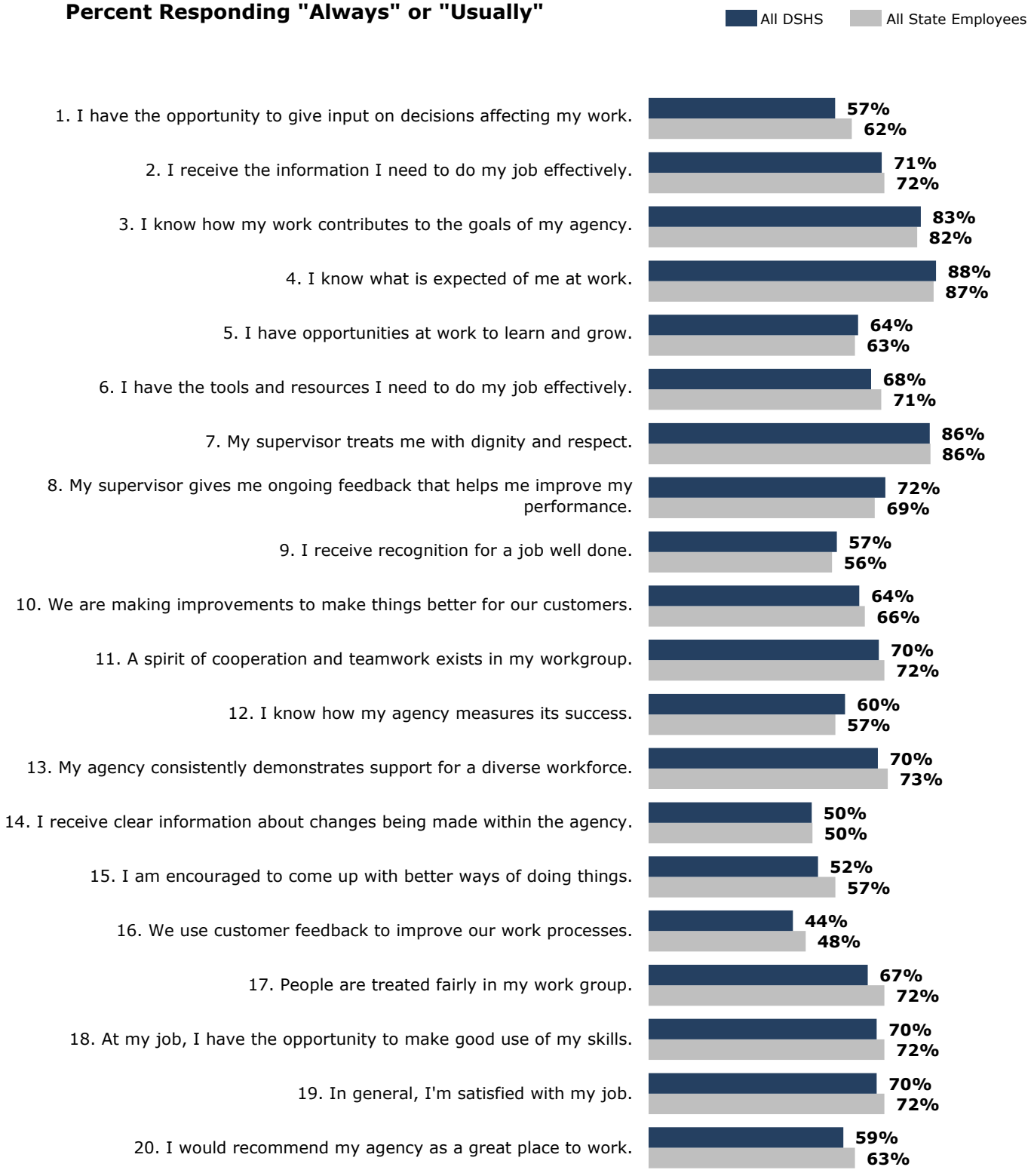
Questions Ordered by Highest to Lowest Percent Responding "Always" or "Usually"



