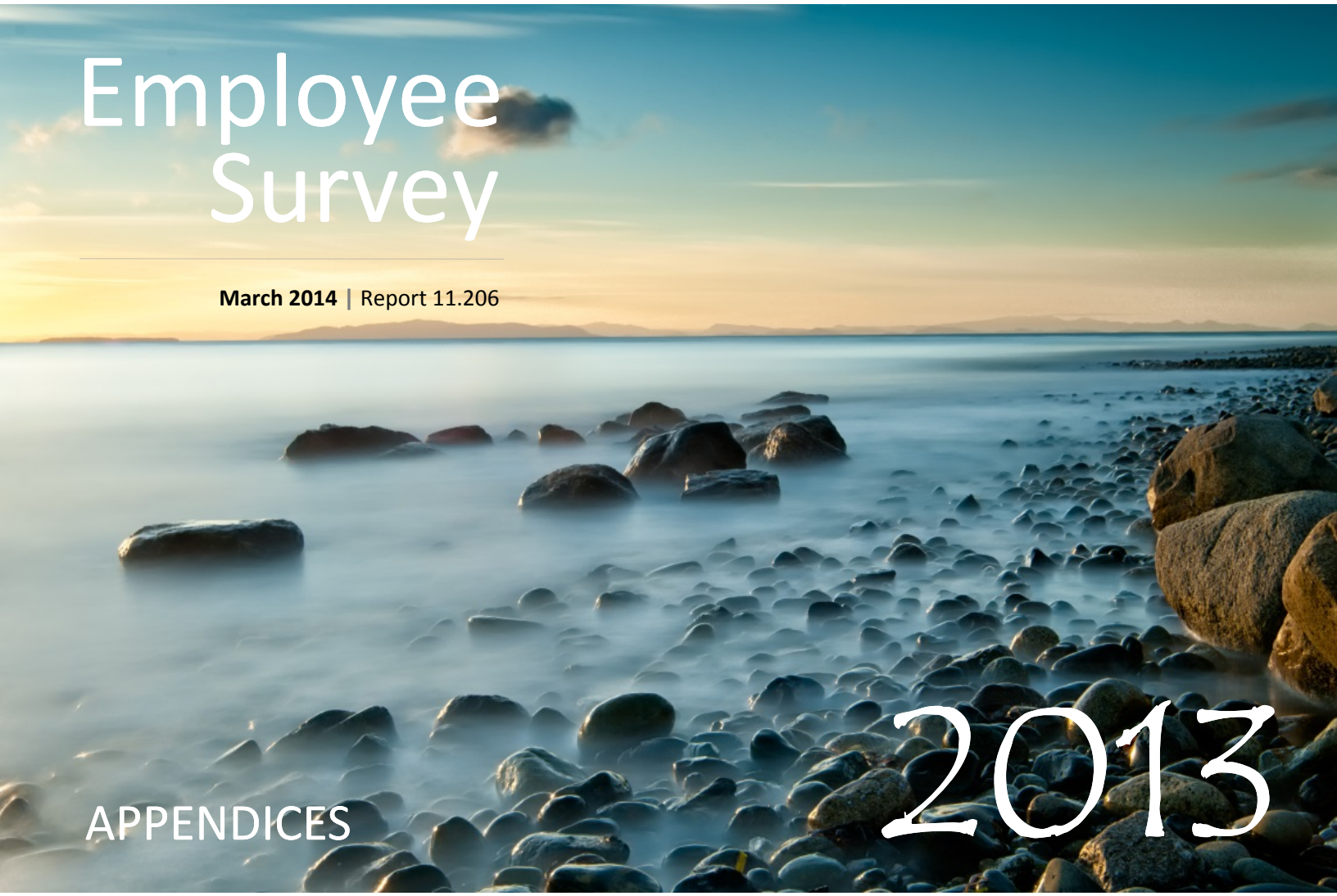
Employee Survey

March 2014 | Report 11.206



2013

APPENDICES

From the photographer:

"I am a local amateur photographer and a client of DSHS. My advisor, Debbie Maxwell has been wonderful in helping me deal with physical issues and helping me move forward toward a career. Currently I am enrolled at Bellingham Technical College, full time. This is what is called a long exposure photograph. The shutter was left open for minutes to achieve the look of the water. There is no trickery or large amount of manipulation done."

– Jonathan Sureau

"When a Rock Dreams" • First Place
DSHS Photo Contest • Category: Photographers Choice
Taken at Cherry Point Aquatic Reserve in Whatcom County
Also Third Place Winner in the Technical Category
By Jonathan Sureau, with permission

Washington State Department of Social & Health Services
RDA Research & Data Analysis Division

2013 DSHS Employee Survey

APPENDICES

April 2014

Report number 11.206

2013

DSHS Employee Survey

APPENDICES

APPENDIX A

Background, Methods, and Response Rates

Background - Previous Surveys A-1
The 2013 Survey – Administration A-1
Narrative Comments A-2
Response Rates A-3
Weighting A-3
Analysis A-3
Further Questions A-4

APPENDIX B

Standard Statistical Report

A. Statistical Report (Overview) B-1
B. Percent Responding “Always” or “Usually” B-2
C. Questions Ordered by Highest to Lowest - Percent Responding “Always” or “Usually” B-3
D. Questions Ordered by Highest to Lowest - Percent Responding “Never” or “Seldom” B-4
E. Comparison to All State Employees B-5
F1. Comparison to Previous Employee Surveys (Chart) B-6
F2. Comparison to Previous Employee Surveys (Table, 2006 - 2013) B-6
G. Major Comment Themes – Number of Respondents Who Made Comments B-8
H. Major Comment Themes – Percent of Respondents Who Made Comments B-9
J. Narrative Comments Report B-10

APPENDIX C

Additional Information

Comment Themes – Categories for Coding Narrative Comments C-1
Comparison between Institution Staff and All Others– Percent Responding “Always” and “Usually” C-2

2013 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 five previous DSHS-wide surveys.

The first DSHS-wide employee survey was given to a random sample of DSHS employees in 2000. The survey was based on the 50 questions in the standard Washington State Department of Personnel Employee Survey with 11 additional questions based on the DSHS Balanced ScoreCard. It was conducted by the Department of Personnel (DOP) and the DSHS Research and Data Analysis Division (RDA). Of the 3,100 randomly selected employees, 75% (2,300) completed the survey.

The second DSHS-wide employee survey was designed to meet the need for program-specific information, in addition to agency-wide results. It was conducted as a "rolling" survey, and consisted of a series of program-level surveys conducted between October 2002 and July 2004. Most of the surveys were conducted by RDA, but a few were conducted by DOP. Each of the program-level surveys included the 61 questions that were included in the 2000 DSHS-wide survey, plus additional questions tailored to meet individual program needs. The results of all these surveys were compiled into an agency-level report. The overall response rate was 64%.

