

# Department of Social and Health Services Employee Survey 2000

September 2001



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# Executive Summary

## DSHS Employee Survey 2000

### **Background and Purpose**

The DSHS Balanced ScoreCard details the agency's strategic plan through a number of goals and performance measures. Ten of the Balanced Scorecard performance indicators address employee issues: satisfaction, skills, training, and use of outcome data. In order to provide accurate information for these employee measures, the Washington State Department of Personnel and DSHS's Research and Data Analysis Division conducted a DSHS Employee Survey based on the standard DOP employee survey. The survey questions that addressed Balanced ScoreCard measures showed:

**Improvement Needed.** Only about one out of every two employees surveyed gave positive responses to three of the performance indicators.

- **Recognition of Accomplishments.** 47% said that when they improve their performance, their accomplishments are recognized.
- **Access to Outcome Data:** 50% reported that their workgroup has access to data about the impact our services have on clients.
- **Use of Outcome Data.** 51% said their workgroup uses data about the impact of their services to improve services.

**Room to Improve.** About eight out of ten employees responded positively to four of the performance indicators.

- **Support for Continuous Learning.** 77% reported that their manager supports their participation in continuous learning.
- **Manager Respect.** 80% of employees reported that their manager treats them with dignity and respect.
- **Supervisor Training.** 86% of supervisors had taken the "Basics of Supervision" course or other course related to their ability to supervise staff.

**Little Improvement Needed.** About 9 out of 10 employees gave positive responses to the remaining three performance indicators.

- **Supervisor Respect.** 88% said that their supervisor treats them with courtesy and respect.
- **Co-Worker Respect.** 92% said that their fellow workers treat them with courtesy and respect.
- **Supervisor Skills.** 93% of supervisors surveyed said they have the supervisory skills they need to manage well in DSHS.
- **Skills and Training.** 94% said that their skills and training enable them to do their job well.

### **Other Areas of Concern**

The survey also included a number of other questions concerning employee satisfaction. The low-scoring areas and areas in which DSHS scores are lower than the statewide average may be considered for future emphasis and performance measurement. In addition to the concerns about client outcomes and recognition of accomplishments addressed in the Balanced ScoreCard, two additional areas were rated positively by less than half of employees *and* also compared poorly to state averages:

- Advancement Based on Merit
- Communication within DSHS

# The 2000 DSHS Employee Survey

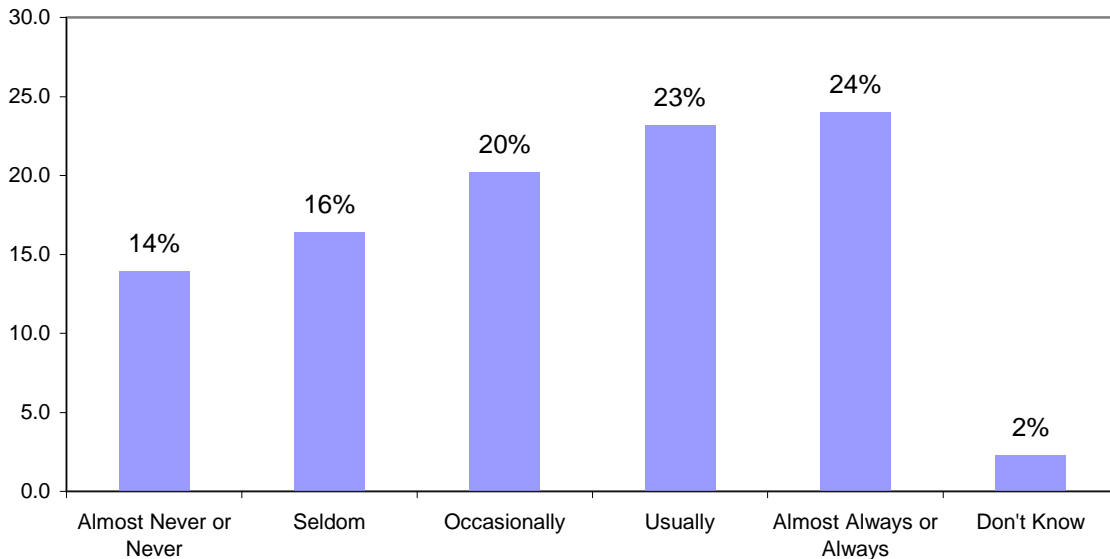
## **Background**

In 2000, Secretary Dennis Braddock and the DSHS staff created the DSHS Balanced ScoreCard as a framework for strategic planning and performance measurement. DSHS management recognizes that a focus on staff well-being and professional growth is vital to ensuring quality service to agency clients. Therefore, the Balanced ScoreCard includes a number of goals and measures pertaining to employee satisfaction, skills, training, and use of outcome data. In order to gather the information necessary to measure these goals, Secretary Braddock and the DSHS Cabinet directed the implementation of the first DSHS employee survey. The survey is based on the standard Washington State Department of Personnel Employee Survey with additional questions based on the DSHS Balanced ScoreCard. It was conducted by Department of Personnel and DSHS's Research and Data Analysis Division. Seventy-five percent (2300) of the 3100 randomly selected employees completed the survey.<sup>1</sup>

## **Balanced ScoreCard Indicators**

Ten performance indicators from the DSHS Balanced Scorecard are addressed in the Employee Survey. These are presented below; the areas requiring the most improvement are presented first.