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

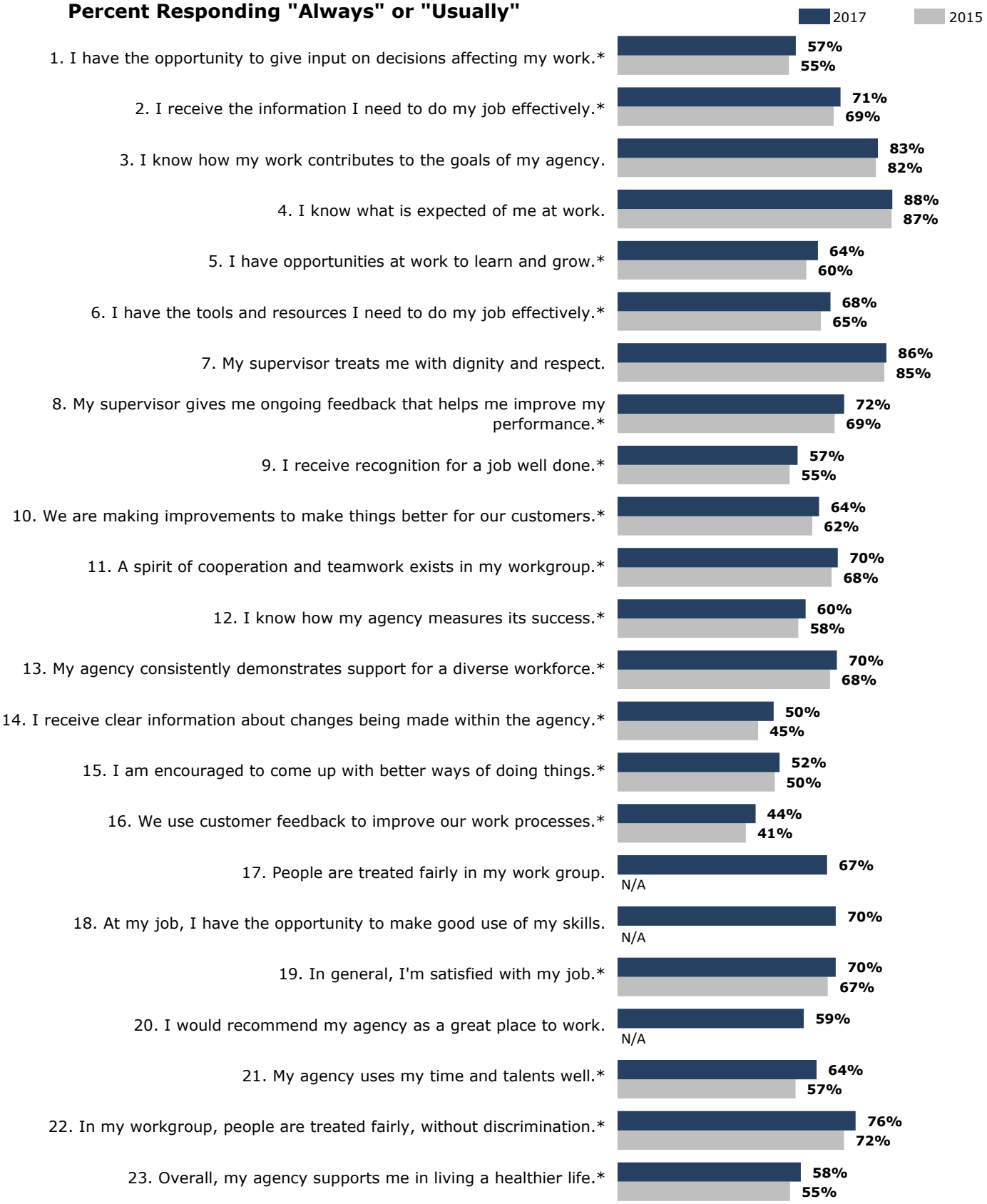


Comparison to All State Employees
Percent Responding "Always" or "Usually"



Statewide Data As Of December 11, 2017

Comparison to Previous Employee Survey
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 BHA was restructured in 2013 to include state hospitals, 2006, 2007, 2009, and 2011 data for BHA includes CSTC, ESH, and WSH. "N/A" means the question was not asked during the survey year.