DSHS had planned to conduct another agency-wide employee survey in 2006. When Governor Gregoire requested a state-wide employee survey, the agency embarked on an ambitious project to meet the Governor's need for standardized statewide employee data, and, at the same time, provide needed DSHS, administration, division and workgroup-level data.

The statewide survey was created by a committee called together by Department of Personnel, with oversight by the Governor's cabinet. Instead of using the traditional 50-question "DOP survey," the committee pared the statewide survey down to a simple 12 questions. DSHS organized a working group to review these statewide survey questions and see if they met DSHS needs. The committee recommended adding six additional standard questions and two narrative questions. DSHS leadership concurred with the working group's recommendation.

The third survey in 2006 was conducted by the survey section of the DSHS Research and Data Analysis Division (RDA) from March 1 to April 14, 2006. For the first time, all DSHS employees were asked to participate in the employee survey. Also, for the first time, the DSHS Secretary required each Administration to complete an Action Plan in response to survey findings. The 2006 survey had a 77% response rate.

Further agency-wide surveys were conducted by RDA's survey section in 2007, 2009 and 2011. 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. Four of the questions originally included only in the DSHS survey were incorporated into the survey for all state agencies, sometimes with minor wording changes.

THE 2013 SURVEY | ADMINISTRATION

The 2013 survey was again conducted by the survey section in the DSHS Research and Data Analysis Division (RDA). The survey was conducted from October 14 to November 22, 2013. RDA staff worked with each administration to identify workgroups and additional program-specific questions.

Several features were built into the survey process to ensure respondent anonymity and boost response rates:

- Along with invitations and reminders to participate in the survey, employees were sent a link to Frequently Asked Questions (FAQs), explaining survey procedures and features that ensure anonymity.

- Surveys were primarily available on the internet. Internet surveys were submitted through SurveyMonkey, a web-based survey company. SurveyMonkey only sent RDA copies of the answers input by respondents. It did not give RDA staff any information about the user's computer address or any other identifying information.
- Surveys were also available in hard copy for employees without computer access or for those who felt more comfortable submitting a paper survey. Return envelopes were provided in institutions with large numbers of employees lacking regular computer access, so paper surveys could be anonymously mailed to RDA.
- RDA only released survey information in summary format:
  - All standard question answers were released in reports containing summary tables. If a workgroup had fewer than 6 respondents, no reports were issued.
  - Answers to the narrative questions were released in large lists – generally containing the responses of more than 100 respondents.[1]
  - Identifying information was generally redacted from the narrative responses before they were posted publicly.

The survey was initially announced via a message 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. 8,343 of the 11,390 employees who completed the survey also responded to the narrative questions. Thus, RDA survey staff faced the enormous task of identifying major themes in 16,492 comments. The coding process started with use of a coding scheme and definitions developed in response to previous employee surveys. As new themes emerged, they were added to the code lists and definitions. A summary of the current coding scheme is found in Appendix C-1.

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

- An electronic system facilitated accurate coding. The coder sees the comment at the top of his or her computer screen, and is able to "click" on the appropriate codes.
- Detailed written instructions and code definitions were utilized.
- All 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 a staff member with many years of coding experience personally checked the coding of every response.
- In the course of writing the report, the author read through all comments assigned to each thematic code. Any departures from the standard coding schema were corrected.

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

RESPONSE RATES

11,390 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 69% overall response rate was higher than the 67% achieved in 2011, but still lower than the 75% achieved in 2009. The modest increase in the response rate parallels the gradual recovery of the economy, and the tentative – but increasingly hopeful – attitude and outlook of many DSHS employees. The DSHS response rate was significantly higher than the statewide employee survey response rate of 56%.

WEIGHTING

Data from all administrations and divisions were combined into a master file for analysis. In order to form an accurate picture of all DSHS employees, each program's responses were weighted so that the number of responses from that program reflects that program's share of total DSHS employees (FTEs or full time equivalents). For example, 15 percent of all DSHS employees work for Children's Administration. For DSHS-wide analyses, the 2,430 responses from Children's Administration were weighted so that they comprised 15 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	**1,255**	**8%**	**987**	**1.272**	**79%**
BEHAVIORAL HEALTH & SERVICE INTEGRATION	**2,808**	**17%**	**1,339**	**2.097**	**48%**
DEVELOPMENTAL DISABILITIES	**3,035**	**18%**	**1,529**	**1.985**	**50%**
CHILDREN'S	**2,430**	**15%**	**2,175**	**1.117**	**90%**
ECONOMIC SERVICES	**4,269**	**26%**	**3,200**	**1.334**	**75%**
FINANCIAL SERVICES	**719**	**4%**	**572**	**1.257**	**80%**
JUVENILE JUSTICE AND REHABILITIATION	**1,418**	**9%**	**1,127**	**N/A**	**79%**
Division of Vocational Rehabilitation	281	2%	255	1.102	91%
Juvenile Justice and JJRA Headquarters	775	5%	608	1.275	78%
Special Commitment Center	362	2%	264	1.371	73%
SERVICES & ENTERPRISE SUPPORT	**484**	**3%**	**456**	**1.061**	**94%**
Central Executive (no Administration)	9	0%	5	1.800	56%
TOTAL	**16,427**	**100%**	**11,390**	**N/A**	**69%**

*FTE count as of September 2013 (Source HRMS)

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[2] to each standard question for both 2013 and 2011 surveys. A more detailed table showing all 2013 responses to each standard question, as well as the average responses on a scale of 1-5, can be found in Appendix B, Table A. Appendix B also displays this data in bar graphs, showing both the questions that elicited the most positive responses (Chart C), and those that elicited the most negative answers (Chart D).

A chart on page 6 of the Executive Summary, as well as more detailed charts and tables in Appendix B (Chart G through Table J) 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.

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

Charts F1 and F2 in Appendix B compares the results from this 2013 employee survey to the results of the 2006, 2007, 2009 and 2011 employee surveys. Because the surveys before 2006 had different questions, 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 considerably less representative than the DSHS-wide data. The average response rates from other agencies are considerably lower than the DSHS rate, making the representativeness more questionable. This problem is exacerbated by the fact that the all-agency data is not weighted, so that responses from agencies with high response rates comprise a higher proportion of the survey data than their proportion of all state employees.

FURTHER QUESTIONS

Any questions about survey methodology or analysis can be directed to Dr. Nancy Raiha at 360-902-7667 or Nancy.Raiha@dshs.wa.gov.