**Table 1. When I improve my performance, my accomplishments are recognized.**



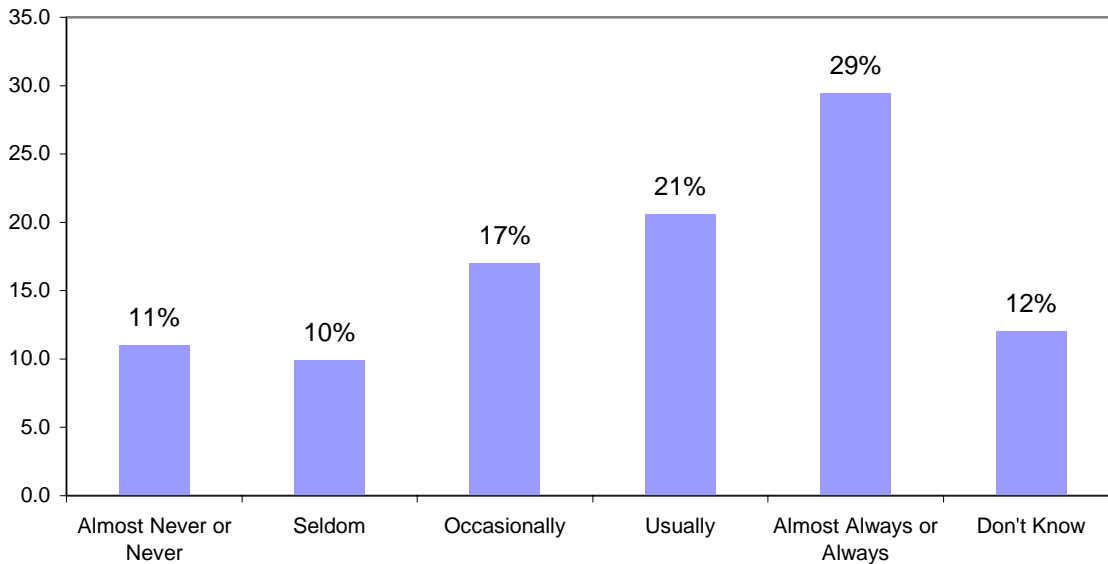
<sup>1</sup> See Appendix A for a table of sampling and response rates by DSHS program and an explanation of the weighting of responses.

**Recognition of Accomplishments.** One of the performance objectives on the DSHS Balanced Scorecard is: “Increase percent of DSHS staff who report on a yearly anonymous survey that when they improve performance, their accomplishments are recognized.” Table 1 shows employee responses to the statement, “When I improve my performance, my accomplishments are recognized.” Less than half of the employees said that their accomplishments are usually, almost always, or always recognized.

**Outcome Data.** The DSHS Balanced ScoreCard objective relating to outcome data is: “Increase percent of DSHS employees reporting on an anonymous survey that they have and use data on the outcomes of the services they provide.” The employee survey asked separate questions about access to outcome data and use of that data. Employees were instructed to answer the two questions about outcome data ONLY if their workgroup provides direct services or information – or if their workgroup plans and evaluates such services. More than half of those taking the survey answered the outcome data questions.

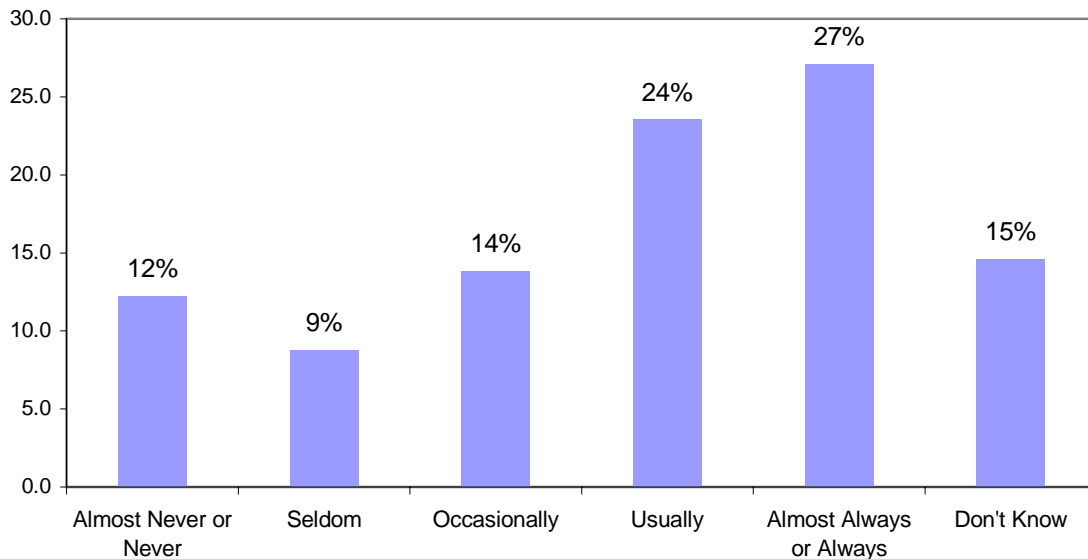
**Access to Outcome Data.** Table 2 shows responses to the statement, “My workgroup has access to data about the impact our services have on clients.” Half of all respondents said that their workgroup usually, almost always or always has access to client outcome data.

**Table 2. My workgroup has access to data about the impact our services have on clients.**



**Use of Outcome Data.** Table 3 shows responses to the statement, “My workgroup uses data about the impact of our services to improve services.” Half of the employees said that their workgroup usually, almost always or always uses data about the impact of their services to improve services.

**Table 3. My workgroup uses data about the impact of our services to improve services.**



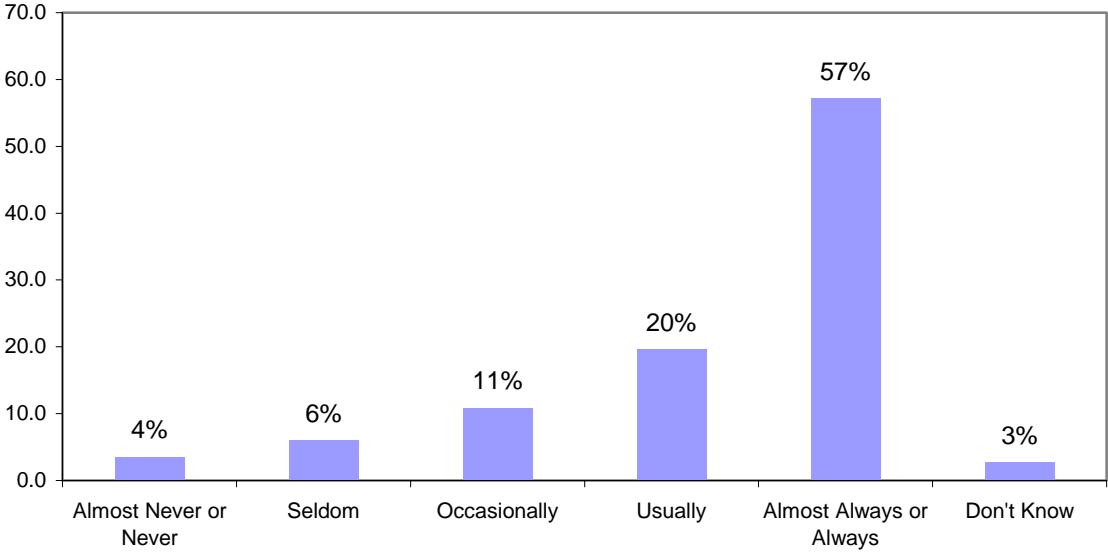
**Other Questions Regarding Use of Outcome Data.** Four of the standardized Department of Personnel questions included in the survey addressed issues related to the outcome data questions. The responses to three of these questions mirrored the 50% positive response seen in the two outcome data questions discussed above. Half of the employees responded “usually” or “almost always or always” to the following statements:

- In my workgroup we actively seek out customer feedback. (Question 23).
- In my workgroup we use customer feedback to improve our work procedures. (Question 24)
- My manager/supervisor meets with my work group to discuss how well we are meeting our customers’ needs. (Question 26)

A greater number, two out of three employees, responded positively to Question 25, “In my workgroup we define specific goals for meeting the needs of our customers.” It appears that the goals set by some of the workgroups involve measures other than customer feedback.

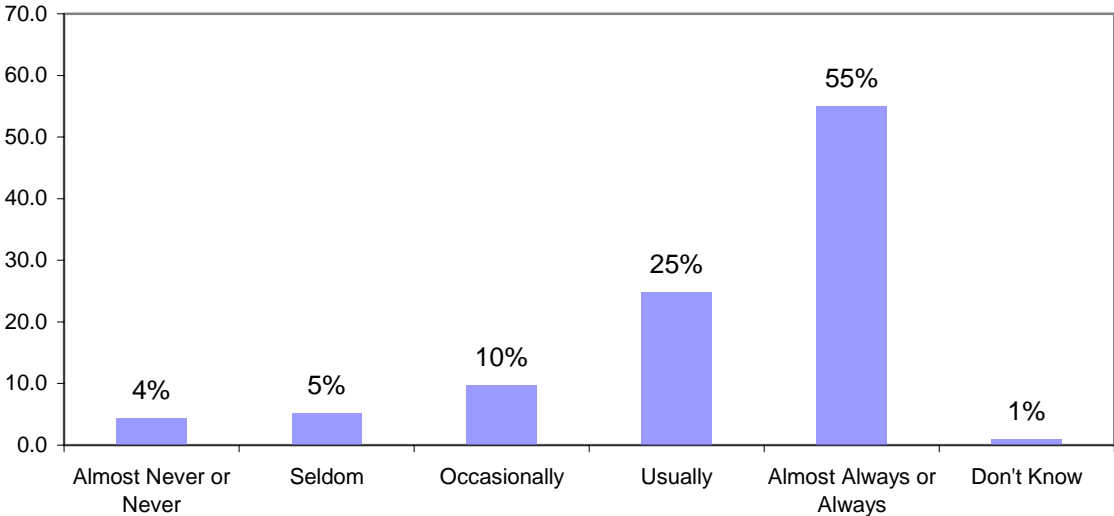
**Support for Continuous Learning.** The DSHS Balanced Scorecard objective for continuous learning is, “Increase the percent of DSHS staff who report on an anonymous survey that their manager supports their participation in continuous learning.” Table 4 shows the employee responses to the statement, “My manager/supervisor supports my participation in continuous learning.” Of every ten employees who responded to this statement, about eight said that their manager usually, almost always, or always supports their participation in continuous learning.

**Table 4. My manager/supervisor supports my participation in continuous learning.**



**Manager Respect.** The Balanced ScoreCard objective dealing with manager respect is: “Increase percent of DSHS staff who report on an anonymous survey that their manager treats people with dignity and respect.” Table 5 shows employee responses to the statement, “My manager treats people with dignity and respect.”

**Table 5. My manager treats people with dignity and respect.**

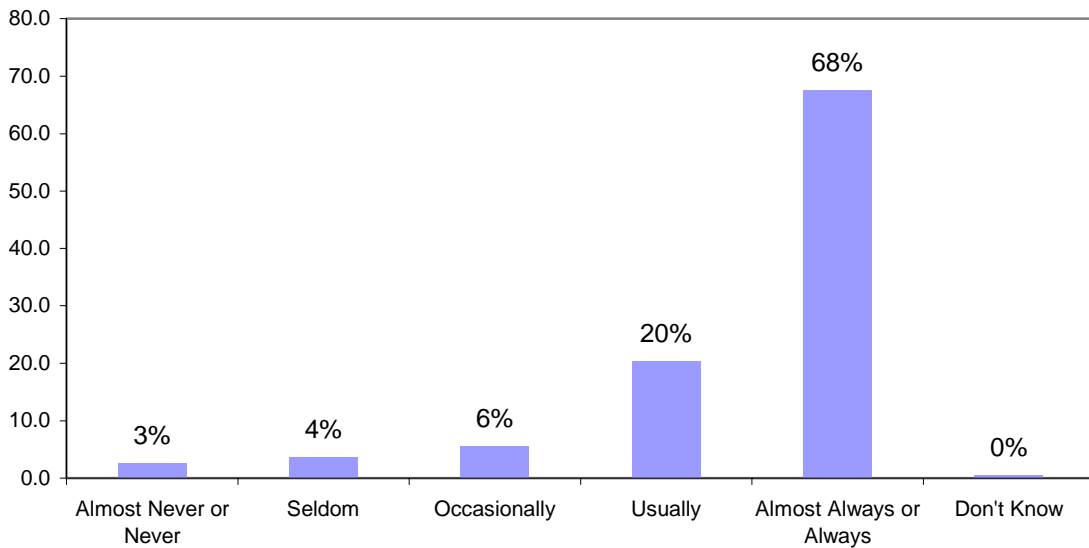


Of ten employees responding to this statement, eight said that their manager usually, almost always or always treats people with dignity and respect. Another survey question (see Table 6) asked employees to respond to the statement; “My supervisor treats me with courtesy and respect.” Nine of ten employees responded positively to this question. Thus, ten percent more employees report respectful treatment from their supervisor than report respectful treatment from their manager. This difference may reflect less frequent interactions with the manager.