* Change between 2015 and 2017 is statistically significant at the .01 level.

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

DSHS Employee Survey - Oct-Nov 2017

All DSHS Staff - Weighted

		2006	2007	2009	2011	2013	2015	2017	Change 06 - 17	Change 15 - 17
1	I have the opportunity to give input on decisions affecting my work.	49%	53%	50%	47%	51%	55%	57%	8% **	2% *
2	I receive the information I need to do my job effectively.	64%	65%	69%	66%	68%	69%	71%	7% **	2% *
3	I know how my work contributes to the goals of my agency.	78%	79%	81%	79%	82%	82%	83%	5% **	1%
4	I know what is expected of me at work.	84%	84%	87%	87%	87%	87%	88%	4% **	0%
5	I have opportunities at work to learn and grow.	52%	57%	54%	48%	56%	60%	64%	12% **	4% *
6	I have the tools and resources I need to do my job effectively.	59%	61%	65%	62%	65%	65%	68%	9% **	3% *
7	My supervisor treats me with dignity and respect.	80%	81%	82%	83%	83%	85%	86%	5% **	1%
8	My supervisor gives me ongoing feedback that helps me improve my performance.	64%	65%	65%	64%	65%	69%	72%	8% **	3% *
9	I receive recognition for a job well done.	48%	51%	50%	48%	51%	55%	57%	9% **	3% *
10	We are making improvements to make things better for our customers.	N/A	N/A	N/A	N/A	59%	62%	64%	N/A	2% *
11	A spirit of cooperation and teamwork exists in my workgroup.	65%	66%	67%	64%	67%	68%	70%	5% **	2% *
12	I know how my agency measures its success.	50%	53%	54%	52%	54%	58%	60%	10% **	2% *
13	My agency consistently demonstrates support for a diverse workforce.	N/A	61%	64%	64%	68%	68%	70%	N/A	2% *
14	I receive clear information about changes being made within the agency.	N/A	N/A	56%	38%	43%	45%	50%	N/A	5% *
15	I am encouraged to come up with better ways of doing things.	49%	51%	51%	44%	46%	50%	52%	3% **	2% *
16	We use customer feedback to improve our work processes.	43%	44%	44%	39%	39%	41%	44%	2% **	3% *
17	People are treated fairly in my work group.	N/A	N/A	N/A	N/A	N/A	N/A	67%	N/A	N/A
18	At my job, I have the opportunity to make good use of my skills.	N/A	N/A	N/A	N/A	N/A	N/A	70%	N/A	N/A
19	In general, I'm satisfied with my job.	N/A	65%	67%	61%	67%	67%	70%	N/A	3% *
20	I would recommend my agency as a great place to work.	N/A	N/A	N/A	N/A	N/A	N/A	59%	N/A	N/A
21	My agency uses my time and talents well.	51%	55%	56%	52%	56%	57%	64%	13% **	7% *
22	In my workgroup, people are treated fairly, without discrimination.	66%	68%	71%	68%	72%	72%	76%	10% **	4% *
23	Overall, my agency supports me in living a healthier life.	N/A	N/A	46%	46%	50%	55%	58%	N/A	3% *

