

## Aging and Disability Services Administration

### *Addressing Employee Concerns*



*Kathy Leitch*

**Thank you for your input. We are interested and committed to working on your concerns and building on our successes.**

Thank you for taking the time to share your thoughts about your job, work environment and our organization. We remain focused on supporting you in the work you do every day. Your efforts are vital to our success in assisting our customers with high quality services. The ADSA Leadership Team has carefully read all the results and comments, and we are committed to following up on the concerns voiced in the Employee Survey. In addition, we will continue to strengthen the areas that are going well.

Since ADSA includes four divisions whose employees do very different work, these combined results for all of ADSA will be slightly different for each work area. As an administration, we combined for a 70% participation rate with nearly 2400 of you providing comments.

*– Kathy Leitch, Assistant Secretary*

#### **Our Vision is:**

Safe, healthy individuals, families, and communities.

#### **Our Mission is:**

The Department of Social and Health Services will improve the safety and health of individuals, families and communities by providing leadership and establishing and participating in partnerships.

#### **Our Values are:**

Excellence in Service; Respect; Collaboration and Partnership; Diversity; Accountability.

#### **CONTACT INFORMATION**

For more information, please contact Angel Sullivan at 360.725.2495.



**Strengths:** Employees gave high marks to knowing what is expected of them, their supervisors, their contributions, and being accountable.

**80 percent or more of employees responded “always” or “usually” to these statements**

**Comments**

“I look forward to coming to work every day and I know I make a difference.”

“Working with the clients, seeing them grow and learn because of things we have done. The teamwork is awesome.”

“I appreciate having a supervisor that tells me when I am doing good and also tells me when I need to improve something.”

- I know what is expected of me at work – 90%
- My supervisor treats me with dignity and respect – 85%
- I know how my work contributes to the goals of my agency – 84%
- My supervisor holds me and my co-workers accountable for performance – 81%

**Other statements rated 70% or higher “always” or “usually”**

- I receive the information I need to do my job effectively – 75%
- In my workgroup, people are treated fairly, without discrimination – 75%
- In general, I’m satisfied with my job – 73%
- A spirit of cooperation and teamwork exists in my workgroup – 71%
- I have the tools and resources I need to do my job effectively – 71%
- My agency consistently demonstrates support for a diverse workforce – 70%

**Focus Issues:** Each Division will focus on Division-wide concerns with option to include Regional item.

### Summary of the Issues

**Question:** I have the opportunity to give input to decisions affecting my work.

Since the last Employee Survey in 2007, we have made great efforts to increase staff feedback into work processes and policy, and addressing concerns about employee recognition. Read below under **ADSA-wide: What we're already doing** for details.

In the current survey, many staff acknowledged their desire for access to trainings for professional growth and promotional opportunities. These remain difficult areas as a result of budget and resource limitations. We continue to discuss strategies to meet these challenges.

### ADSA-wide: What we're already doing

- Each division has procedures to gather employee input on potential changes to work processes and policies, such as review of draft Management Bulletins, and including representatives from the field in work groups.
- Each division has employee recognition (staff appreciation) events which are local, informal and individualized. This encourages flexibility and creativity.

**Note:** Comments were written in response to these two questions:

- What do you like best about your current job?
- What changes would you like to see in your workplace?



**Focus Issues (continued):** Each Division will focus on Division-wide concerns with option to include Regional item.

## Division Plans

### Division of Developmental Disabilities (DDD)

- Division-wide, increasing employee knowledge of how DDD measures success in DDD programs (goal: survey responses increase from 51% to 60% as “always” or “usually”). Links are provided to the SharePoint site for the regions to the Ternary Reviews and Activity Assessment reports from each region.
- Division-wide, improving staff understanding of the annual employee performance appraisal process (goal: survey responses increase from 55% to 60% as “always” or “usually”). Regional Administrators, Field Service Administrators and other Central Office staff meet with staff and supervisors to increase the appropriate use of Performance and Development Plans.

### Management Services Division (MSD)

- Division-wide, increase staff understanding how “My performance evaluation provides me with meaningful information about my performance,” by having an in-house training for all supervisors related to best practices regarding performance evaluations.
- Division-wide, increase staff recognition for a job well done by having an in-house training for all supervisors related to best practices for providing recognition, including recognition throughout the year.

#### Comments

“More recognition of employee performance and morale building activity in the office.”

“More access to trainings for professional growth and more access to information.”

“I would like to give more feedback about processes that effect my job.”

**Focus Issues (continued):** Each Division will focus on Division-wide concerns with option to include Regional item.

## Division Plans

### Home and Community Services Division (HCS)

- Division-wide, HCS will address “I have the opportunities at work to learn and grow.” The HCS Director and Assistant Director will meet with the Regional Administrator and staff in every region to discuss how HCS can provide more opportunities at work to learn and grow given the current budget environment we are dealing with as a State. These discussions will provide the information that informs our efforts to create more opportunities for staff to learn and grow at work.
- Division-wide, HCS will address “In my workgroup we use customer feedback to improve our work processes.” The HCS Director and Assistant Director will meet with the Regional Administrator and staff in every region to discuss how HCS can use consumer feedback at the field level to improve work processes for our staff and service delivery for our clients. HCS will look at a number of different methods for surveying clients in a cost effective and efficient manner and implement the most efficient and effective method for soliciting consumer feedback.

