

2006  
**DSHS Employee Survey**



December 2006  
Report 11.131A

**APPENDICES**





2006

## DSHS Employee Survey

### APPENDICES

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## Background, Methods and Response Rates

### 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, many of the administrations, divisions, regions, and offices have conducted previous employee surveys. There have been two 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 percent (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%.

### THE 2006 SURVEY - ADMINISTRATION

DSHS had planned to conduct another 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, at the same time providing 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 survey 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. RDA 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 Frequently Asked Questions (FAQ) sheets, explaining the survey procedures and features to ensure anonymity.
- Surveys were primarily available on the internet. Internet surveys were submitted through Zoomerang, a web-based survey company. Zoomerang only sent RDA copies of the answers input by respondents. It did not give RDA 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. Envelopes were provided in institutions with large numbers of employees lacking regular computer access. The paper surveys were 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.<sup>1</sup>
- Identifying information was redacted from the narrative responses.

With consultation from RDA, each of the programs designed their own procedures to distribute and publicize surveys to all their employees. Typically, these measures included email to each individual, periodic email reminders, reminders distributed through supervisory channels, notices in program websites and newsletters, prominently displayed posters, and paper surveys distributed to those without computer access. Secretary Arnold-Williams also sent a survey message to all DSHS employees.

## CHALLENGES

### Definitions

**Decisions Made by Senior Leaders.** The single question that provoked the most discussion around definitions was, “I have confidence in the decisions made by senior leaders in my program.” As noted in Chapter 5, focus groups conducted by several administrations found that when employees answered this question, they were referring to managers on a number of different levels. The intent of the question was not to target a specific group of managers, but to gauge employee perceptions of decisions that came down “from above.” Most employees don’t know what level of or group of managers are responsible for specific business policy decisions. Employee comments show a similar lack of precision. Most employees spoke of “upper management” or “senior leadership” or simply “Olympia.” Only a relatively small number differentiated between area, regional, divisional, or administrative leadership.

**Level of Management.** One of the biggest challenges in formulating a survey for the entire agency – or even a single division within the agency – is to provide an adequate avenue for employees to address various levels of management, in a relatively short survey with questions that are relevant to all. There are a great variety of management structures within DSHS. Some employees have a management chain that includes team leaders, supervisors, office chiefs, area managers, regional managers, division directors, executive leadership team, and assistant secretaries. Others talk of the nursing supervisor or director of nursing, or the kitchen manager. The new shorter version of the survey used this year ameliorated this problem to some extent. Employees were mainly asked about their supervisors or their personal experience. The only question about senior leadership is addressed above. In comparison to previous employee surveys, far fewer respondents requested the option to differentiate between levels of management. Anyone who inquired directly about how to handle this was told to distinguish between the various levels of management in their narrative responses. Most employees seemed to feel free to make such distinctions in comments like these:

*“I would like to answer 5 to question 1 for the sake of my supervisor but I would answer 1 to question 1 in regards to administration and the superintendent.”*

*“My answers above need some explanation. I believe I have trust and respect for the decisions made by leaders above the Regional level. At the Regional level I believe there are problems and the communication is poor at best.”*

### Identifying Themes in the Narrative Comments

The main challenge in identifying themes in responses to the two narrative questions was sheer volume. 13,344 employees completed the survey. Most responded to both narrative questions. Thus, RDA survey staff were left with the gargantuan task of identifying major themes in more than 20,000 comments. The coding process started with use of the coding scheme and definitions developed in response to previous employee surveys (see page C-3). As new themes emerged, they were added to the code lists and definitions.

A number of steps were employed to assure 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 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.

<sup>1</sup> Smaller groups were sometimes used because of small program sizes.

- As areas of ambiguity were identified, the coding instructions and definitions were modified to address these issues.
- Every coded response was checked by at least one other coder, and all responses coded by more junior coders were checked twice by more senior staff.
- The principal investigator (Dr. Nancy Raiha) checked every coded response.
- In the course of writing the report, writers read through all comments assigned to each thematic code. Any departures from the standard coding schema were corrected.

## RESPONSE RATES

13,344 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 and from widespread field workers. However, all the Administrations achieved quite high response rates. The 77% overall response rate for DSHS significantly exceeded expectations, and was far higher than the statewide employee survey response rate. The success of the survey is attributed to strong support from DSHS management and commitment to follow through on action plans.

## 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 (FTE's or full time equivalents). For example, 6 percent of all DSHS employees work for the Juvenile Rehabilitation Administration (JRA). For DSHS-wide analyses, the 818 responses from JRA were weighted so that they comprised 6 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
<b>AGING &amp; DISABILITY SERVICES ADMIN</b>					
Long Term Care	1,131	7%	975	1.160	86%
Division of Developmental Disabilities	2,939	17%	2,066	1.423	70%
<b>CHILDREN'S ADMINISTRATION</b>					
	2,392	14%	1,867	1.281	78%
<b>ECONOMIC SERVICES ADMINISTRATION</b>					
	4,239	25%	3,289	1.289	78%
<b>CENTRAL ADMINISTRATION</b>					
Executive Offices	60	0%	50	1.200	83%
Financial Services Administration	246	1%	211	1.166	86%
Human Resources Division	146	1%	146	1.000	100%
ISSD	127	1%	110	1.155	87%
Management Services Administration	467	3%	421	1.109	90%
<b>EXTERNAL ADMINISTRATION</b>					
Division of Vocational Rehabilitation	331	2%	327	1.012	99%
Office of Deaf and Hard of Hearing	12	0%	12	1.000	100%
Special Commitment Center	378	2%	295	1.281	78%
<b>HEALTH AND RECOVERY SERVICES ADMIN</b>					
Division of Alcohol & Substance Abuse	111	1%	111	1.000	100%
Medical Assistance	1,013	6%	880	1.151	87%
Mental Health Division	2,654	15%	1,766	1.503	67%
<b>JUVENILE REHABILITATION ADMIN</b>					
	1,045	6%	818	1.278	78%
<b>TOTAL</b>	<b>17,291</b>	<b>100%</b>	<b>13,344</b>		<b>77%</b>

\*Sources: Headcount for Office of Secretary (Exec), ODHH, DASA, MSA, HRD, and DVR. ADSA-DD FTE count supplied by program. DSHS Human Resources Division supplied the March 1-15 FTE count for all other programs.