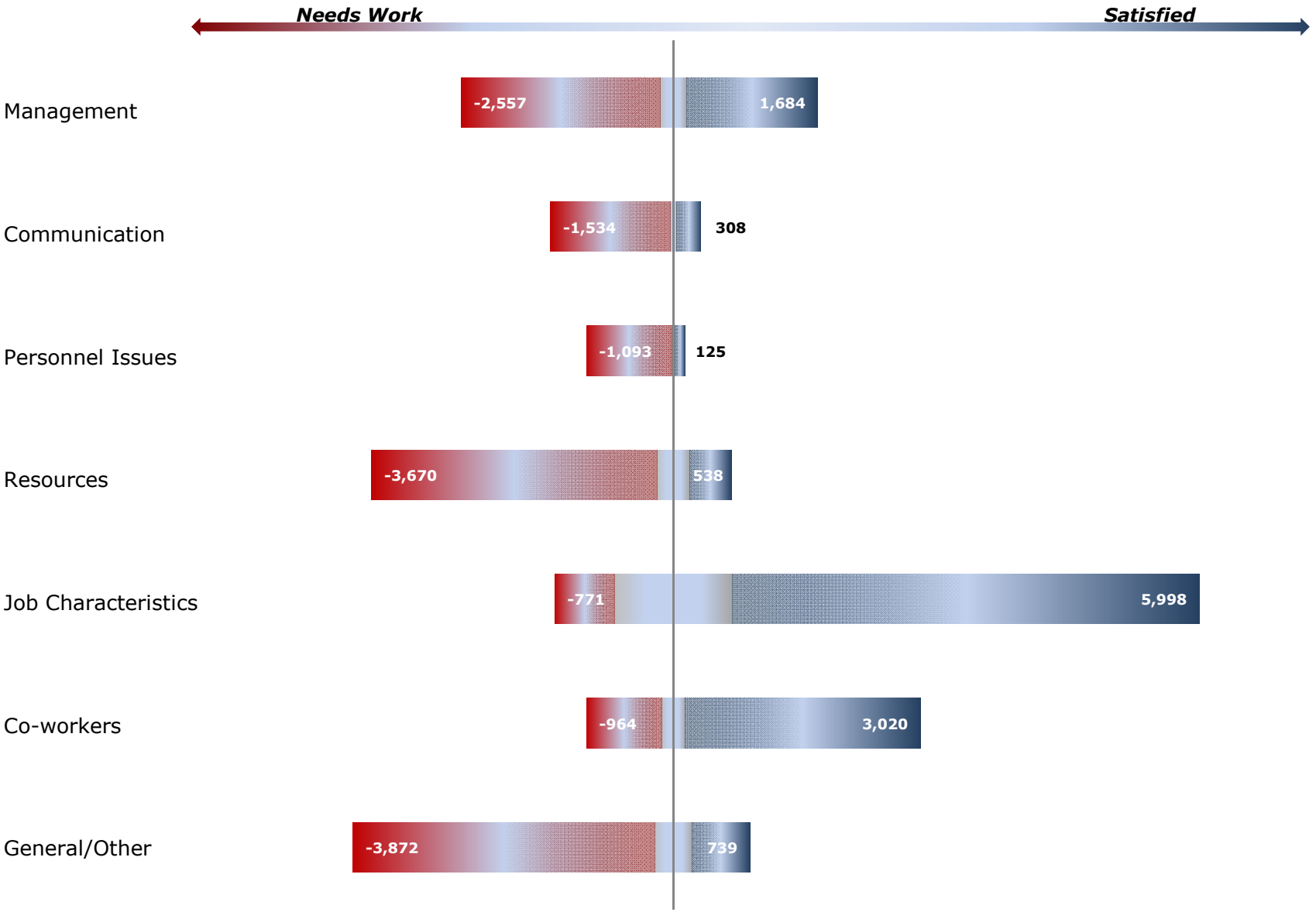
Wording on some questions has changed slightly over the years as DSHS questions were adopted and modified to all state agency use.

If a question was not asked in a year, that year is marked "N/A." 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 2015 and 2017 is statistically significant at the .01 level.