**Supervisor Training.** The Balanced ScoreCard objective regarding supervisor training is, “Increase the percent of DSHS supervisors who have taken the ‘Basics of Supervision’ course or other courses related to their ability to supervise staff.” The employee survey asked two questions, one about the Basics of Supervision course and one about other supervisory courses. When the analysis of these questions was limited only to those who said they supervise other DSHS employees, 86% said they had taken some type of supervisory course; 79% had taken the Basics of Supervision course; and 78% had taken other supervisory course work.<sup>2</sup>

**Supervisor and Co-Worker Respect.** The Balanced ScoreCard objective pertaining to supervisor and co-worker respect is, “Increase percent of DSHS employees reporting on a yearly anonymous survey that they were treated with courtesy and respect by supervisors and fellow workers.” The employee survey asked separate questions about supervisors and fellow workers.

**Table 6. My supervisor treats me with courtesy and respect.**

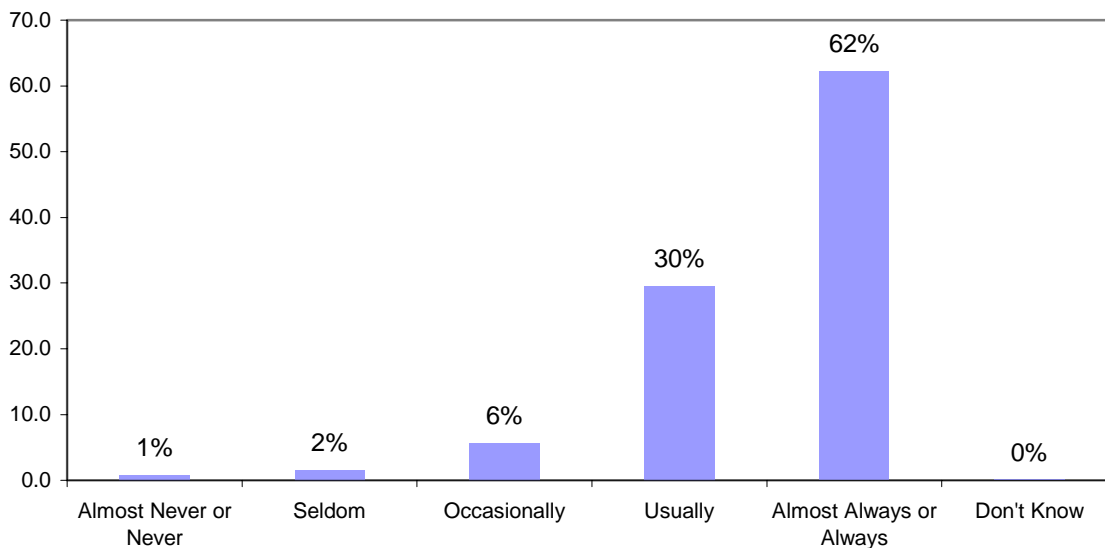


<sup>2</sup> Even though the survey asked respondents to answer the supervisory questions only if they were supervisors, answers were given by a number of employees who later responded negatively to the statement, “I supervise other DSHS employees.” It appears that a number of employees who were not supervisors missed the instructions and answered these questions. The above analysis of supervisory questions was limited only to those who indicated that they supervise other DSHS employees

**Supervisor Respect.** Table 6 shows employee responses to the question “My supervisor treats me with courtesy and respect. Nearly nine of ten respondents said that their supervisor usually, almost always or always treats them with courtesy and respect

**Co-Worker Respect.** Table 7 shows survey responses to the statement, “My fellow workers treat me with courtesy and respect.” More than nine of ten respondents reported that their fellow workers usually, almost always or always treat them with courtesy and respect. Even though there were slightly more positive responses to the fellow worker question than to the supervisor question, the responses were differently arrayed. Respondents were more likely to describe their supervisors than their co-workers as “almost always or always” courteous and respectful. However, they were much more likely to describe their co-workers than their supervisors as “usually” courteous and respectful. It appears that respondents are more likely to use absolutes (“always” and “never”) in describing their single supervisor. They were more likely to use more general terms (such as “usually”) in describing multiple co-workers with a wider variety of behaviors.

**Table 7. My fellow workers treat me with courtesy and respect.**

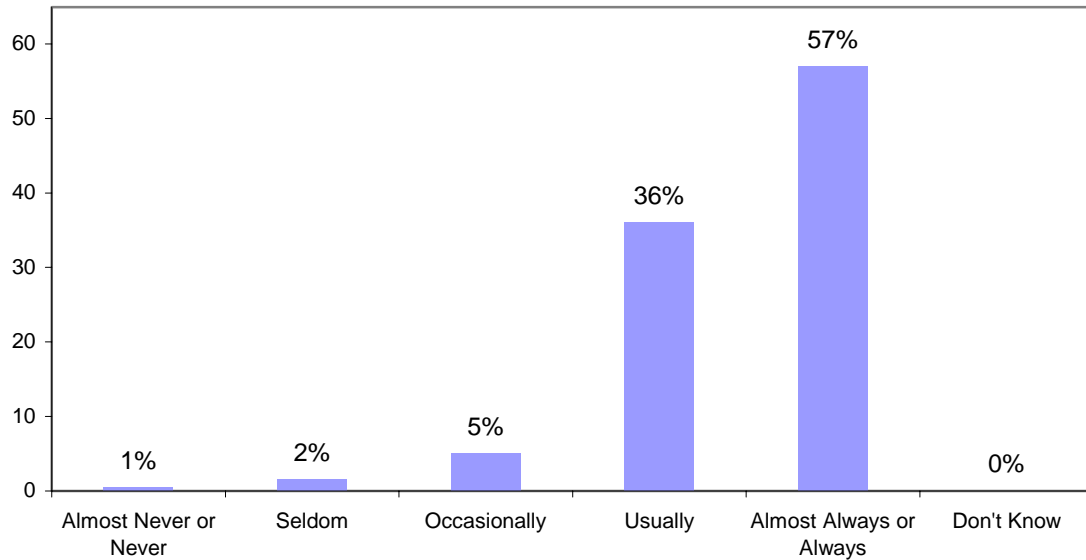


**Supervisor Skills.** Another question addressed only to supervisors concerned supervisory skills. The Balanced ScoreCard objective pertaining to supervisory skills is, “Increase percent of DSHS supervisors who report on an anonymous survey that they have the supervisory skills they need to manage well in DSHS.” Table 8 shows supervisor responses to the statement “I have the supervisory skills I need to manage well in DSHS.”