\*\*Includes 29 surveys which gave workgroup, but no other responses.

## ANALYSIS

Tables and charts in the main report and in the appendices show the results of survey analysis. Page 2 of the Executive Summary displays bar charts showing the percentage of employees responding favorably<sup>2</sup> to each standard question. A more detailed table showing all responses to each standard question, as well as the average responses on a scale of 1-5 can be found in Appendix B. Appendix B also displays this data in bar graphs, showing both the questions that elicited the most positive responses, and those that elicited the most negative answers.

A chart on page 2 of the Executive Summary, as well as more detailed charts and tables in Appendix C, show analyses of the themes in the responses to narrative questions. Definitions for each of the comment themes are also provided.

Appendix D compares the results from this 2006 employee survey to the results of the 2002-2004 employee survey. Only a few questions were similar to the questions used in the 2002-2004 survey. It is unclear whether the changes from the 2003/2004 survey represent real changes in employee perceptions. The difference in survey format and the number, content and order of questions may have created differences. There may also be differences in the groups who took the two surveys. The much higher response rate achieved in the 2006 survey may have reached some groups that differ significantly from the groups who responded to the 2003/2004 survey.

Appendix E compares the responses of staff who work in DSHS institutions to the responses of all other staff. In all cases, institutional staff responses are significantly less positive.

In an attempt to compare DSHS results to other state agencies, Appendix F compares the DSHS survey results to Department of Personnel's compilation of survey results for employees from all state agencies.<sup>3</sup> Only a few questions show statistically significant differences. Many of the differences noted may be attributed to the more negative outlook of institutional employees. Department of Corrections, the other state agency with a large number of employees who work in institutions, showed even more negative responses than found in DSHS institutions.

## FURTHER QUESTIONS

Any questions about survey methodology or analysis can be addressed to Dr. Nancy Raiha at 360-902-7667 or [raiha@dsht.wa.gov](mailto:raiha@dsht.wa.gov).

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<sup>2</sup> An answer of "Always or Almost Always" or "Usually" was considered a positive response.

<sup>3</sup> Please note that statewide data from DOP are not weighted by agency size.



## Detailed Results by Each Question

Weighted Data<sup>1</sup>

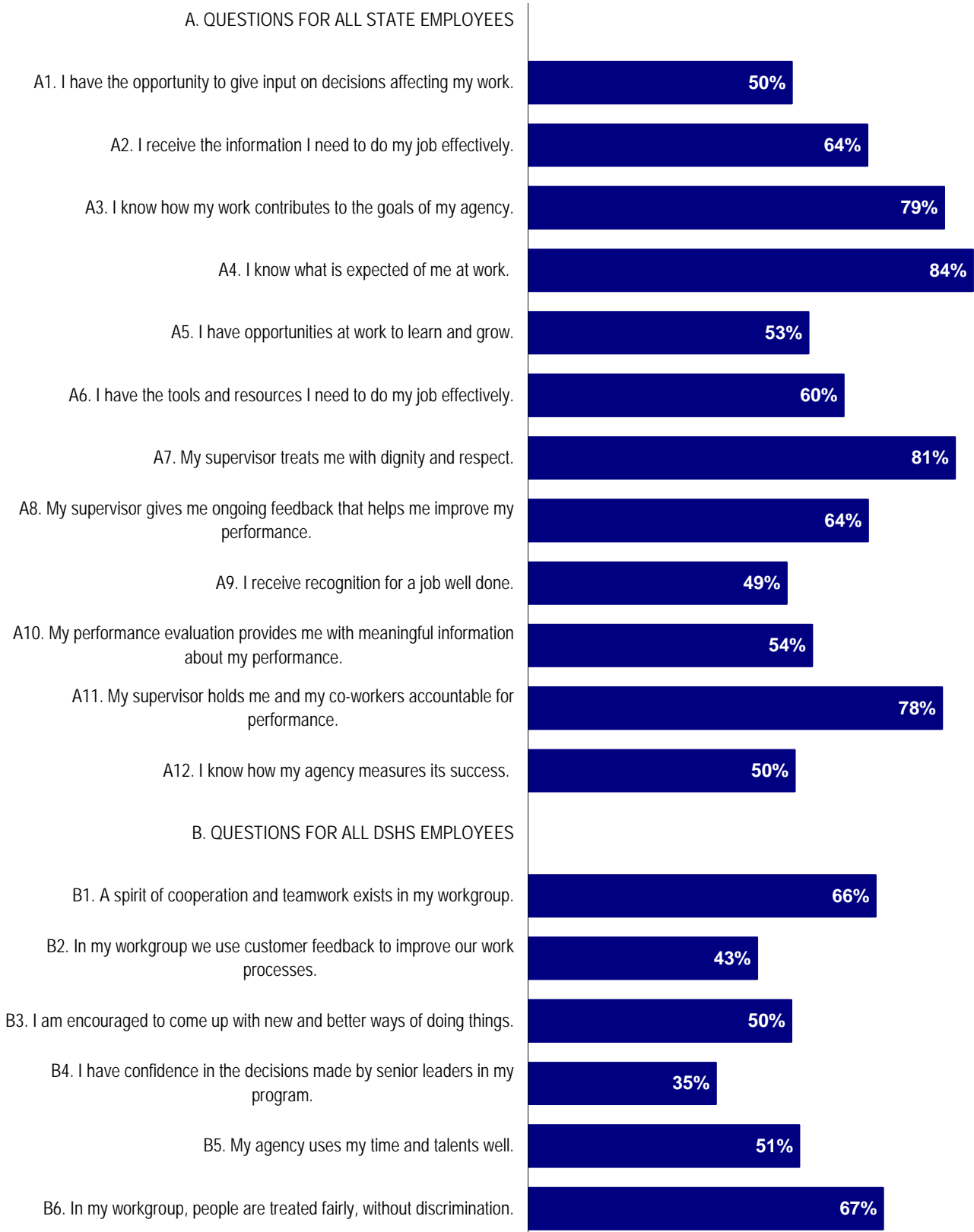
## STATISTICAL REPORT – All DSHS Staff, March – April 2006