2013 DSHS Employee Survey

APPENDIX B

Standard Statistical Report

2013
DSHS Employee Survey

for
Department of Social and Health Services

Survey Administered by
Management Information and
Survey Research

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 - 2011

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

Washington State Department of Social & Health Services

Statistical Report

DSHS Employee Survey - Oct-Nov 2013

All DSHS Staff - Weighted

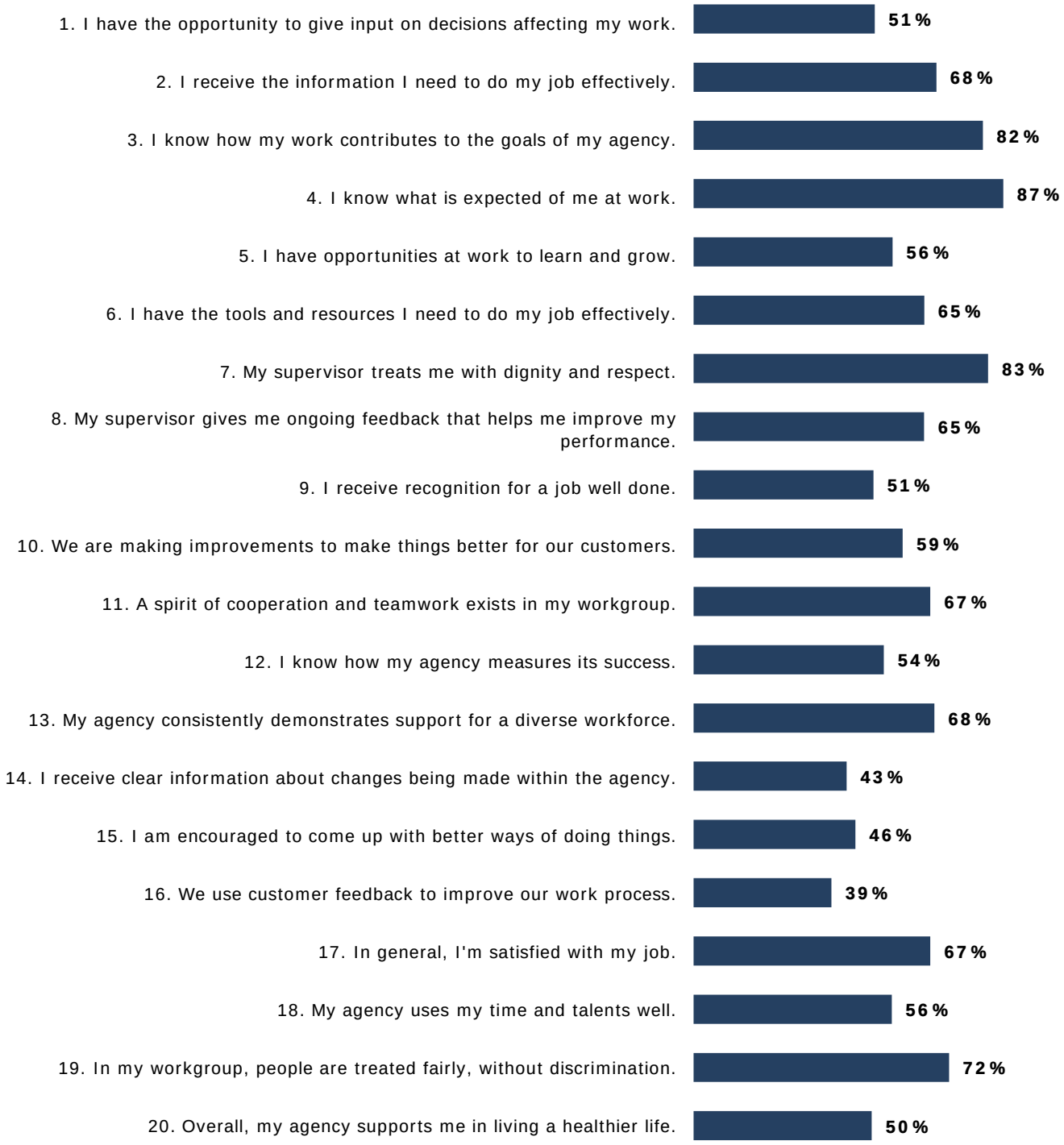
	QUESTION	Number of Responses					Average[1]	Percent Always or Usually[2]
		Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never		
1	I have the opportunity to give input on decisions affecting my work.	20%	31%	26%	14%	9%	**3.39**	**51%**
2	I receive the information I need to do my job effectively.	20%	49%	21%	8%	3%	**3.75**	**68%**
3	I know how my work contributes to the goals of my agency.	43%	38%	11%	5%	3%	**4.15**	**82%**
4	I know what is expected of me at work.	49%	39%	8%	3%	2%	**4.30**	**87%**
5	I have opportunities at work to learn and grow.	26%	30%	21%	14%	8%	**3.52**	**56%**
6	I have the tools and resources I need to do my job effectively.	21%	44%	22%	9%	4%	**3.69**	**65%**
7	My supervisor treats me with dignity and respect.	61%	22%	8%	4%	4%	**4.31**	**83%**
8	My supervisor gives me ongoing feedback that helps me improve my performance.	38%	27%	18%	10%	7%	**3.78**	**65%**
9	I receive recognition for a job well done.	25%	25%	22%	15%	13%	**3.36**	**51%**
10	We are making improvements to make things better for our customers.	24%	35%	24%	11%	6%	**3.60**	**59%**
11	A spirit of cooperation and teamwork exists in my workgroup.	32%	35%	17%	9%	7%	**3.75**	**67%**
12	I know how my agency measures its success.	21%	33%	23%	14%	9%	**3.42**	**54%**
13	My agency consistently demonstrates support for a diverse workforce.	32%	35%	18%	8%	6%	**3.81**	**68%**
14	I receive clear information about changes being made within the agency.	13%	30%	29%	18%	10%	**3.17**	**43%**
15	I am encouraged to come up with better ways of doing things.	20%	26%	23%	17%	14%	**3.21**	**46%**
16	We use customer feedback to improve our work process.	14%	24%	27%	20%	15%	**3.04**	**39%**
17	In general, I'm satisfied with my job.	26%	41%	19%	9%	5%	**3.73**	**67%**
18	My agency uses my time and talents well.	21%	35%	21%	14%	10%	**3.44**	**56%**
19	In my workgroup, people are treated fairly, without discrimination.	42%	30%	13%	8%	7%	**3.92**	**72%**
20	Overall, my agency supports me in living a healthier life.	22%	29%	23%	15%	13%	**3.32**	**50%**