### Residential Care Services Division (RCS)

- Division-wide, RCS is participating in the Abuse/Neglect Study Group which will utilize customer feedback as it moves to enhance the programs/systems response to abuse/neglect. The study group members represent various organizations in the community, including families, providers and law enforcement.
- Region – RCS Regions will address additional staff concerns by selecting one of the following areas:
  - 1) “I receive recognition for a job well done.”
  - 2) “I am encouraged to come up with new and better ways of doing things.”
  - 3) “I have the tools and resources I need to do my job effectively.”
  - 4) “I have the opportunity to give input on decisions affecting my work.”

## Comments

“We once had a team focused on providing the very best services to our customers. Now we are a group of individuals working silently, the team can no longer offer suggestions to improve our service. “

“I would overhaul the entire philosophy of dealing with staff development, creating an environment where every shortfall is seen not as an issue for corrective disciplinary action, but one to help the staff member grow in his/her professional outlook and gain greater job satisfaction.”



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

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

■ 2009 ■ 2007 ■ 2006

A. QUESTIONS FOR ALL STATE EMPLOYEES



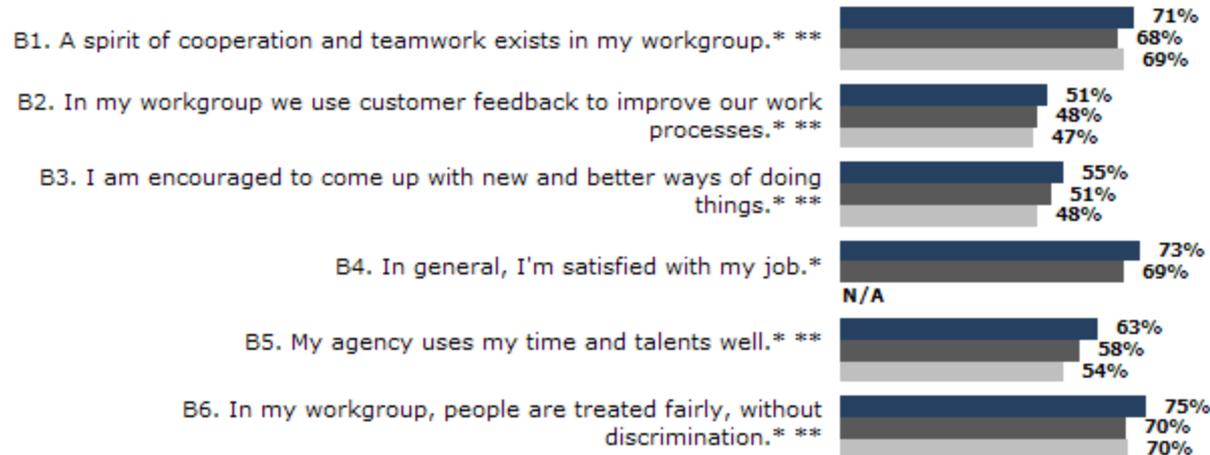


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Percent Responding "Always" or "Usually"**

■ 2009 ■ 2007 ■ 2006

B. QUESTIONS FOR ALL DSHS EMPLOYEES



NOTES - Unweighted 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 .05 level.
- \*\* Change between 2006 and 2009 is statistically significant at the .05 level.



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

**Comparison to DSHS Weighted Results  
Percent Responding "Always" or "Usually"**

■ Our Unit    ■ All DSHS

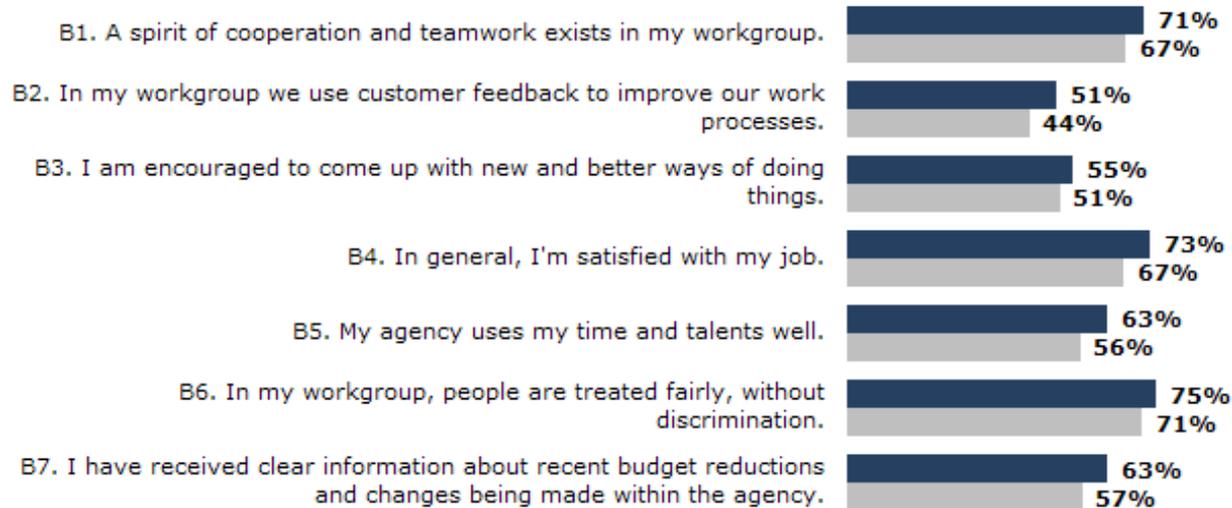
A. QUESTIONS FOR ALL STATE EMPLOYEES



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.



B. QUESTIONS FOR ALL DSHS EMPLOYEES



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