QUESTION	Percent of All Responses						Average <sup>2</sup>	Percent Always or Usually <sup>3</sup>	
	Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never	Missing			
<b>A. QUESTIONS FOR ALL STATE EMPLOYEES</b>									
A1	I have the opportunity to give input on decisions affecting my work.	19%	31%	25%	15%	10%	1%	3.35	50%
A2	I receive the information I need to do my job effectively.	18%	46%	23%	10%	3%	1%	3.66	64%
A3	I know how my work contributes to the goals of my agency.	41%	37%	12%	6%	3%	1%	4.08	79%
A4	I know what is expected of me at work.	45%	39%	10%	4%	2%	1%	4.22	84%
A5	I have opportunities at work to learn and grow.	23%	30%	23%	15%	9%	1%	3.44	53%
A6	I have the tools and resources I need to do my job effectively.	18%	41%	23%	12%	5%	1%	3.55	60%
A7	My supervisor treats me with dignity and respect.	56%	25%	9%	5%	5%	2%	4.21	81%
A8	My supervisor gives me ongoing feedback that helps me improve my performance.	34%	31%	18%	10%	7%	1%	3.73	64%
A9	I receive recognition for a job well done.	23%	26%	22%	15%	14%	2%	3.29	49%
A10	My performance evaluation provides me with meaningful information about my performance.	22%	31%	21%	14%	11%	6%	3.40	54%
A11	My supervisor holds me and my co-workers accountable for performance.	44%	34%	13%	6%	4%	2%	4.09	78%
A12	I know how my agency measures its success.	20%	31%	23%	15%	12%	3%	3.31	50%
<b>B. QUESTIONS FOR ALL DSHS EMPLOYEES</b>									
B1	A spirit of cooperation and teamwork exists in my workgroup.	29%	37%	18%	10%	7%	1%	3.71	66%
B2	In my workgroup we use customer feedback to improve our work processes.	15%	28%	25%	17%	14%	5%	3.13	43%
B3	I am encouraged to come up with new and better ways of doing things.	22%	27%	22%	15%	14%	2%	3.30	50%
B4	I have confidence in the decisions made by senior leaders in my program.	10%	26%	26%	19%	19%	3%	2.88	35%
B5	My agency uses my time and talents well.	16%	35%	23%	15%	11%	2%	3.31	51%
B6	In my workgroup, people are treated fairly, without discrimination.	38%	29%	13%	10%	10%	2%	3.76	67%

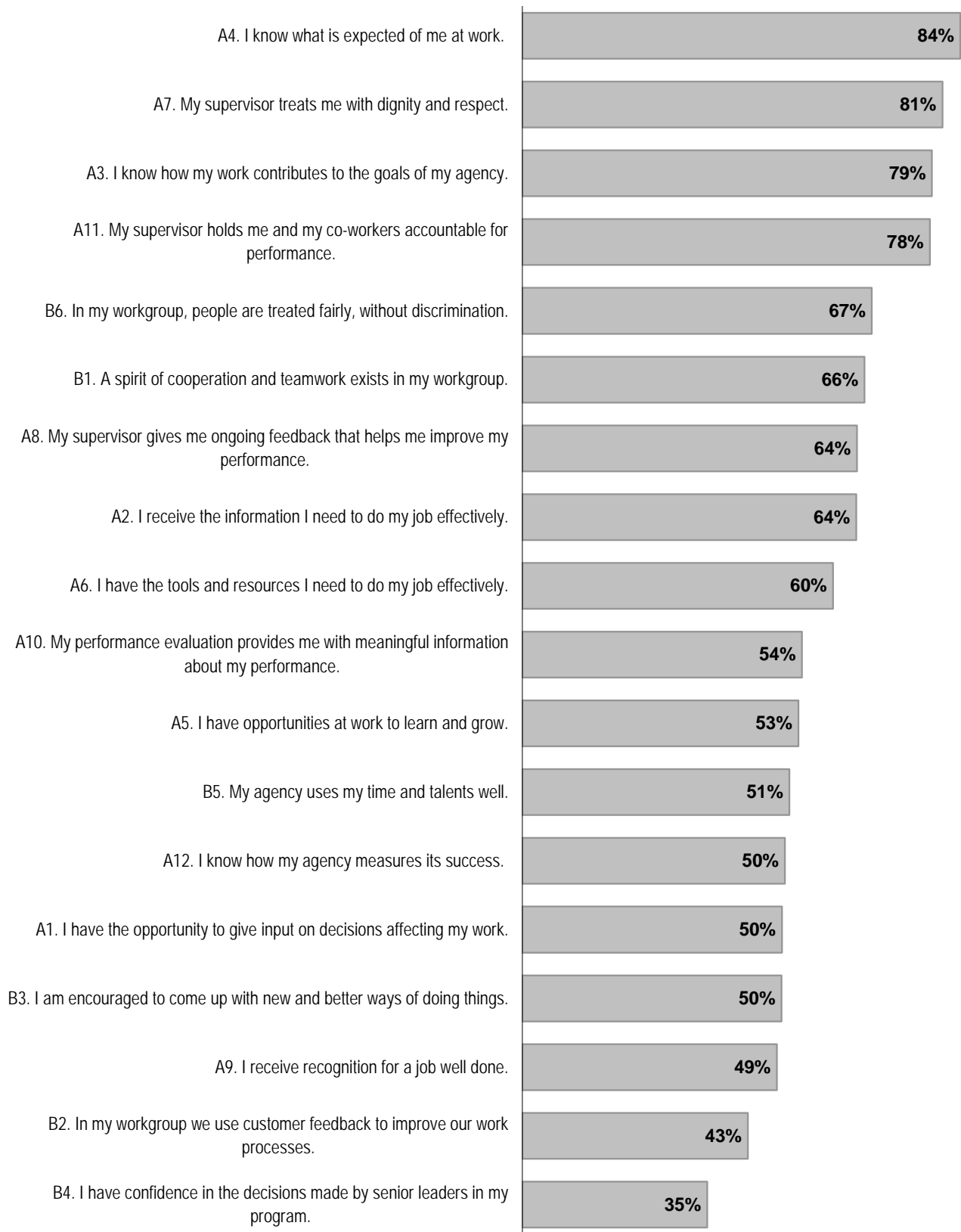
<sup>1</sup> Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