Survey participants were asked to respond to this question only if they supervised other DSHS employees.<sup>3</sup> More than nine of ten supervisors surveyed reported that they usually, almost always or always have the needed supervisory skills.

**Table 8. I have the supervisory skills I need to manage well in DSHS.**

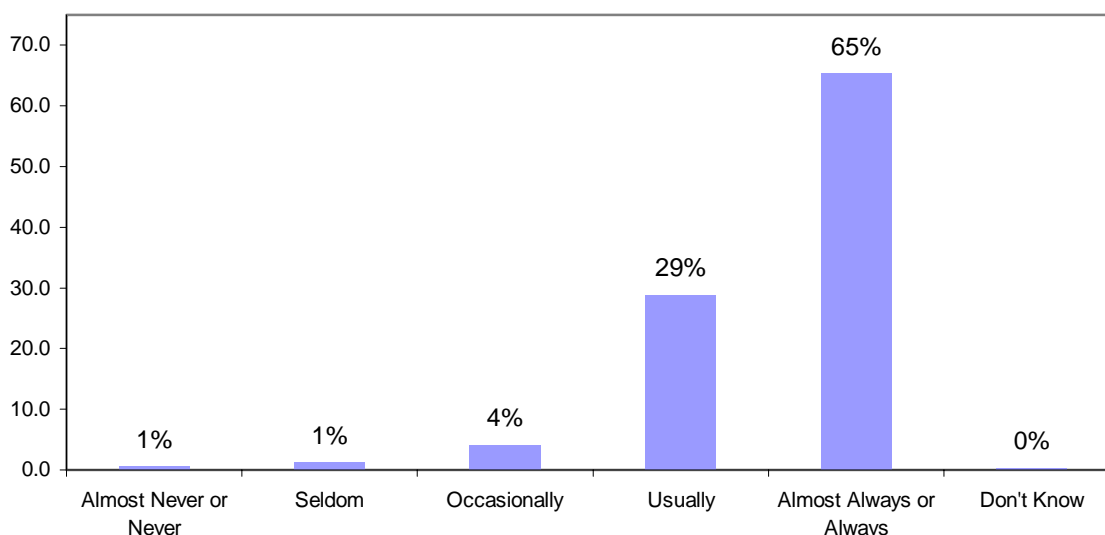


These same supervisors were even more positive about their skills in general. Almost all (98%) of those identifying themselves as supervisors responded positively to the statement, “I have the skills I need to do my job.”

**Skills and Training.** The Balanced Scorecard objective that received the most positive response was that pertaining to employee self-evaluation of skills and training: “Increase percent of DSHS employees reporting on a yearly anonymous survey that their skills and/or training enable them to do their job well.” Table 9 shows employee responses to the statement, “My skills and/or training enable me to do my job well.” More than nine out of every ten survey respondents reported that their skills and training usually, almost always or always enable them to do their job well. The most common answer given by the remaining respondents was that their skills and training occasionally enable them to do their job well.

<sup>3</sup> The analysis is limited only to those respondents who indicated they supervise other DSHS employees. See footnote 2.

**Table 9. My skills and/or training enable me to do my job well.**



While the intent of this question may have been to look at the need for further training, it appears that many employees saw it as an opportunity to evaluate their own skills and training. Two other questions in the survey look at needed skills and training. In answer to Question 10, 77% of employees said that their managers usually, almost always or always support continuous learning. The responses to Question 12 show that 97% of DSHS employees believe that they have the skills they need to do their job.

### **Other Areas of Concern**

Beyond the Balanced ScoreCard performance measures, the survey also included a number of other indicators of employee satisfaction. Two areas of concern may be considered for future emphasis and performance measurement: (1) Low Scores – when half or fewer of the DSHS employees gave positive responses<sup>4</sup> and (2) Below State Average – when DSHS average scores on a question are lower than the statewide average.<sup>5</sup>

**Low Scores and Below State Average.** Two areas were rated positively by less than half of employees *and* also compared poorly to state averages.

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<sup>4</sup> Appendix C lists responses in the order of high to low. Questions to which less than half of the DSHS respondents responded positively are considered to have low scores.

<sup>5</sup> Appendix D shows DSHS scores compared to the state average and explains the computation of these scores. On the whole, DSHS scores were very close to the state averages. DSHS scores are considered to be below the state average when the DSHS average score on a question was 1/10 of a point or more lower than the statewide average score.

- Advancement Based on Merit. Only one-third (34%) of DSHS employees said that in their workgroup advancement is based on merit.<sup>6</sup> DSHS average score was 2.88. State average was 3.00.
- Communication within DSHS. Fewer than half of the employees made positive responses to two questions about communication in DSHS.
  - 35% said that the communication process in DSHS is effective. DSHS average score was 2.98. State average was 3.10.
  - 45% said that their manager/supervisor keeps them informed about how DSHS is doing. DSHS average score was 3.23. State average was 3.40.

**Low Scores Consistent with State Average.** In addition to questions covered in the Balanced ScoreCard discussion<sup>7</sup>, there were three areas in which less than 50% of DSHS employees responded positively, but state scores were comparably low.

- Senior Management: Four of the low score questions concerned senior management.
  - 40% said that senior managers explain how they measure the success of DSHS.
  - 48% said that their senior managers demonstrate our values through their actions.
  - 48% said that they have confidence in the decisions made by their senior management.
  - 50% said that their senior managers care about the people in DSHS.
- Effective hiring process. Slightly more than one-third (38%) of DSHS employees said that in DSHS there is an effective process for identifying candidates for open positions.
- Helpful Performance Evaluations: About half (48%) of employees said that their last performance evaluation improved job performance. This may be an indication that the employees – and their supervisors – do not believe there is a need for improvement. Almost all employees (97%) said that they have the skills needed to do their job and 94% said that their skills or training enable them to do their job well.