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

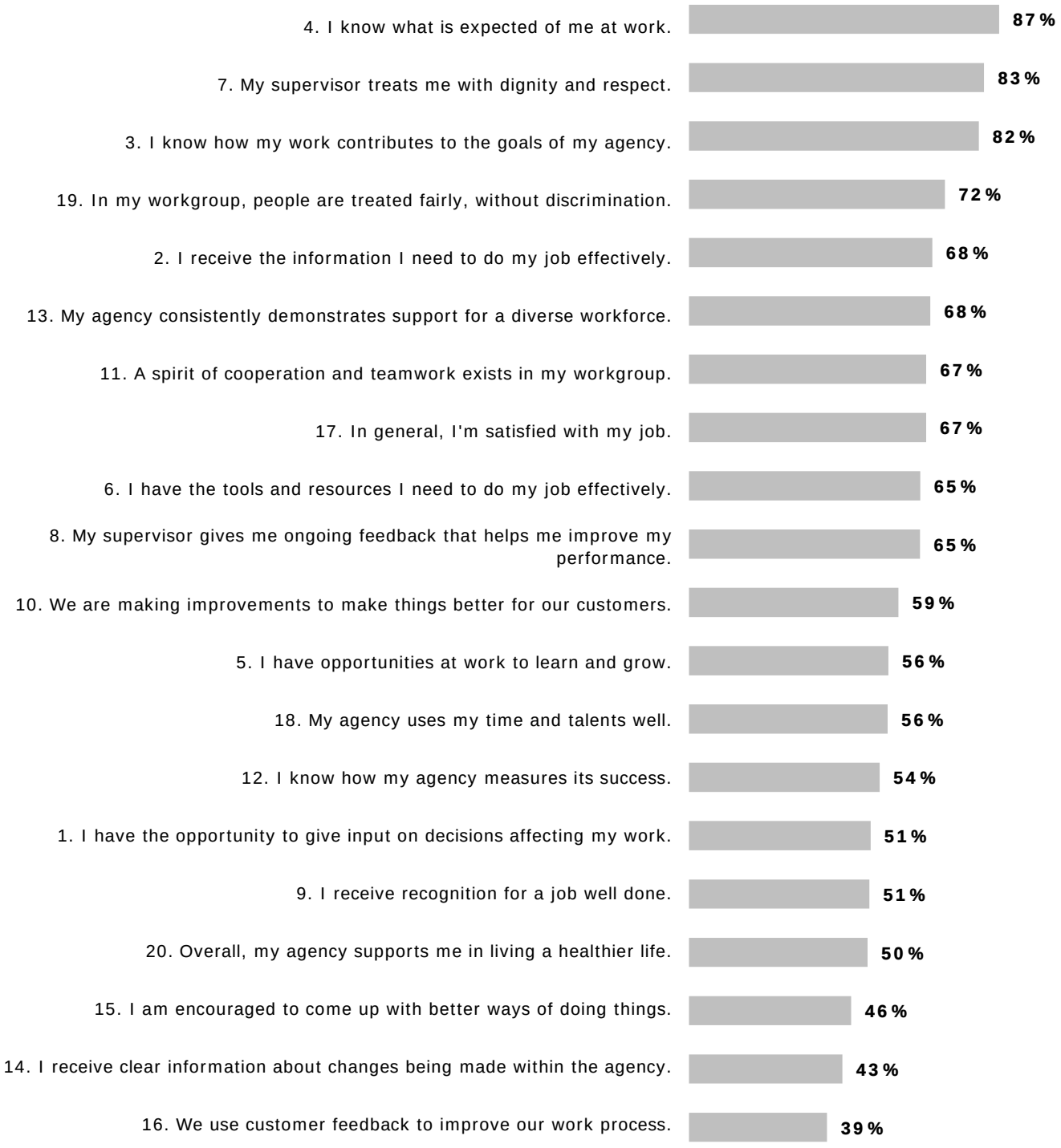
[2]Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

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

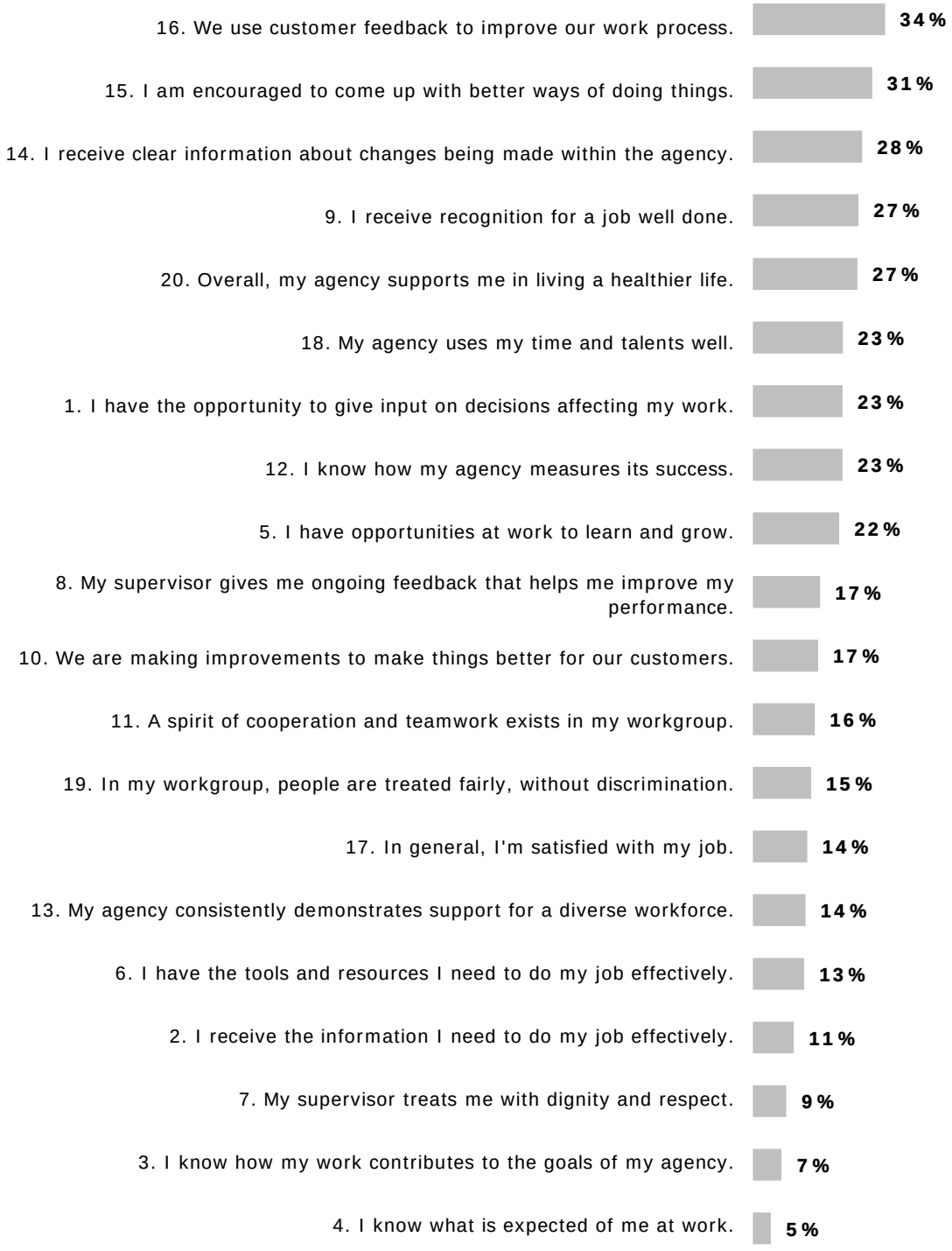
Percent Responding "Always" or "Usually"