<sup>2</sup> Average where "Almost Always or Always" = 5, and "Almost Never or Never" = 1. Does not include missing data.

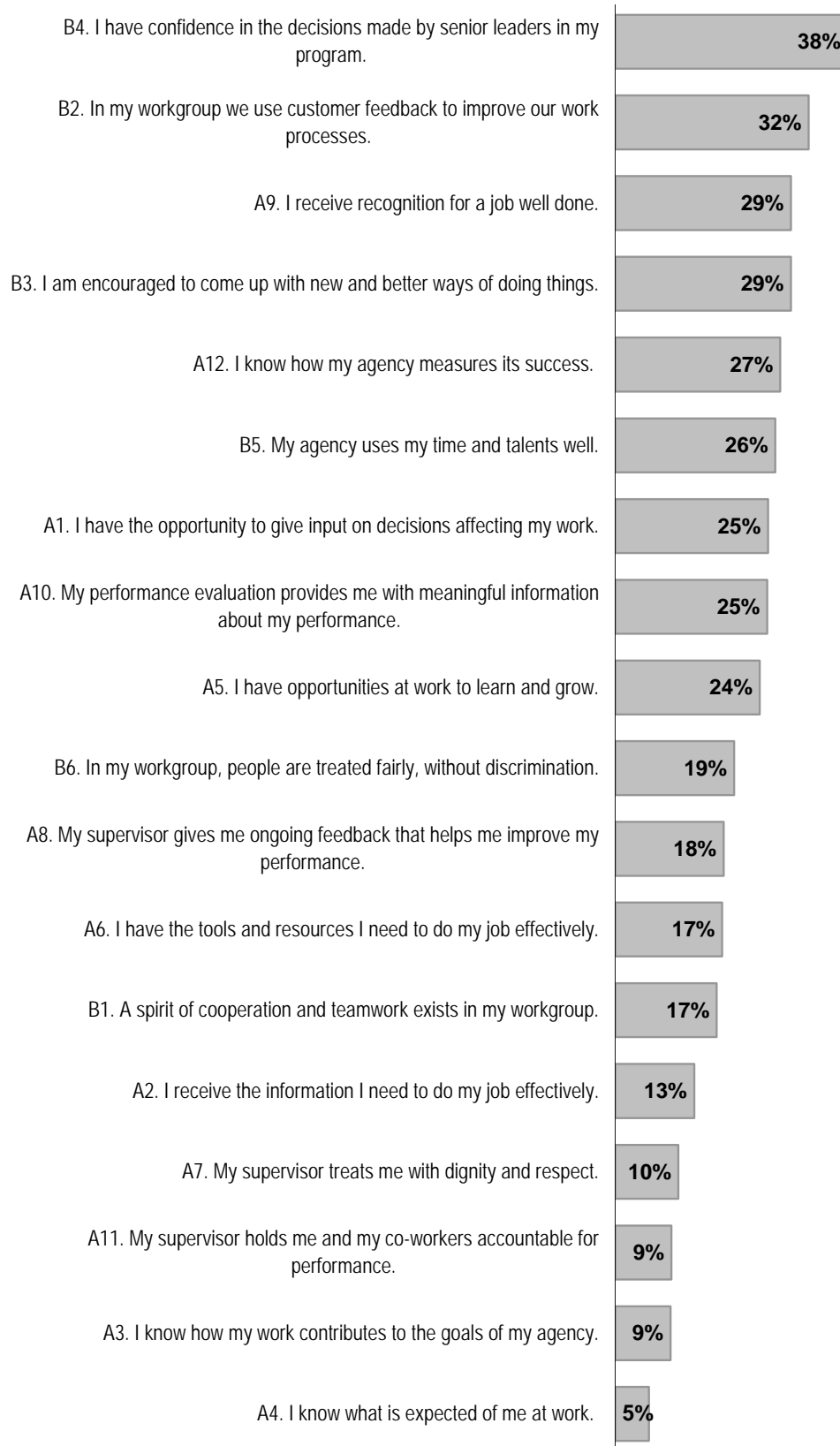
<sup>3</sup> Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