**Change between 2006 and 2017 is statistically significant at the .01 level.

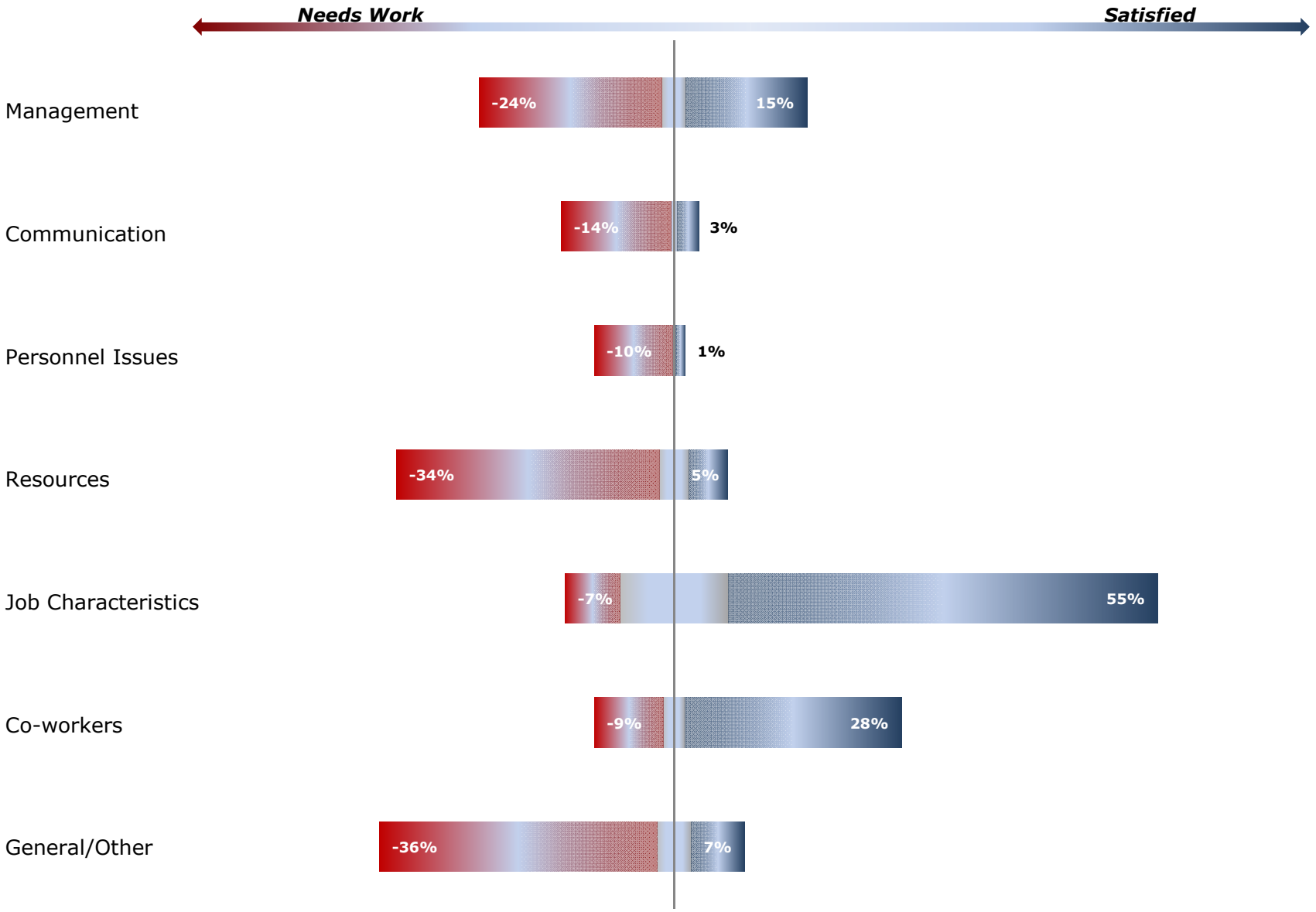
Major Comment Themes - Number of Respondents Who Made Comments