**Below State Average, but more than 50% Positive.** In several areas, more than half of DSHS employees gave positive answers, but scores were below state averages. For three questions, the proportion of positive responses was only slightly higher than 50%

- Communication of DSHS objectives. About half (51%) of employees said that their manager or supervisor communicates DSHS objectives to them. DSHS average score was 3.41. State average was 3.59.
- Recognition of Contributions to Customer Satisfaction. About half (52%) of employees said that their manager/supervisor recognizes work groups/employees for their contribution to customer satisfaction. DSHS average score was 3.45. State average was 3.55.

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<sup>6</sup> A respondent is considered to have agreed with a statement if he or she marked “Usually” or “Almost Always or Always.”

<sup>7</sup> Recognition of accomplishment (Question 27) and seeking customer feedback (Question 23)

- Resolving Survey Concerns. Slightly more than half (54%) of employees said that their manager/supervisor is committed to resolving the concerns identified in this survey. DSHS average score was 3.83. State average was 3.98.
- Time to Accomplish Job Expectations. Six out of ten employees (62%) said that they are given enough time to do what is expected of them on the job. DSHS average score was 3.58. State average was 3.72.
- Workplace Safety. More than three-quarters of the employees (76%) said that their manager/supervisor is committed to keeping them safe in the workplace. DSHS average score was 4.22. State average was 4.34.

The issues addressed by the first three of these questions seem to reflect previously discussed concerns about DSHS communication, recognition of accomplishments, caring and client outcomes. The final two questions appear to reflect concerns associated with particular work-settings more common in DSHS than most other state agencies. For example, the question about workplace safety was answered most negatively by workers in institutions, particularly institutions housing dangerous residents. Likewise, the question about time to accomplish job expectations was generally answered most negatively by workers providing services to extremely needy clients.

## Appendix A – Sampling Plan, Response Rates and Weighting Scheme

<b>PROGRAM</b>	<b>Number in Program</b>	<b>% of Total in Program</b>	<b>Sample Size</b>	<b>Completed Surveys</b>	<b>Completion Rate</b>
Administration	1195	6%	166	125	75%
AASA - Aging and Adult Services Administration	1036	5%	332	271	82%
CA - Children's Administration	2580	13%	166	116	70%
ESA - Economic Service Administration (all but DCS)	3516	18%	664	502	76%
DCS - Division of Child Support (part of ESA)	1352	7%	332	259	78%
DASA - Division of Alcohol and Substance Abuse	95	0.5%	95	80	84%
DDD - Division of Developmental Disabilities	3827	20%	332	170	51%
DVR - Division of Vocational Rehabilitation	358	2%	166	133	80%
MHD - Mental Health Division	3133	16%	332	206	62%
JRA - Juvenile Rehabilitation Administration	1402	7%	332	232	70%
MAA - Medical Assistance Administration	880	5%	166	122	73%
No Program Identified				84	
<b>TOTAL</b>	<b>19,374</b>	<b>100%</b>	<b>3083</b>	<b>2300</b>	<b>75%</b>

### Weighting Scheme

DSHS-wide results required weighting each program's responses by that program's share of all DSHS employees. For example, 7% of all DSHS employees work for JRA, the Juvenile Rehabilitation Administration. For DSHS-wide analyses, the 232 responses from JRA were weighted so that they comprised 7% of the total survey responses.



## Appendix B – Percent of DSHS Employees Answering Usually, Almost Always or Always

<b>Direction</b>		
Q1.	I can clearly explain to others the direction (vision, values, mission of) DSHS.	79%
Q2.	My work group's goals are consistent with DSHS goals.	85%
Q3.	I can see a clear link between my work and DSHS goals.	82%
Q4.	My manager/supervisor demonstrates the values of DSHS through his/her actions.	80%
Q5.	My manager/supervisor clearly expresses work expectations to me.	78%
<b>Agency Senior Management</b>		
Q6.	Our senior managers communicate clear goals for DSHS.	57%
Q7.	Our senior managers explain how they measure the success of DSHS.	40%
Q8.	Our senior managers demonstrate our values through their actions.	48%
Q9.	Our senior managers care about the people in DSHS.	50%
<b>Learning &amp; Development</b>		
Q10.	My manager/supervisor supports my participation in continuous learning.	77%
Q11.	I get coaching from my manager/supervisor to help me improve.	57%
Q12.	I have the skills I need to do my job.	97%
Q13.	I have the opportunity to learn and do new things in my job.	64%
Q14.	In my work group, advancement is based on merit.	34%
<b>Teamwork</b>		
Q15.	The people in my work group cooperate to get the job done.	82%
Q16.	My work group cooperates with other work groups to achieve DSHS objectives.	76%
Q17.	My manager/supervisor encourages us to work as a team.	79%
Q18.	A spirit of cooperation and teamwork exists in my work group.	75%
<b>Feedback</b>		
Q19.	My manager/supervisor gives me ongoing feedback that helps me improve my performance.	57%
Q20.	I receive timely feedback on my suggestions for improvement.	55%
Q21.	I am comfortable giving my manager/supervisor feedback.	74%
Q22.	My last performance evaluation helped me to improve my job performance.	48%

