DSHS/Special Commitment Center

Addressing Employee Concerns

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

During the 2011 Employee Survey, 230 staff responded, 54% of all SCC staff. This was SCC's 4th year participating in this survey. This survey helps provide an accurate picture of the welfare of our agency.

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

Overall:
SCC scored high in the following areas:
• I know what is expected of me at work.
• My supervisor treats me with dignity and respect.
• I know how my work contributes to the goals of my agency.
• My supervisor holds me and my co-workers accountable for performance.

While these results were great, there were areas where you shared information on how SCC could improve. Issues that are most important to you are:
• In my workgroup we use customer feedback to improve our work processes.
• I receive clear information about changes being made within the agency.
• Overall, my agency supports me in living a healthier life.
• I know how my agency measures its success.
• My performance evaluation provides me with meaningful information about my performance.

This Action Plan provides a guide that will support us in addressing these areas of improvement over the next 2 years. It represents SCC management's commitment in working on the issues that have been raised from your survey responses.

Together we can accomplish these initiatives as long as you give your participation and feedback.

Thank you for all your hard work and efforts and for responding to the 2011 survey.

– Kelly Cunningham, Chief Executive Officer

CONTACT INFORMATION

For more information, please contact **LaToya Holmes-Ware** at **253.583.5933**.

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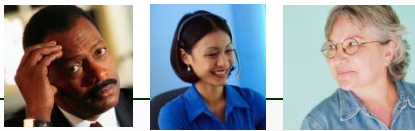
Strengths: Employees appreciate their supervisors and co-workers and working with residents

Employees say:

"Great supervisor and colleagues; opportunities for creative problem solving and growth; power to make positive changes."

"That my supervisor allows me to do my job and trusts me to do it to the best of my abilities."

"Giving individuals positive feedback. Finding and supporting residents' leisure interests in recreation."

"I have the opportunity to treat clients with respect and courtesy to make them feel better about themselves. I have the opportunity to encourage the clients. This helps me feel that I am making a positive contribution to SCC."

"Autonomy and respect from my supervisor."

"I greatly appreciate the work team I have on graveyard. My direct supervisor makes it clear what is expected of me and treats each member fairly. When mistakes happen, he is appropriately firm, but not quick to write up unless absolutely needed. He is also quick to praise when appropriate."

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

- I know what is expected of me at work. – 78%

Over 55% of employees responded "Always or Usually" to these statements:

- My supervisor holds me and my co-workers accountable for performance. – 57%
- I know how my work contributes to the goals of my agency. – 64%
- My supervisor treats me with dignity and respect. – 74%

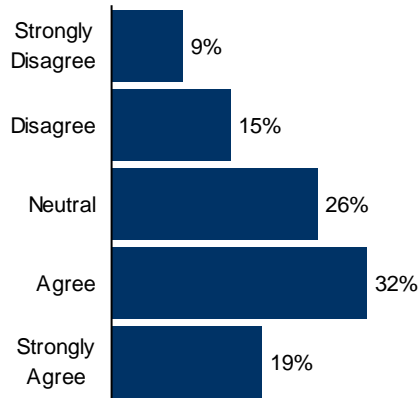**Employees responded satisfactorily to the narrative questions regarding:**

- Helping and Working with Clients – 100% of staff that commented are satisfied
- Co-Worker – 75% of staff that commented are satisfied with their co-workers
- Other Aspects of Job – 95.1% of staff that commented are satisfied
- Autonomy and Growth – 70.4% of staff that commented are satisfied
- Pay and Benefits for Employee – 80.6% of staff that commented are satisfied

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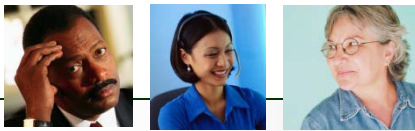
Focus Issue: Employee Morale

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

Strongly Disagree	9%
Disagree	15%
Neutral	26%
Agree	32%
Strongly Agree	19%

Employees say:
"Staff input on the change would have been so valuable. There are so very many smart staff working on the front lines ."

Summary of the Issue

Like in past surveys, poor attendance has become a leader in the cause for low morale at SCC. Management has continued to take employee feedback and follow-up with creating best processes that will assist in improving employee attendance at SCC. In the current survey, employees have acknowledged that improvement of hiring practices would help to improve morale. Management has heard your concerns and are working to implement a new, more streamlined process.

What we're already doing

- Have created and are now discussing a new Centralized Hiring process .
- Through combined efforts with management and staff, SCC has become more responsible regarding unscheduled leave.

Our plan for the coming year:

- Management will begin to create and implement a new Centralized Hiring process and fill all vacancies.
- Continue to make attendance a priority and ensure that staff, at all levels, are responsible regarding unscheduled leave.
- Create workgroups to gather information and make recommendations that will improve the morale at SCC.
- Management will focus on ending long-term non-perm appointments and hire all vacant coverage positions.
- New staff will be added to reduce OT and costs associated.
- A plan will be developed that would decrease mandatory overtime.

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Other important issues

Summary of the Issue

In past surveys, SCC has seen some improvement with communication, but a decline in the last two surveys. In the current survey, many staff did acknowledge they are often asked for input and due to their input they have seen some improvement at SCC. Staff still feel that there should be an easier mechanism in which they can voice their concerns and hear the end result of what issues they have brought forward.

What we're already doing

• Supervisors are asking staff for input when there are concerns brought forward.
• The CEO and Total Confinement Facility Director's office have been an open door for staff who need to voice concerns and feel they are being heard.

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

• More effective usage of the SCC Intranet.
• Updating of and distribution of policies and Community Programs Standard Operating Procedures.
• Clear expectations throughout each level of SCC.
• Increase Position Development Plan completion percentages.

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