NOTES: 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 2017
All DSHS Staff - Unweighted

10869 of 15559 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		4,579	42.1%	1,684	36.8%	2,557	55.8%	338	7.4%
Courtesy & Respect	MC	715	6.6%	170	23.8%	529	74.0%	16	2.2%
Support/Mentoring/Availability	MS	1,821	16.8%	901	49.5%	843	46.3%	77	4.2%
Recognition/Awards	MR	694	6.4%	198	28.5%	473	68.2%	23	3.3%
Fairness/Discrimination	MF	866	8.0%	59	6.8%	797	92.0%	10	1.2%
Other Management Issues	MO	2,670	24.6%	1,109	41.5%	1,353	50.7%	208	7.8%
Communication		1,928	17.7%	308	16.0%	1,534	79.6%	86	4.5%
Managers Provide Information	CI	672	6.2%	50	7.4%	606	90.2%	16	2.4%
Management Listens/Includes	CL	904	8.3%	232	25.7%	633	70.0%	39	4.3%
Clear Direction, Priorities	CG	167	1.5%	46	27.5%	113	67.7%	8	4.8%
Other/General Communication	CO	550	5.1%	37	6.7%	499	90.7%	14	2.5%
Personnel Issues		1,265	11.6%	125	9.9%	1,093	86.4%	47	3.7%
Promotion/RIFs, Security	PP	975	9.0%	57	5.8%	885	90.8%	33	3.4%
Diversity/Discrimination	PD	411	3.8%	77	18.7%	322	78.3%	12	2.9%
Resources		4,619	42.5%	538	11.6%	3,670	79.5%	411	8.9%
Facilities, Parking, Environment	RF	1,515	13.9%	205	13.5%	1,256	82.9%	54	3.6%
Pay/Benefits for Employee	RP	1,160	10.7%	404	34.8%	679	58.5%	77	6.6%
Resources for Clients	RC	214	2.0%	17	7.9%	190	88.8%	7	3.3%
Staffing	RS	1,016	9.3%	6	0.6%	991	97.5%	19	1.9%
Training	RT	993	9.1%	106	10.7%	838	84.4%	49	4.9%
Resources for Wellness/Health	RW	457	4.2%	29	6.3%	415	90.8%	13	2.8%
Other Resources	RO	839	7.7%	79	9.4%	725	86.4%	35	4.2%
Job Characteristics		8,274	76.1%	5,998	72.5%	771	9.3%	1,505	18.2%
Helping/Working w/ Clients/Community	JH	3,604	33.2%	3,592	99.7%	2	0.1%	10	0.3%
Workload	JW	562	5.2%	42	7.5%	491	87.4%	29	5.2%
Flex Schedule/Telecommuting	JS	2,358	21.7%	823	34.9%	1,314	55.7%	221	9.4%
Autonomy and Growth Opportunity	JA	1,298	11.9%	997	76.8%	257	19.8%	44	3.4%
Other Aspects of Job	JO	5,329	49.0%	4,941	92.7%	156	2.9%	232	4.4%
Co-workers		4,284	39.4%	3,020	70.5%	964	22.5%	300	7.0%
Competence, Skill, Accountability	WC	949	8.7%	333	35.1%	557	58.7%	59	6.2%
Teamwork, Support	WT	1,828	16.8%	1,183	64.7%	571	31.2%	74	4.0%
Other Co-Worker Issues	WO	2,585	23.8%	2,327	90.0%	174	6.7%	84	3.2%
General/Other		5,094	46.9%	739	14.5%	3,872	76.0%	483	9.5%
Work Process/Policies	GP	3,655	33.6%	177	4.8%	3,272	89.5%	206	5.6%
Morale/Overall Satisfaction	GS	991	9.1%	325	32.8%	630	63.6%	36	3.6%
Staff Safety	GF	388	3.6%	19	4.9%	348	89.7%	21	5.4%
None/Nothing	GN	506	4.7%	332	65.6%	123	24.3%	51	10.1%
Comments About This Survey	GC	140	1.3%	19	13.6%	78	55.7%	43	30.7%
Other	GO	573	5.3%	63	11.0%	258	45.0%	252	44.0%

[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.