**PERCENT RESPONDING "ALWAYS" OR "USUALLY"**


<sup>1</sup> Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

**PERCENT RESPONDING "ALWAYS" OR "USUALLY" (Ordered Highest to Lowest)**

<sup>1</sup> Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

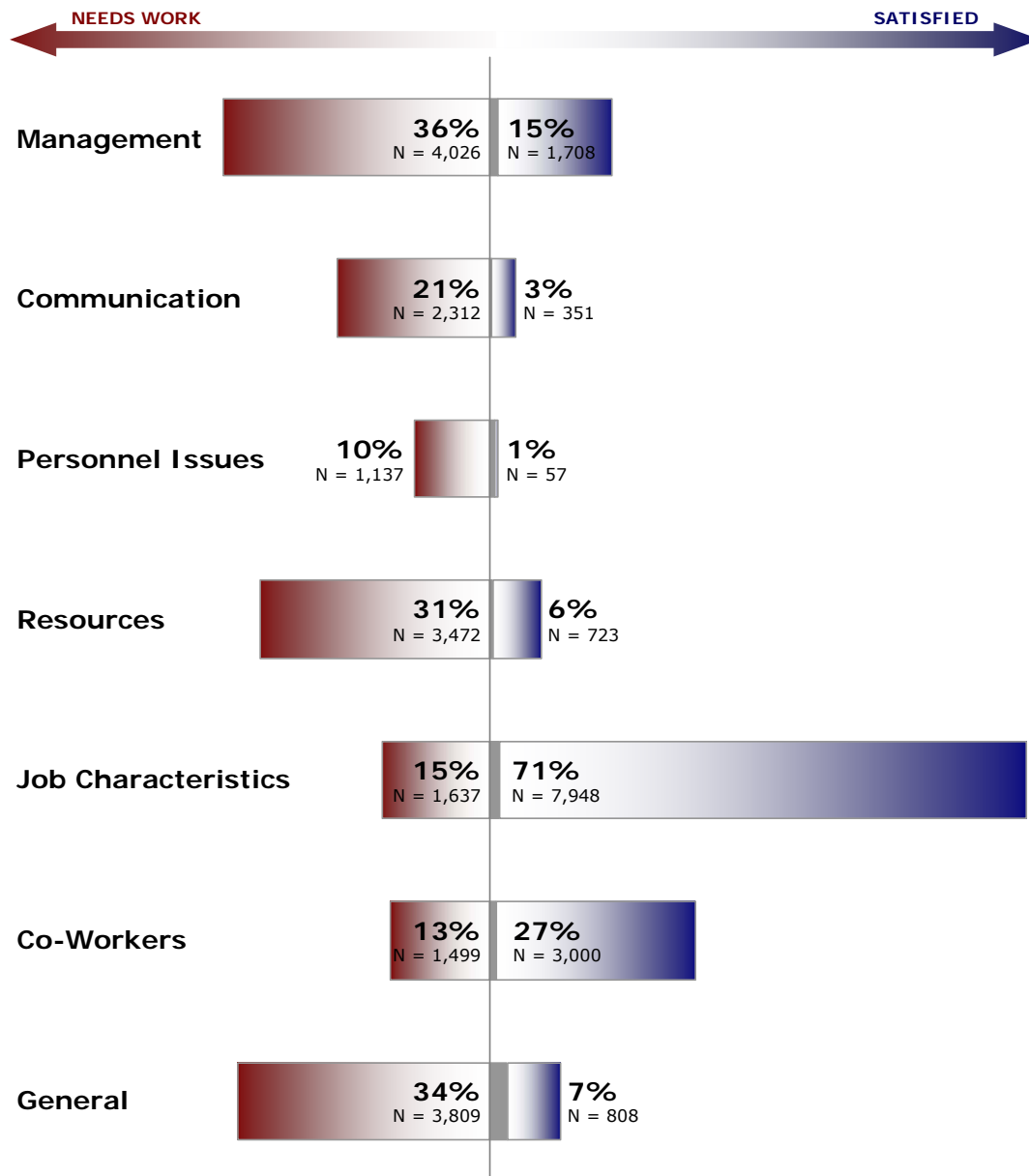
**PERCENT RESPONDING “NEVER” OR “SELDOM” (Ordered Highest to Lowest)**

<sup>1</sup> Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

# Detailed Analysis of Narrative Comment Themes

Unweighted Data

**MAJOR COMMENT THEMES – Percent and Number of Respondents Who Made Comments**



**NOTES:** Grey areas in center of bars represent neutral comments.

Percentages show respondents who commented on this theme as a percentage of the total number of respondents who made narrative comments.

Results use unweighted data – the actual number of respondents who mentioned this theme.

