Comment Themes – Categories for Coding Narrative Comments from the DSHS Employee Survey

Code	Definition

Communication

CI	Providing **information** (management/supervisor or leadership).
CL	**Listening**; including in decisions; encouraging feedback; open-door policy (management, supervisor, or leadership).
CG	Need or get clear **guidelines** re: roles and expectations, priorities, mission.
CO	**Other**/general communication – includes communication between sections and offices; staff meetings.

Management/Supervisor

MC	**Courtesy** and respect.
MS	**Support**; mentoring; oversight; planning; problem-solving; availability.
MR	**Recognize**/reward good work; encouragement; praise.
MF	**Fairness**; discrimination; fair treatment; some groups (i.e. racial./ethnic/gender, physical attributes, etc.) treated differently; inequitable work distribution (Note – put discrimination/fairness in personnel practice hiring, advancement, RIFs under PP).
MO	**Other**/general management. Personal characteristics; behavior; trustworthy; competence; skills; knowledge; understand field; know what's going on in the field; specific stories about managers or supervisors; should replace them.

Personnel Practices

PP	Promotions/advancement; hiring processes; RIFs; firing/removal; job security issues; diversity issues in personnel practices.

Job Characteristics

JH	**Helping**/dealing with clients/customers as a source of satisfaction or dissatisfaction.
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.
JO	**Other.** Characteristics of job that employee likes or dislikes. (Job is challenging, flexible; opportunities, challenges; stressful; variety, autonomy; dealing with changes and uncertainty; like or dislike doing specific tasks or processes. Can be creative. Proud of accomplishments/good at job.)

Resources

RF	**Facilities**/parking/environment.
RP	**Pay and benefits** for DSHS employees.
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).
RO	**Other** (computers, information systems, supplies, phones, safety equipment, interpreters, etc.).

Co-Workers

WC	**Competence**, skills, professionalism, knowledge (includes getting rid of incompetent); individual accountability.
WT	**Teamwork**, mutual support, internal communication, doing share, work ethic (dedicated).
WO	**Other** (attitude; good/bad atmosphere; I like or dislike my co-workers).

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**.
GO	**Other.** Did not fit in other categories.