<b>Customer Focus/Service</b>		
Q23.	In my work group, we actively seek out customer feedback.	48%
Q24.	In my work group, we use customer feedback to improve our work procedures.	52%
Q25.	In my work group, we define specific goals for meeting the needs of our customers.	67%
Q26.	My manager/supervisor meets with my work group to discuss how well we are meeting our customers' needs.	51%
<b>Recognition, Trust &amp; Respect</b>		
Q27.	When I improve my performance, my accomplishments are recognized.	47%
Q28.	My manager/supervisor recognizes work groups/employees for their contribution to customer satisfaction.	52%
Q29.	The people in my work group speak openly and honestly, even when the news is bad.	66%
Q30.	I can depend on my manager/supervisor to honor the commitments he/she makes.	71%
Q31.	My manager treats people with dignity and respect.	80%
<b>Information</b>		
Q32.	The communication process in DSHS is effective.	35%
Q33.	My manager/supervisor keeps me well informed about how DSHS is doing.	45%
Q34.	My manager/supervisor communicated DSHS objectives to me.	51%
Q35.	I have the information I need to do my job effectively.	80%
<b>Participation &amp; Involvement</b>		
Q36.	My manager/supervisor delegates the right amount of responsibility to me.	78%
Q37.	I have the authority to make improvements to my work processes.	71%
Q38.	My manager's/supervisor's manager supports our efforts to do the right thing for our customers.	78%
Q39.	My manager/supervisor actively encourages our participation in quality improvement activities.	72%
<b>Diversity</b>		
Q40.	In my work group, we value diversity (opinion, thought, life experiences, etc.)	80%
Q41.	In my work group, people are treated fairly, without discrimination.	80%
Q42.	In DSHS, we have an effective process for identifying candidates for open positions.	38%



<b>Job Satisfaction</b>		
Q43.	I am satisfied with the amount of challenges my job provides.	76%
Q44.	In general, I am satisfied with my job.	76%
Q45.	I am given enough time to do what is expected of me on my job.	62%
Q46.	My work gives me a feeling of personal accomplishment.	72%
Q47.	I have confidence in the decisions made by my manager/supervisor.	71%
Q48.	I have confidence in the decisions made by our senior management.	48%
Q49.	My manager/supervisor is committed to keeping me safe in the workplace.	76%
Q50.	My manager/supervisor is committed to resolving the concerns identified in this survey.	54%
<b>Work Environment</b>		
Q51.	My supervisor treats me with courtesy and respect.	88%
Q52.	My fellow workers treat me with courtesy and respect.	92%
<b>Skills and Training</b>		
Q53.	My skills and/or training enable me to do my job well.	94%
Q54.	I have the supervisory skills I need to manage well in DSHS. (Supervisors Only)	93%
Q55.	I have taken the “Basics of Supervision Course.” (Supervisors Only)	79%
Q56.	I have taken other course work related to my ability to supervise staff. (Supervisors Only)	78%
<b>Job Characteristics</b>		
Q57.	My workgroup provides direct services or information to DSHS clients and their families.	73%
Q58.	I spend more than 25% of my work time interacting with DSHS clients and their families.	58%
Q59.	I supervise other DSHS employees.	26%
<b>Outcome Data - Completed <i>only</i> if workgroup provides direct services or information to DSHS clients and families – <i>or</i> if workgroup plans or evaluates such services.</b>		
Q60.	My workgroup has access to data about the impact our services have on clients.	50%
Q61.	My workgroup uses data about the impact of our services to improve services to future clients	51%



## Appendix C – Percent of Employees Answering Usually, Almost Always or Always – Ascending Order

Q 14.	In my work group, advancement is based on merit.	34%
Q 32.	The communication process in DSHS is effective.	35%
Q 42.	In DSHS, we have an effective process for identifying candidates for open positions.	38%
Q 7.	Our senior managers explain how they measure the success of DSHS.	40%
Q 33.	My manager/supervisor keeps me well informed about how DSHS is doing.	45%
Q 27.	When I improve my performance, my accomplishments are recognized.	47%
Q 8.	Our senior managers demonstrate our values through their actions.	48%
Q 22.	My last performance evaluation helped me to improve my job performance.	48%
Q 23.	In my work group, we actively seek out customer feedback.	48%
Q 48.	I have confidence in the decisions made by our senior management.	48%
Q 9.	Our senior managers care about the people in DSHS.	50%
Q 60.	My workgroup has access to data about the impact our services have on clients.	50%
Q 26.	My manager/supervisor meets with my work group to discuss how well we are meeting our customers' needs.	51%
Q 34.	My manager/supervisor communicated DSHS objectives to me.	51%
Q 61.	My workgroup uses data about the impact of our services to improve services to future clients.	51%
Q 24.	In my work group, we use customer feedback to improve our work procedures.	52%
Q 28.	My manager/supervisor recognizes work groups/employees for their contribution to customer satisfaction.	52%
Q 50.	My manager/supervisor is committed to resolving the concerns identified in this survey.	54%
Q 20.	I receive timely feedback on my suggestions for improvement.	55%
Q 6.	Our senior managers communicate clear goals for DSHS.	57%
Q 11.	I get coaching from my manager/supervisor to help me improve.	57%
Q 19.	My manager/supervisor gives me ongoing feedback that helps me improve my performance.	57%
Q 45.	I am given enough time to do what is expected of me on my job.	62%
Q 13.	I have the opportunity to learn and do new things in my job.	64%
Q 29.	The people in my work group speak openly and honestly, even when the news is bad.	66%
Q 25.	In my work group, we define specific goals for meeting the needs of our customers.	67%
Q 30.	I can depend on my manager/supervisor to honor the commitments he/she makes.	71%

Q 37.	I have the authority to make improvements to my work processes.	71%
Q 47.	I have confidence in the decisions made by my manager/supervisor.	71%
Q 39.	My manager/supervisor actively encourages our participation in quality improvement activities.	72%
Q 46.	My work gives me a feeling of personal accomplishment.	72%
Q 21.	I am comfortable giving my manager/supervisor feedback.	74%
Q 18.	A spirit of cooperation and teamwork exists in my work group.	75%
Q 16.	My work group cooperates with other work groups to achieve DSHS objectives.	76%
Q 43.	I am satisfied with the amount of challenges my job provides.	76%
Q 44.	In general, I am satisfied with my job.	76%
Q 49.	My manager/supervisor is committed to keeping me safe in the workplace.	76%
Q 10.	My manager/supervisor supports my participation in continuous learning.	77%
Q 5.	My manager/supervisor clearly expresses work expectations to me.	78%
Q 36.	My manager/supervisor delegates the right amount of responsibility to me.	78%
Q 56.	I have taken other course work related to my ability to supervise staff. (Supervisors Only)	78%
Q 38.	My manager's/supervisor's manager supports our efforts to do the right thing for our customers.	78%
Q 1.	I can clearly explain to others the direction (vision, values, mission of) DSHS.	79%
Q 17.	My manager/supervisor encourages us to work as a team.	79%
Q 55.	I have taken the "Basics of Supervision Course." (Supervisors Only)	79%
Q 4.	My manager/supervisor demonstrates the values of DSHS through his/her actions.	80%
Q 31.	My manager treats people with dignity and respect.	80%
Q 35.	I have the information I need to do my job effectively.	80%
Q 40.	In my work group, we value diversity (opinion, thought, life experiences, etc.)	80%
Q 41.	In my work group, people are treated fairly, without discrimination.	80%
Q 3.	I can see a clear link between my work and DSHS goals.	82%
Q 15.	The people in my work group cooperate to get the job done.	82%
Q 2.	My work group's goals are consistent with DSHS goals.	85%
Q 51.	My supervisor treats me with courtesy and respect.	88%
Q 52.	My fellow workers treat me with courtesy and respect.	92%
Q 54.	I have the supervisory skills I need to manage well in DSHS. (Supervisors Only)	93%
Q 53.	My skills and/or training enable me to do my job well.	94%
Q 12.	I have the skills I need to do my job.	97%