## NARRATIVE COMMENTS REPORT – 11,176 of 13,344 Respondents Made Comments

MAJOR THEMES AND SUBTHEMES <sup>2</sup>	Any Mention		Satisfied A	Needs Work B	Neutral C	Ratio A to B <sup>5</sup>	
	Persons <sup>3</sup>	% <sup>4</sup>					
<b>Management/Supervisors</b>	<b>5,278</b>	<b>47.2%</b>	<b>1,708</b>	<b>4,026</b>	<b>132</b>	<b>0.4</b>	
Courtesy & Respect	MC	856	7.7%	220	641	15	0.3
Support/Mentoring/Availability	MS	1,519	13.6%	553	1,015	17	0.5
Recognition/Awards	MR	1,035	9.3%	186	851	15	0.2
Fairness/Discrimination	MF	955	8.5%	57	899	2	0.1
Other Management Issues	MO	3,555	31.8%	1,206	2,493	95	0.5
<b>Communication</b>	<b>2,607</b>	<b>23.3%</b>	<b>351</b>	<b>2,312</b>	<b>34</b>	<b>0.2</b>	
Managers Provide Information	CI	783	7.0%	49	729	8	0.1
Management Listens/Includes	CL	1,261	11.3%	199	1,080	11	0.2
Clear Guidelines	CG	440	3.9%	73	364	7	0.2
Other/General Communication	CO	624	5.6%	52	562	13	0.1
<b>Personnel Issues</b>	<b>1,240</b>	<b>11.1%</b>	<b>57</b>	<b>1,137</b>	<b>75</b>	<b>0.1</b>	
Promotion/RIFs, Security	PP	1,055	9.4%	50	1,003	8	0.0
<b>Resources</b>	<b>3,965</b>	<b>35.5%</b>	<b>723</b>	<b>3,472</b>	<b>51</b>	<b>0.2</b>	
Facilities, Parking, Environment	RF	628	5.6%	171	456	10	0.4
Pay/Benefits for Employee	RP	1,006	9.0%	388	646	21	0.6
Resources for Clients	RC	304	2.7%	44	264	0	0.2
Staffing	RS	1,264	11.3%	12	1,249	5	0.0
Training	RT	936	8.4%	77	858	11	0.1
Other Resources	RO	775	6.9%	74	704	4	0.1
<b>Job Characteristics</b>	<b>8,521</b>	<b>76.2%</b>	<b>7,948</b>	<b>1,637</b>	<b>157</b>	<b>4.9</b>	
Flex Schedule/Telecommuting	JS	1,007	9.0%	410	634	7	0.6
Workload	JW	728	6.5%	59	665	14	0.1
Helping/Working with Clients	JH	4,208	37.7%	4,166	8	39	520.8
Working w/ Community Agencies	JC	251	2.2%	245	5	1	49.0
Other Aspects of Job	JO	5,049	45.2%	4,658	488	98	9.5
<b>Co-Workers</b>	<b>4,269</b>	<b>38.2%</b>	<b>3,000</b>	<b>1,499</b>	<b>103</b>	<b>2.0</b>	
Competence, Skills	WC	1,022	9.1%	263	757	13	0.3
Teamwork, Support	WT	1,764	15.8%	1,142	631	35	1.8
Other Co-worker Issues	WO	2,478	22.2%	2,160	303	61	7.1
<b>General</b>	<b>4,590</b>	<b>41.1%</b>	<b>808</b>	<b>3,809</b>	<b>271</b>	<b>0.2</b>	
Work Process/Policies	GP	2,988	26.7%	203	2,795	69	0.1
Morale/Overall Satisfaction	GS	987	8.8%	244	732	18	0.3
None/Nothing	GN	497	4.4%	320	133	45	2.4
Comments About This Survey	GC	208	1.9%	17	148	46	0.1
Other	GO	903	8.1%	94	723	102	0.1
<b>Program Specific Themes</b>	<b>229</b>	<b>2.0%</b>	<b>6</b>	<b>222</b>	<b>4</b>	<b>0.0</b>	
Staff Safety (if an issue)	PS2	229	2.0%	6	222	4	0.0

<sup>1</sup> Results use unweighted data – the actual number of respondents who mentioned this theme.

<sup>2</sup> Major themes (in blue) are rollups of the subthemes listed immediately below. They are unduplicated - not the total of the numbers below. For example, a single person who made "Satisfied" comments in "Courtesy & Respect" and in "Recognition/Awards" is counted only once in "Management."

<sup>3</sup> The "Persons" column shows how many people made any mention of this theme. It is unduplicated – not a simple total of the other 3 columns. A single person may make both "Satisfied" and "Needs Work" comments on the same theme, but will still be counted as "1" in this column.

<sup>4</sup> Respondents who commented on this theme as a percentage of the total number of respondents who made narrative comments.

<sup>5</sup> Ratio of respondents making "Satisfied" comments to respondents making "Needs Work" comments or suggestions for improvement about this theme. A ratio of 1.0 shows that "Satisfied" and "Needs Work" comments are equal in number. A ratio of 2.0 shows that there are twice as many "Satisfied" as "Needs Work" comments. A ratio of 0.5 shows that there are half as many "Satisfied" as "Needs Work" comments.

## COMMENT THEMES – Categories for Coding Narrative Comments

Code	Definition
<b>Management/Supervisors</b>	
MC	<b>Courtesy</b> and respect.
MS	<b>Support</b> ; mentoring; oversight; planning; problem-solving; availability; caring; staff evaluations.
MR	<b>Recognize</b> /reward good work; encouragement; praise; value staff; employee awards.
MF	<b>Fairness</b> ; 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 are under PP).
MO	<b>Other</b> /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; micro-management; how decisions get made.
<b>Communication</b>	
CI	Providing <b>information</b> ; holding meetings (by management/supervisor or leadership).
CL	<b>Listening</b> ; including in decisions; encouraging feedback; open-door policy (by management, supervisor, or leadership).
CG	Need or get clear <b>guidelines</b> re: roles and expectations, priorities, mission.
CO	<b>Other</b> /general communication – includes communication between sections and offices; staff meetings.
<b>Personnel Issues</b>	
PP	Promotions/advancement; hiring processes; RIFs; firing/removal; job security issues; diversity issues in <b>personnel</b> practices.
<b>Resources</b>	
RF	<b>Facilities</b> /parking/environment.
RP	<b>Pay and benefits</b> for DSHS employees.
RC	Resources/money for <b>clients</b> and client programs.
RS	<b>Staffing</b> (fill vacancies, understaffing, need for support staff).
RT	<b>Training</b> (includes cultural/diversity training, mentoring programs).
RO	<b>Other</b> (computers, information systems, supplies, phones, safety equipment, interpreters, etc.).
RF	<b>Facilities</b> /parking/environment.
<b>Job Characteristics</b>	
JH	<b>Helping</b> /dealing with clients/customers as a source of satisfaction or dissatisfaction.
JS	Work <b>Schedule</b> /ability to work from home, in field etc.
JW	<b>Workload</b> : too high/too demanding, big variations or differences in amount of work (time for tasks); caseload size.
JC	Working with <b>community agencies</b> /providers as source of satisfaction.
JO	<b>Other</b> . 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.)
<b>Co-Workers</b>	
WC	<b>Competence</b> , skills, professionalism, knowledge (includes getting rid of incompetent); individual accountability.
WT	<b>Teamwork</b> , mutual support, internal communication, doing share, work ethic, dedicated.
WO	<b>Other</b> (attitude; good/bad workgroup atmosphere; I like or dislike my co-workers).
<b>General</b>	
GP	Work <b>processes and policies</b> ; service delivery; specific programs/processes (how well these work/whether they should be changed – not whether I like doing them).
GS	<b>Satisfaction</b> /dissatisfaction/morale.
GN	“None” or “ <b>Nothing</b> ” in response to narrative question
GC	Comments specifically about this <b>survey</b> .
GO	<b>Other</b> . Did not fit in other categories.
<b>Program Specific</b>	
PS2	<b>Safety</b> (If a significant issue in program)