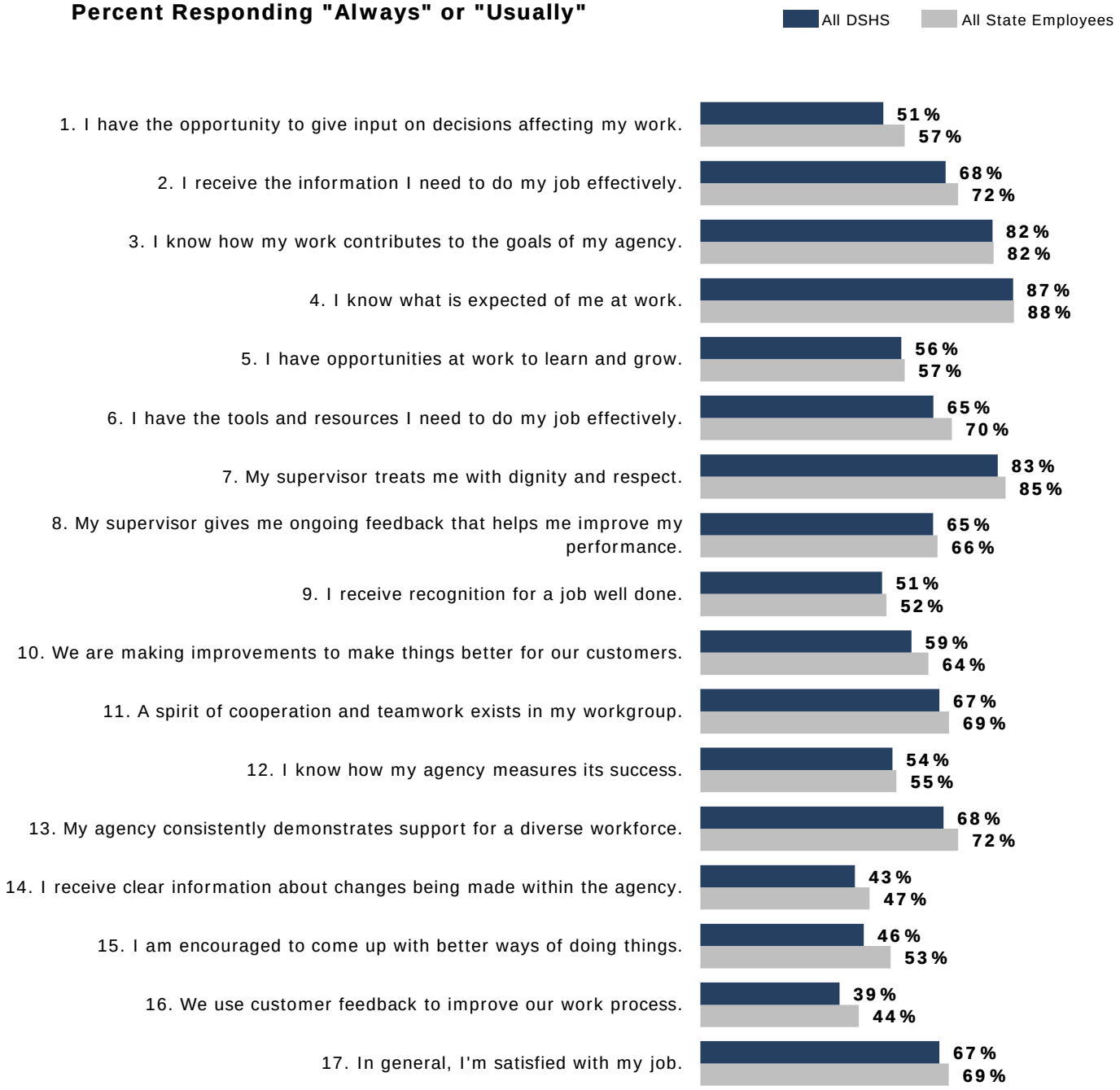
Questions Ordered by Highest to Lowest Percent Responding "Always" or "Usually"



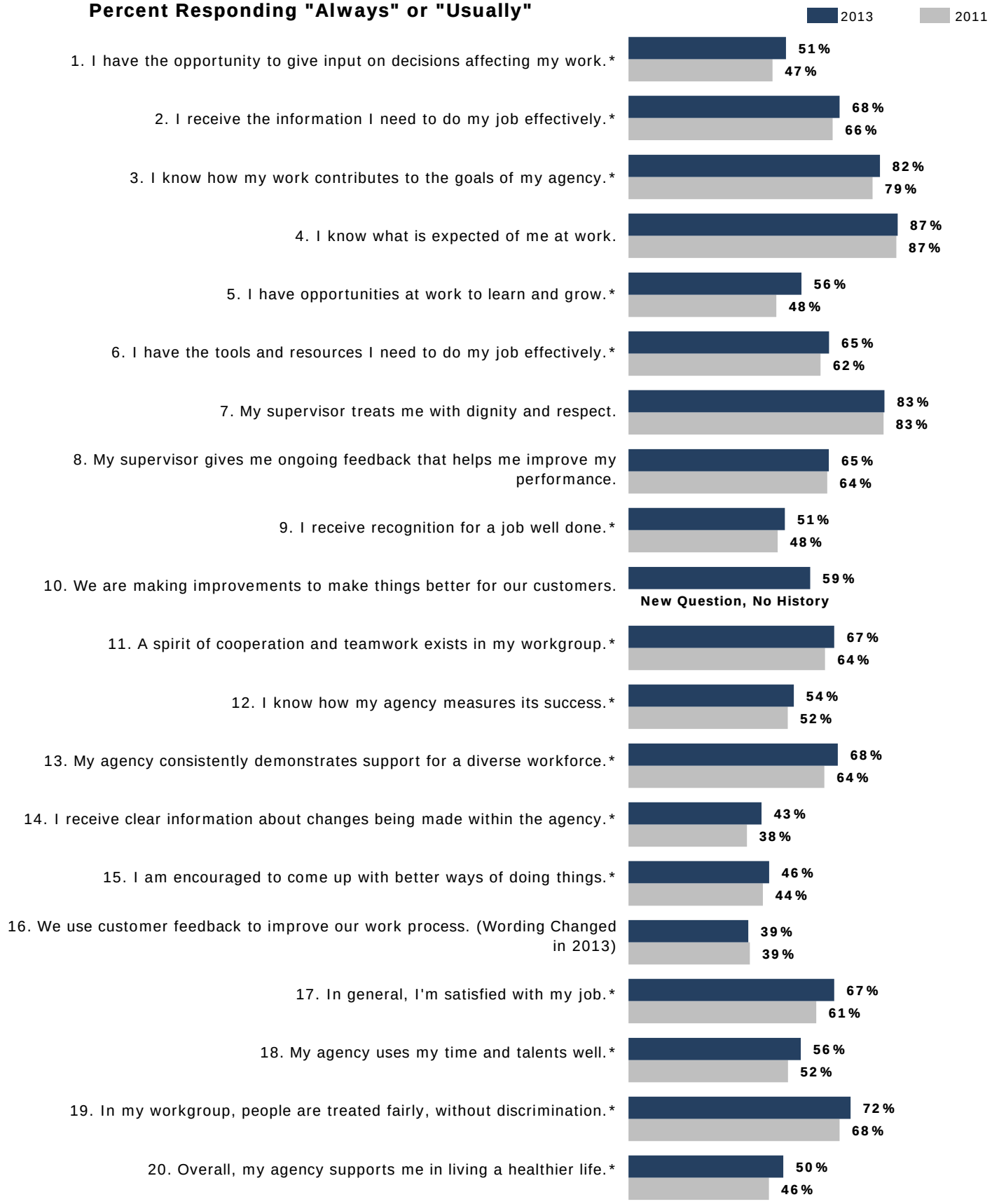
Questions Ordered by Highest to Lowest Percent Responding "Never" or "Seldom"