## Appendix D – DSHS Employee 2000 & State Average Scores

Question		DSHS	State
Q1.	I can clearly explain to others the direction (vision, values, mission) of DSHS.	4.15	4.04
Q2.	My work group's goals are consistent with DSHS goals.	4.44	4.31
Q3.	I can see a clear link between my work and DSHS goals.	4.28	4.15
Q4.	My manager/supervisor demonstrates the values of DSHS through his/her actions.	4.29	4.23
Q5.	My manager/supervisor clearly expresses work expectations to me.	4.17	4.12
Q6.	Our senior managers communicate clear goals for DSHS.	3.65	3.57
Q7.	Our senior managers explain how they measure the success of DSHS.	3.19	3.18
Q8.	Our senior managers demonstrate our values through their actions.	3.43	3.40
Q9.	Our senior managers care about the people in DSHS.	3.52	3.61
Q10.	My manager/supervisor supports my participation in continuous learning.	4.24	4.28
Q11.	I get coaching from my manager/supervisor to help me improve.	3.60	3.64
Q12.	I have the skills I need to do my job.	4.66	4.59
Q13.	I have the opportunity to learn and do new things in my job.	3.83	3.88
Q14.	In my work group, advancement is based on merit.	2.88	3.00
Q15.	The people in my work group cooperate to get the job done.	4.25	4.25
Q16.	My work group cooperates with other work groups to achieve DSHS objectives.	4.12	4.09
Q17.	My manager/supervisor encourages us to work as a team.	4.21	4.21
Q18.	A spirit of cooperation and teamwork exists in my work group.	4.04	4.03
Q19.	My manager/supervisor gives me ongoing feedback that helps me improve my performance.	3.56	3.59
Q20.	I receive timely feedback on my suggestions for improvement.	3.53	3.58
Q21.	I am comfortable giving my manager/supervisor feedback.	4.05	4.04
Q22.	My last performance evaluation helped me to improve my job performance.	3.43	3.42
Q23.	In my work group, we actively seek out customer feedback.	3.37	3.44
Q24.	In my work group, we use customer feedback to improve our work procedures.	3.52	3.55
Q25.	In my work group, we define specific goals for meeting the needs of our customers.	3.83	3.73
Q26.	My manager/supervisor meets with my workgroup to discuss how well we are meeting our customers' needs.	3.38	3.33
Q27.	When I improve my performance, my accomplishments are recognized.	3.27	3.35
Q28.	My manager/supervisor recognizes work groups/employees for their contribution to customer satisfaction.	3.45	3.55

Q29.	The people in my work group speak openly and honestly, even when the news is bad.	3.81	3.84
Q30.	I can depend on my manager/supervisor to honor the commitments he/she makes.	3.98	4.03
Q31.	My manager treats people with dignity and respect.	4.22	4.26
Q32.	The communication process in DSHS is effective.	2.98	3.10
Q33.	My manager/supervisor keeps me well informed about how DSHS is doing.	3.23	3.40
Q34.	My manager/supervisor communicated DSHS objectives to me.	3.41	3.59
Q35.	I have the information I need to do my job effectively.	4.10	4.07
Q36.	My manager/supervisor delegates the right amount of responsibility to me.	4.06	4.11
Q37.	I have the authority to make improvements to my work processes.	3.94	3.97
Q38.	My manager's/supervisor's manager supports our efforts to do the right thing for our customers.	4.23	4.17
Q39.	My manager/supervisor actively encourages our participation in quality improvement activities.	4.03	4.06
Q40.	In my work group, we value diversity (opinion, thought, life experiences, etc.)	4.22	4.15
Q41.	In my work group, people are treated fairly, without discrimination.	4.22	4.19
Q42.	In DSHS, we have an effective process for identifying candidates for open positions.	3.17	3.22
Q43.	I am satisfied with the amount of challenges my job provides.	4.03	4.00
Q44.	In general, I am satisfied with my job.	4.04	4.04
Q45.	I am given enough time to do what is expected of me on my job.	3.58	3.72
Q46.	My work gives me a feeling of personal accomplishment.	4.00	4.00
Q47.	I have confidence in the decisions made my manager/supervisor.	3.91	3.96
Q48.	I have confidence in the decisions made by our senior management.	3.33	3.40
Q49.	My manager/supervisor is committed to keeping me safe in the workplace.	4.22	4.34
Q50.	My manager/supervisor is committed to resolving the concerns identified in this survey.	3.83	3.98

Shading indicates DSHS Average .10 or more lower than State Average

## Notes on State-Wide Average

- State average (mean) scores are computed on a five-point scale:
  - “Almost Always or Always” - 5 points
  - “Usually” - 4 points
  - “Occasionally “ – 3 points
  - “Seldom” – 2 points
  - “Almost Never or Never” 1 point
- The statewide average applies only to the 50 standard Department of Personnel questions. The average is created by combining the most recent surveys from each agency administering the Department of Personnel survey. Responses are not weighted according to agency size. About 40% of the more than 22,000 employee responses which make up the statewide average come from DSHS employees.





**Research and Data Analysis Division**  
**Report Number 11.100**