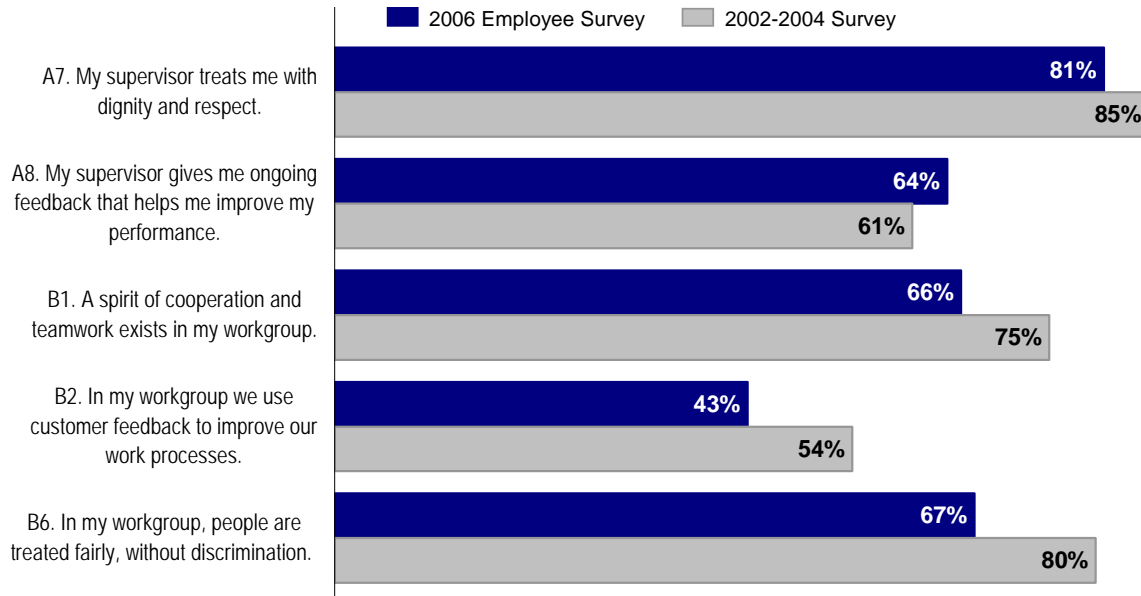


## Comparison Between 2006 and the Previous DSHS Employee Survey

Weighted Data<sup>1</sup>

### COMPARISON TO THE PREVIOUS EMPLOYEE SURVEY

**Percent Responding “Always” or “Usually”**  
Questions for All State Employees<sup>2</sup>



**CAUTIONARY NOTE:** There is some reason to believe that differences between the two years are due to other factors besides changes in employee perceptions. Differences may also be affected by:

1. Difference in survey format – Difference in number, content, and order of the other questions can affect answers.
2. The higher response rate – The groups that did not participate in the previous survey may differ from those who did participate.

<sup>1</sup> Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey. For comparison purposes, in this chart the 2006 weighted data excludes the Special Commitment Center (not included in 2002-2004 survey).

<sup>2</sup> The 2006 wording of A7 was changed slightly from previous surveys. The 2002-2004 wording was, “My manager/ supervisor treats me with courtesy and respect.”



## Comparison of Institutional Staff and All Others

Weighted Data<sup>1</sup>

### STATISTICAL REPORT

QUESTION		Percent Always or Usually <sup>2</sup>	
		Institution <sup>3</sup>	Others
<b>A. QUESTIONS FOR ALL STATE EMPLOYEES</b>			
A1	I have the opportunity to give input on decisions affecting my work.	45%	52%
A2	I receive the information I need to do my job effectively.	59%	66%
A3	I know how my work contributes to the goals of my agency.	71%	82%
A4	I know what is expected of me at work.	82%	85%
A5	I have opportunities at work to learn and grow.	45%	56%
A6	I have the tools and resources I need to do my job effectively.	53%	62%
A7	My supervisor treats me with dignity and respect.	75%	83%
A8	My supervisor gives me ongoing feedback that helps me improve my performance.	58%	67%
A9	I receive recognition for a job well done.	41%	52%
A10	My performance evaluation provides me with meaningful information about my performance.	50%	55%
A11	My supervisor holds me and my co-workers accountable for performance.	76%	79%
A12	I know how my agency measures its success.	37%	56%
<b>B. QUESTIONS FOR ALL DSHS EMPLOYEES</b>			
B1	A spirit of cooperation and teamwork exists in my workgroup.	59%	68%
B2	In my workgroup we use customer feedback to improve our work processes.	41%	44%
B3	I am encouraged to come up with new and better ways of doing things.	44%	52%
B4	I have confidence in the decisions made by senior leaders in my program.	27%	39%
B5	My agency uses my time and talents well.	44%	54%
B6	In my workgroup, people are treated fairly, without discrimination.	59%	70%

<sup>1</sup> Results use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

<sup>2</sup> Percent answering "Almost Always or Always" or "Usually." Does not include missing data. The differences between institutional staff responses and all other staff responses for all questions are statistically significant,  $p < .05$ .