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



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 2011 and 2013 is statistically significant at the .01 level.

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

DSHS Employee Survey - Oct-Nov 2013

All DSHS Staff - Weighted

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

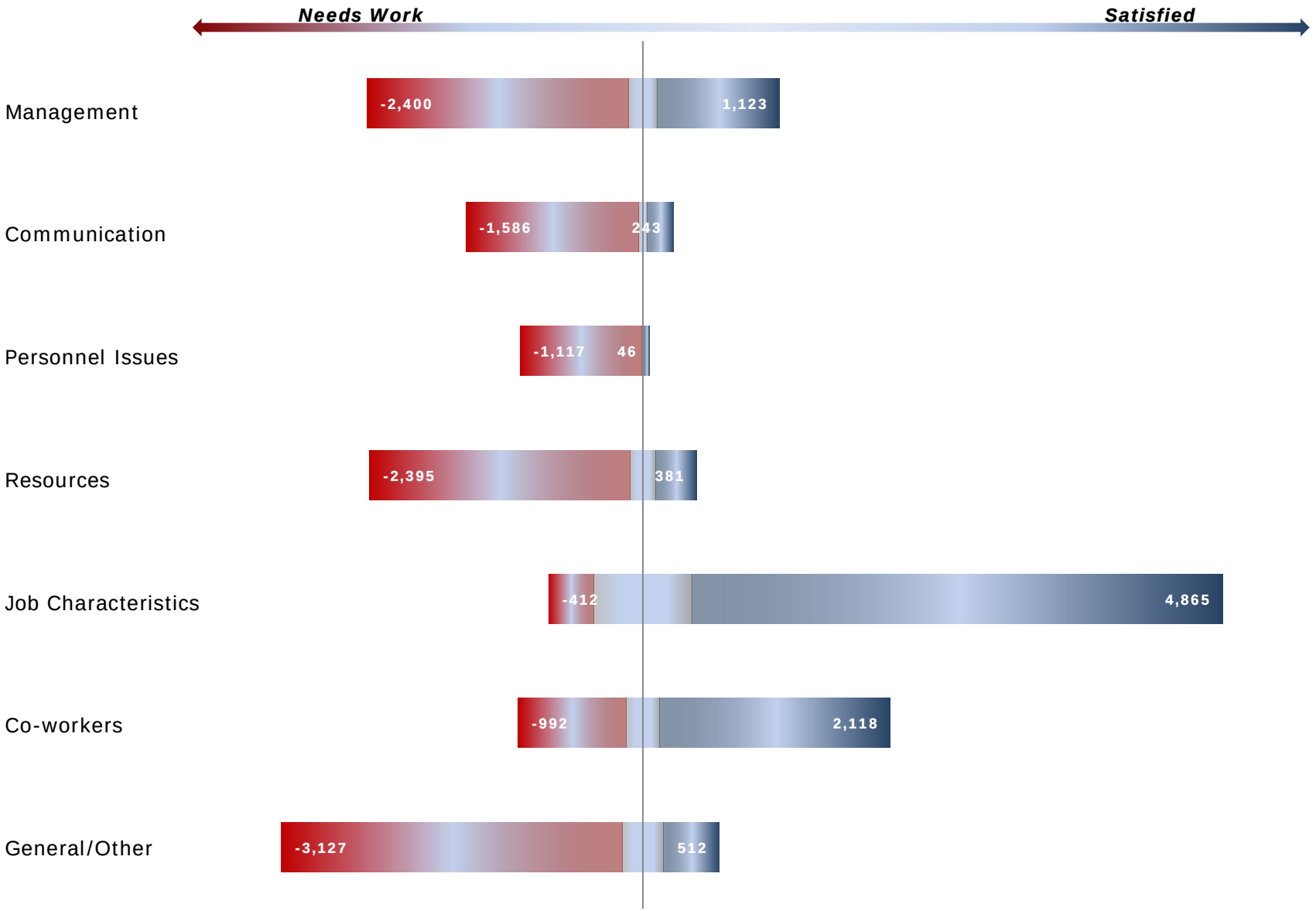
Wording on some questions has changed slightly over the years as DSHS questions were adopted and modified to all state agency use.

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 2011 and 2013 is statistically significant at the .01 level.