2017 DSHS Employee Survey

APPENDIX C

Additional Information

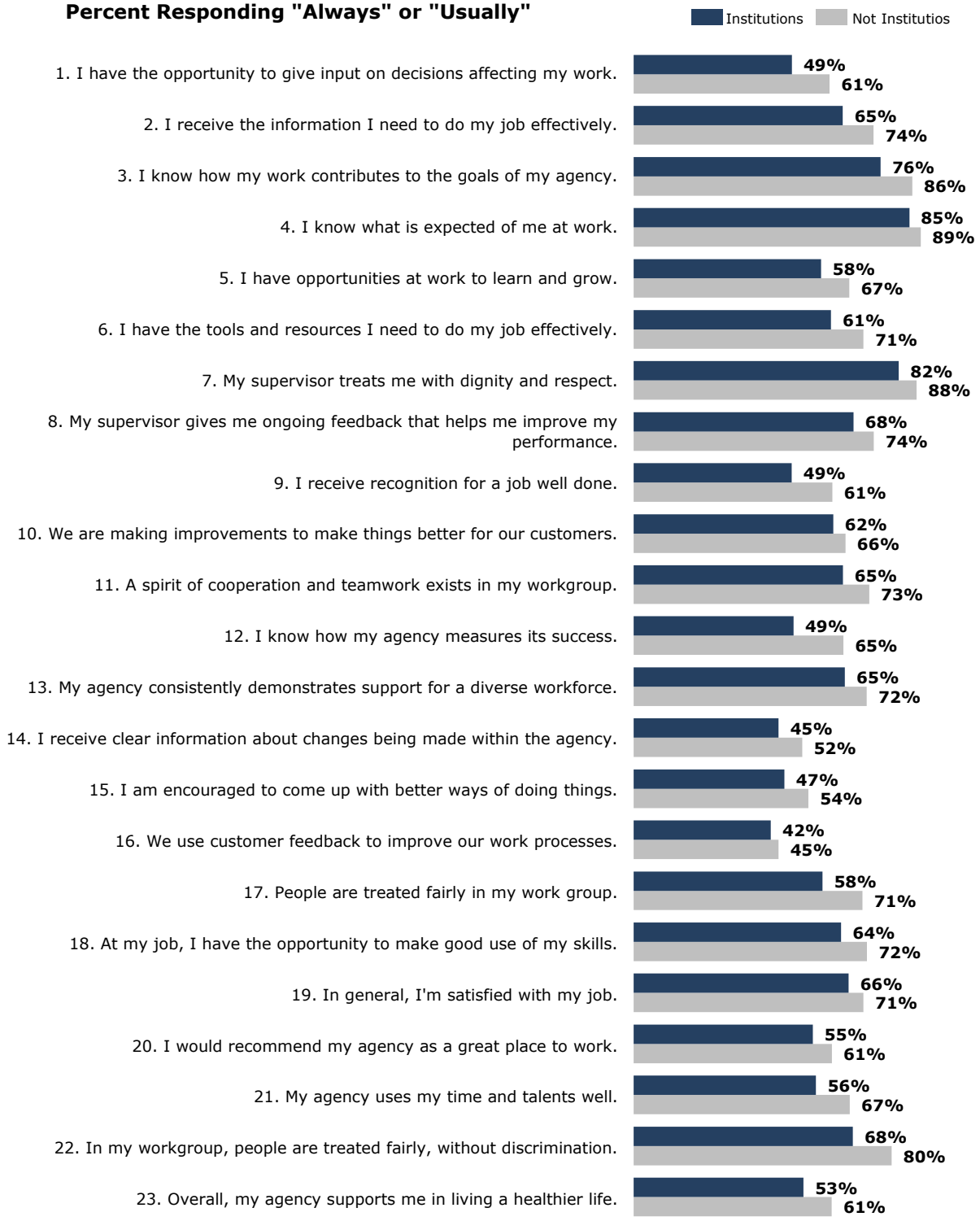
COMMENT THEMES | CATEGORIES FOR CODING NARRATIVE COMMENTS

Code	Definition
Communication	
CI	Providing **information**; holding meetings (by management/supervisor or leadership). Management transparency.
CL	**Listening** to staff; including in decisions; encouraging feedback; asks staff opinion; open-door policy to encourage talk (by management, supervisor, or leadership).
CG	Need or get clear **direction/vision/priorities** for both job and Agency; mission; 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 & appreciate staff.
MF	**Fair treatment**; inequitable work distribution; retaliation. *(Note – discrimination/fairness in personnel practices: hiring, advancement, disciplinary action, or firing are under **PP**; while diversity/fairness issues are under **PD**).*
MO	**Other**/general management: Personal characteristics (like integrity, honesty); behavior; trustworthiness/trusts staff; competence; skills; knowledge; understand field/knows what's going on in field; punitive; specific stories about managers or supervisors; should replace them; like/dislike them.
Personnel Issues	
PP	**Personnel (HR) processes: Hiring/promotions/advancement**; disciplinary actions; firing/removal/RIFs; evaluate/upgrade position.
PD	**Client/staff discrimination** based on race/ethnicity, gender/sexual orientation, age, or disability; sexual harassment; religion; nepotism; cultural competence; other diversity issues.
Job Characteristics	
JH	**Helping**/dealing with clients/customers, community agencies, DSHS providers, stakeholders, tribes - as a source of satisfaction/ dissatisfaction.
JS	Work **Schedule/location**; ability to work part-time/job share/earn overtime; work from home/in field; telecommuting; mentions "work/life balance."
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 workers); individual accountability; how treats/cares about clients; abuses leave.