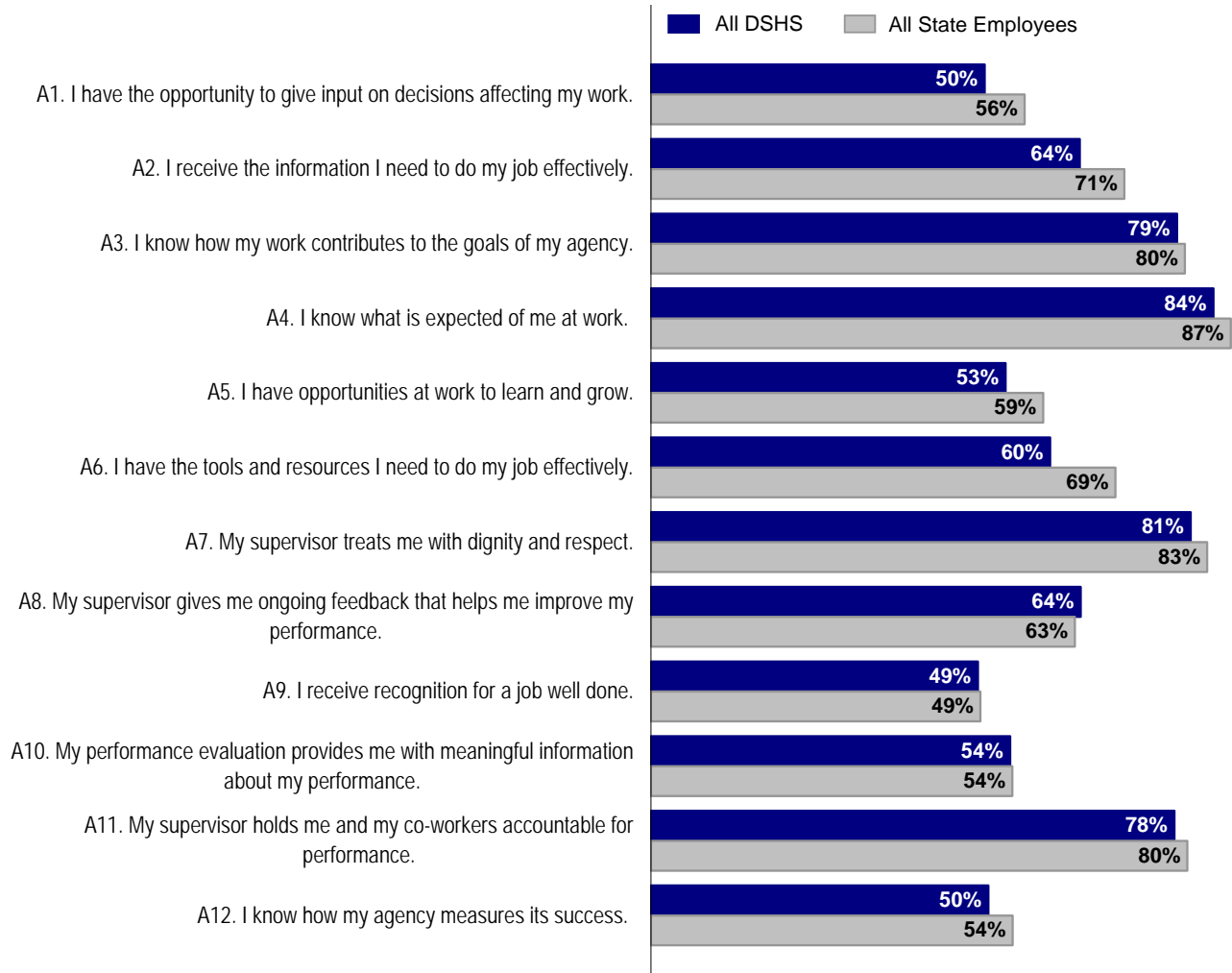
<sup>3</sup> Institutions include all staff at Green Hill School, Maple Lane School, Naselle Youth Camp, Echo Glen Children's Center, Rainier School, Lakeland Village School, Fircrest School, Yakima Valley School, Child Study and Treatment Center, Eastern State Hospital, and Western State Hospital.



## Comparison with All State Employee Surveys

DSHS = Weighted Data • All State Employees = Unweighted Data

### COMPARISON TO ALL STATE EMPLOYEES – Percent Responding “Always” or “Usually”



**NOTES:**

All state employees (including DSHS) were surveyed during the period March 1 – April 14, 2006. Results were compiled by the Department of Personnel (DOP)

Differences for questions A1, A2, A5, and A6 are statistically significant. p. <.05

Results for DSHS use weighted data. Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey. Results for All State Employees (collected by DOP) are unweighted.





2006  
**DSHS Employee  
Survey**  
**APPENDICES**



**The 2006 employee survey is the third DSHS-wide employee survey.** The 13,344 employees who completed the survey had much to say.

**The Most Common Themes**

***Employees appreciate:***

- The chance to work with and assist needy residents of Washington State
- Supportive, dedicated co-workers
- Supervisors who support, respect, listen, encourage autonomy, and reward good work
- Clear information and guidelines
- Fair treatment – especially in hiring/promotions

***Employees would like to see management decisions that are based on:***

- In-depth knowledge of the realities and pressures of line work
- Input from line workers who will be impacted by decisions
- Respect for employees' time, expertise and dedication
- Accountability for all levels of the organization
- Concern for the welfare of both clients and employees, rather than "bean counting" and "number crunching"

