

DSHS/HRSA/SCC

Addressing Employee Concerns

Thank you for your input. We are interested. We are committed.

This year 305 staff responded to the 2009 SCC Employee Survey, 77% of all staff. This was SCC's 3rd year participating in this survey. This survey helps provide an accurate picture of the well-being of our agency.

Many of the survey results are encouraging and help us to recognize areas where improvements need to be made.

Overall:

SCC scored high in the following areas:

- Supervisors treating staff with dignity and respect.
- Supervisors holding staff accountable for performance.
- Staff knowing what is expected of them at work.

While these results were great, there were areas where you shared information where SCC could improve. Issues that are most important to you are:

- Receiving recognition for a job well done.
- Increased communication.
- Having confidence in decisions made by senior leaders.

This Action Plan provides a roadmap that will assist us to address these areas of improvement over the next 2 years. It represents SCC managers' commitment to work on the issues identified from your survey responses.

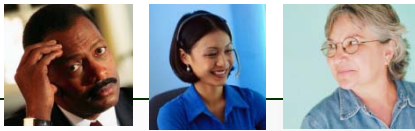
The best way that we can accomplish these initiatives is to have your participation and feedback. This is critical to making this effective. Working together is how we produce our best work.

Thank you for all of your hard work and efforts and for responding to the 2009 survey.

– Kelly J. Cunningham, Superintendent

CONTACT INFORMATION

For more information, please contact **LaToya Holmes-Ware, AA5** at **253-583-5933** or via e-mail at **Holmel1@dshs.wa.gov**.



Strengths: Employees appreciate their supervisors and their co-workers

Employees say:

"I love the fact that I have a supervisor that is honest, caring and has a very strong ethical code."

"The only thing I like about my current job is my supervisor. He goes out of his way to try to make this area pleasant and stress-free and gives us credit for a job well done!"

"My supervisor's knowledge of all facilities aspects."

"The people I work with and the schedule I have."

"I openly communicate with my manager and supervisor without any hesitation. I also feel that I am a part of a working team."

"I enjoy my co-workers and the teamwork that we use to get the SCC mission accomplished."

Over 70% of employees responded "Always or Usually" to this statement:

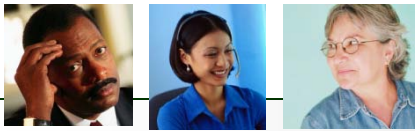
- I know what is expected of me at work. – 79%

Over 50% of employees responded "Always or Usually" to these statements:

- My supervisor holds me and my co-workers accountable for performance. – 63%
- I know how my work contributes to the goals of my agency. – 58%
- My supervisor treats me with dignity and respect. – 67%
- In general, I'm satisfied with my job. – 52%

Employees responded satisfactorily to the narrative questions regarding:

- Helping and Working with Clients – 100% of staff that commented are satisfied
- Co-Worker – 77.8% of staff that commented are satisfied with their co-workers
- Other Aspects of Job – 87.4% of staff that commented are satisfied



Focus Issue 1: Employee Morale

Question: *My supervisor holds me and my co-workers accountable for performance.*

Almost Never or Never and
Seldom..... and
Occasionally..... 17%
Always or Usually..... 63%

Employees say:

"I would like to see staff accountability, supervisor training and enforcement of rules."

"I would like to see disciplinary actions against staff that abuse sick leave or do not perform according to job expectations."

"I would like to see more ways of acknowledging individuals for the performance and creativeness of their work."

"I would like to see staff held accountable for their attendance. I would like to see administration members and human resources staff who are unable or unwilling to hold a staff accountable replaced."

Summary of the Issue

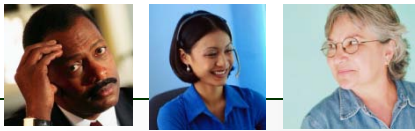
At SCC, attendance has been associated by staff as a main driver for morale. Management has taken this feedback and created processes that will allow a more thorough look at attendance and improve staff's want and need to be mindful of each other by coming to work on a daily basis. The morale issue has been identified in previous surveys. In the current survey, many employees acknowledge that morale has moved to its lowest level at SCC and are willing to work together with management to see it improve. Some of you would like to see more recognition throughout SCC. Many of you believe through more recognition, morale will begin to move in a positive direction.

What we're already doing

- Revised, rejuvenated and expanded the employee recognition program.
- Through a concerted effort, become more accountable regarding unscheduled leave.

Our plan for the coming year:

- Management will begin to recognize individuals with good attendance by making public acknowledgements and improving communication.
- SCC through its managers and supervisors will identify areas where staff are excelling.
- Create workgroups to gather information and make recommendations that will improve the morale at SCC.



Focus Issue: Improving Communication

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

Employees say:

"I like the ongoing changes in everyday tasks. Being able to work independently and make processes more effective, efficient and practical. Being able to branch out into different arenas. Being tasked to have an impact on the direction the agency is going."

"I really enjoy my supervisor and the fact that she's so open and available to address issues and concerns."

"I have the best of both worlds professionally. I am able to guide and help with growth in those I supervise while being able to implement changes for a positive outcome for the facility I work at. I also continue to be able to interact with residents in a therapeutic manner which for me is crucial for motivation and continued job interest."

"I like the co-workers I work with and being on the security team."

Summary of the Issue

In the last two surveys, SCC has seen an increase in the improvement of communication. This survey has shown a downward movement in our goal to continue in a positive direction of allowing staff to give input, know why decisions are made and feel inclusive in the decision-making process at SCC. In the current survey, many staff did acknowledge that they were not often asked for input, and felt dismissed. Some felt that line staff input was discounted.

What we're already doing

- Consistently posting information to the Intranet.

Our plan – SCC will develop a communication plan that includes the following elements:

- Effective utilization of the SCC Intranet.
- Timely distribution of new policies.
- Synopsis of Executive Team meeting topics.
- Budget updates.



Other important issues

There are many other important issues that were raised during the survey that we were not able to include in this action plan. This does not mean that these additional issues are not important or will not be considered in some way. The following are additional issues raised by the survey and our plan to address them.

These are also important issues:

- Continuous Training for all staff
- Transparency/Communication/Follow-Through
- Fairness

We do appreciate your participation in this survey. Your voices have been heard. Although we will not be able to address each individual idea brought forward, we **WILL** respond to the overall issues and work with you to improve our organization.