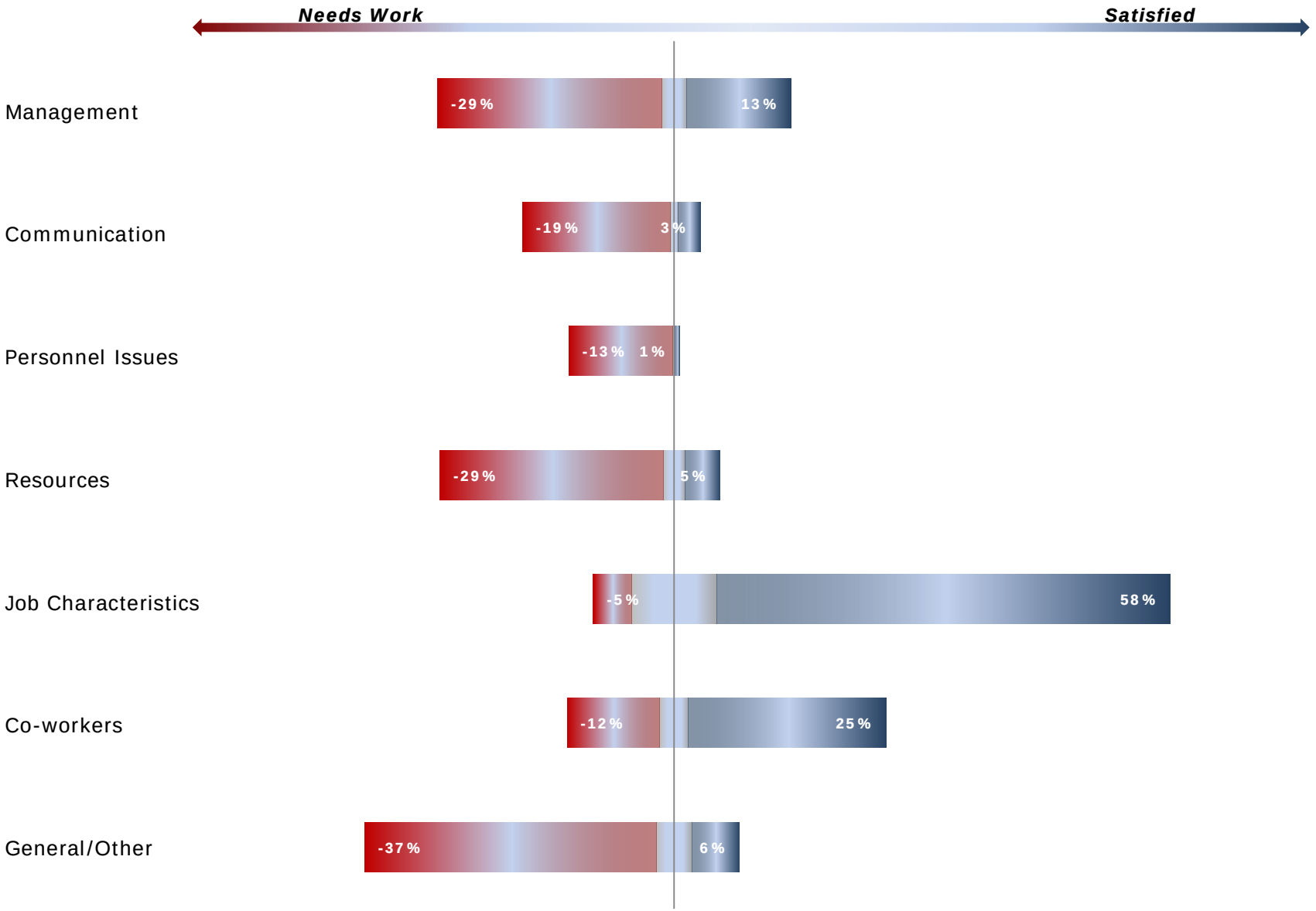
**Change between 2006 and 2013 is statistically significant at the .01 level.

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 2013
All DSHS Staff - Unweighted

8343 of 11390 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		3,789	45.4%	1,123	29.6%	2,400	63.3%	266	7.0%
Courtesy & Respect	MC	614	7.4%	142	23.1%	455	74.1%	17	2.8%
Support/Mentoring/Availability	MS	1,477	17.7%	587	39.7%	820	55.5%	70	4.7%
Recognition/Awards	MR	708	8.5%	145	20.5%	536	75.7%	27	3.8%
Fairness/Discrimination	MF	779	9.3%	37	4.7%	729	93.6%	13	1.7%
Other Management Issues	MO	2,246	26.9%	712	31.7%	1,358	60.5%	176	7.8%
Communication		1,908	22.9%	243	12.7%	1,586	83.1%	79	4.1%
Managers Provide Information	CI	750	9.0%	35	4.7%	702	93.6%	13	1.7%
Management Listens/Includes	CL	877	10.5%	170	19.4%	676	77.1%	31	3.5%
Clear Guidelines, Priorities	CG	256	3.1%	53	20.7%	193	75.4%	10	3.9%
Other/General Communication	CO	491	5.9%	51	10.4%	427	87.0%	13	2.6%
Personnel Issues		1,186	14.2%	46	3.9%	1,117	94.2%	23	1.9%
Promotion/RIFs, Security	PP	947	11.4%	29	3.1%	901	95.1%	17	1.8%
Diversity/Discrimination	PD	330	4.0%	24	7.3%	300	90.9%	6	1.8%
Resources		3,004	36.0%	381	12.7%	2,395	79.7%	228	7.6%
Facilities, Parking, Environment	RF	472	5.7%	125	26.5%	335	71.0%	12	2.5%
Pay/Benefits for Employee	RP	755	9.0%	276	36.6%	437	57.9%	42	5.6%
Resources for Clients	RC	171	2.0%	21	12.3%	143	83.6%	7	4.1%
Staffing	RS	817	9.8%	17	2.1%	792	96.9%	8	1.0%
Training	RT	909	10.9%	54	5.9%	815	89.7%	40	4.4%
Resources for Wellness/Health	RW	178	2.1%	9	5.1%	167	93.8%	2	1.1%
Other Resources	RO	504	6.0%	60	11.9%	436	86.5%	8	1.6%
Job Characteristics		6,185	74.1%	4,865	78.7%	412	6.7%	908	14.7%
Helping/Working with Clients	JH	2,842	34.1%	2,832	99.6%	2	0.1%	8	0.3%
Working w/ Community Agencies	JC	180	2.2%	178	98.9%	2	1.1%	0	0.0%
Workload	JW	581	7.0%	22	3.8%	537	92.4%	22	3.8%
Flex Schedule/Telecommuting	JS	795	9.5%	376	47.3%	375	47.2%	44	5.5%
Autonomy and Growth Opportunity	JA	1,116	13.4%	820	73.5%	250	22.4%	46	4.1%
Other Aspects of Job	JO	3,568	42.8%	3,312	92.8%	137	3.8%	119	3.3%
Co-workers		3,417	41.0%	2,118	62.0%	992	29.0%	307	9.0%
Competence, Skill, Accountability	WC	908	10.9%	223	24.6%	629	69.3%	56	6.2%
Teamwork, Support	WT	1,543	18.5%	880	57.0%	577	37.4%	86	5.6%
Other Co-Worker Issues	WO	1,808	21.7%	1,588	87.8%	149	8.2%	71	3.9%
General/Other		4,018	48.2%	512	12.7%	3,127	77.8%	379	9.4%
Work Process/Policies	GP	2,733	32.8%	127	4.6%	2,462	90.1%	144	5.3%
Morale/Overall Satisfaction	GS	855	10.2%	210	24.6%	627	73.3%	18	2.1%
Staff Safety	GF	280	3.4%	14	5.0%	260	92.9%	6	2.1%
None/Nothing	GN	484	5.8%	243	50.2%	185	38.2%	56	11.6%
Comments About This Survey	GC	127	1.5%	8	6.3%	91	71.7%	28	22.0%
Other	GO	431	5.2%	35	8.1%	159	36.9%	237	55.0%

[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.