WT	**Teamwork**; mutual support; learning from peers; doing share; work ethic/dedicated; staff relationships/workgroup atmosphere.
WO	**Other:** Attitude of/feelings about co-workers; I like or dislike my co-workers/team; mentions office politics/drama with co-workers.
Resources	
RF	**Facilities:** Parking; environment; location/length of commute; building maintenance/temperature/lighting; configuration of space.
RP	**Pay and benefits** for DSHS employees; requests for monetary incentives/recognition awards; overtime pay. Job security ("glad to have a job.")
RC	Resources/money for **clients, customers,** and client programs.
RS	**Staffing:** Fill vacancies; high turnover/retention; understaffing; need for support/intermittent staff.
RT	**Training:** Includes cultural/diversity training; mentoring/job shadow programs; workshops/conferences/seminars; use of "job coach." Formal/organized education.
RW	Resources for **wellness/mental health:** Exercise space; classes; break room; ergonomics; healthy meal options; air/water quality; etc.
RO	**Other** things staff need: Computers; information systems (technology/software/server); supplies; phones; equipment/tools; furniture; interpreters; state cars.
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." "Not much."** 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; unrelated to DSHS; references to the past.

INSTITUTIONAL STAFF RESPONSES COMPARED TO ALL OTHER DSHS

DSHS Employee Survey - Oct-Nov 2017
Institutional and All Other Staff - Weighted

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



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, Rainier School, Lakeland Village School, Fircrest School, Yakima Valley School, Green Hill School, Naselle Youth Camp, and Echo Glen Children's Center.

Employee Survey 2017

Washington State Department of Social & Health Services

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