2013 DSHS Employee Survey

APPENDIX C

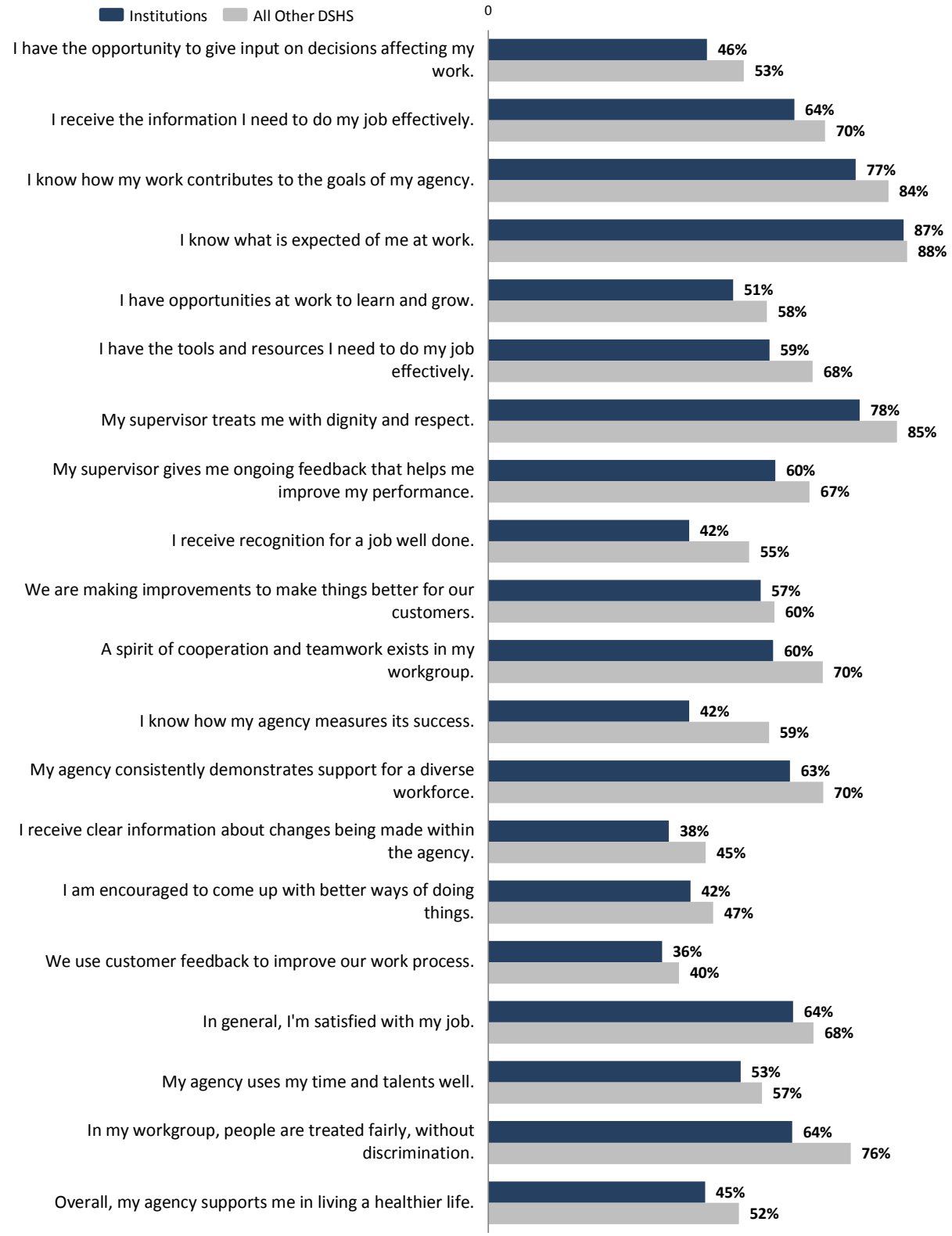
Additional Information

COMMENT THEMES | Categories for Coding Narrative Comments

Code	Definition
Communication	
CI	Providing **information**; informing about changes; holding meetings (by management/supervisor or leadership).
CL	**Listening**; including in decisions; encouraging feedback; acting on feedback; open-door policy (by management, supervisor, or leadership).
CG	Need or get clear **guidelines** re: roles and expectations, priorities, mission, vision.
CO	**Other**/general communication – includes communication between sections and offices; staff meetings.
Managers/Supervisors	
MC	**Courtesy** and respect.
MS	**Support**; mentoring; oversight; planning; problem-solving; availability; caring; staff evaluations.
MR	**Recognize**/reward good work; encouragement; praise; value staff; employee awards.
MF	**Fairness**; fair treatment; inequitable work distribution, retaliation. (Note – discrimination/fairness in personnel practice hiring, advancement, disciplinary action, firing are under PP; and diversity issues are under PD).
MO	**Other**/general management. Personal characteristics; behavior; trustworthiness; competence; skills; knowledge; understand field; know what's going on in the field; specific stories about managers or supervisors; should replace them; how decisions get made.
Personnel Issues	
PP	**Hiring processes; promotions/advancement**; disciplinary actions; firing/removal; employee evaluations.
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 or dissatisfaction.
JC	Working with **community agencies**/providers as source of satisfaction.
JS	Work **Schedule**; ability to work from home, in field etc.
JW	**Workload**: too high/too demanding; big variations or differences in amount of work (time for tasks); caseload size.
JA	**Opportunities for autonomy and growth**; independence; setting own priorities; opportunities for innovation; no micro-management.
JO	**Other.** Characteristics of job that employee likes or dislikes. (Job is challenging, flexible; opportunities, challenges; stressful; variety, dealing with changes and uncertainty; like or dislike doing specific tasks or processes. Proud of accomplishments; good at job.)
Co-Workers	
WC	**Competence**; skills; professionalism; knowledge (includes getting rid of incompetent); individual accountability.
WT	**Teamwork**; mutual support; doing share; work ethic; dedicated; quality of staff relationships.
WO	**Other** (attitude; good/bad workgroup atmosphere; I like or dislike my co-workers).
Resources	
RF	**Facilities**/parking/environment/location.
RP	**Pay and benefits** for DSHS employees. Job security ("glad to have a job.")
RC	Resources/money for **clients** and client programs.
RS	**Staffing** (fill vacancies, understaffing, need for support staff).
RT	**Training** (includes cultural/diversity training, mentoring programs, formal education).
RW	**Resources for health/mental health** – exercise space & time; ergonomics, healthy meal options, air quality, etc.
RO	**Other** (computers, information systems, supplies, phones, safety equipment, interpreters, etc.).
General	
GP	Work **processes and policies**; service delivery; specific programs/processes (how well these work/whether they should be changed – not whether I like doing them).
GS	**Satisfaction**/dissatisfaction/morale.
GN	"None" or **"Nothing"** in response to narrative question
GC	Comments specifically about this **survey**.
GF	**Staff safety** issues.
GO	**Other.** Did not fit in other categories.

Comparison between Institution Staff and All Others

Percent Responding "Always" or "Usually"



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

Employee Survey 2013
APPENDICES

Washington State
Department of Social
& Health Services

RDA Research & Data
Analysis Division