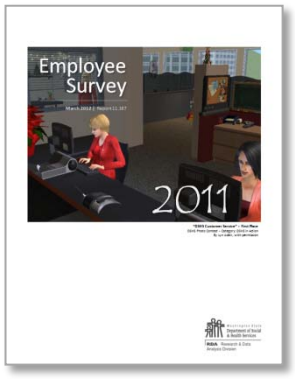

2011 DSHS Employee Survey

APPENDICES

April 2012

Report number 11.167

2011

DSHS Employee Survey

APPENDICES

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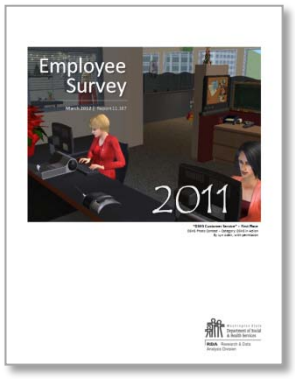


2011 DSHS Employee Survey

APPENDIX A

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.

In 2007, the fourth survey was again administered by the RDA survey section. It deleted one question and added two others: "My agency consistently demonstrates support for a diverse workforce." "In general, I'm satisfied with my job." The 2007 survey had a 73% overall response rate.

The 2009 Employee Survey had a 75% response rate. This survey added questions on information about changes and support for a healthy life. The 2009 survey also included one-time questions about values and sexual harassment.

THE 2011 SURVEY | ADMINISTRATION

The 2011 survey was conducted by Management Information and Survey Research (MISR) within the Planning, Performance and Accountability Administration of DSHS. The survey section was previously part of Research and Data Analysis (RDA). The survey was conducted from October 12th to November 30, 2011. MISR 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 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 MISR copies of the answers input by respondents. It did not give MISR 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 MISR.
- MISR 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 from Secretary Susan Dreyfus. With consultation and general direction from MISR, 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. 7,507 of the 10,289 employees who completed the survey also responded to the narrative questions. Thus, MISR survey staff faced the gargantuan task of identifying major themes in 14,017 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 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 primary author (Barbara Whitbeck) personally checked every coded response.

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

- 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

10,289 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 67% overall response rate was lower than the 75% achieved in 2009. The decline in response rate can be attributed both to the employee discouragement described in the survey report, and to less emphasis from upper management. Managers remained committed to the survey process, but were juggling multiple high priorities at the time of the survey – which coincided with special session and work on many high-profile budget issues. The total number of employees participating was lower than the 2009 survey due to both the declining response rate and a shrinking workforce. 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, 5 percent of all DSHS employees work for the Juvenile Rehabilitation Administration (JRA). For DSHS-wide analyses, the 473 responses from JRA were weighted so that they comprised 5 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 & DISABILITY SERVICES ADMINISTRATION	**6,792**	**44%**	**3,927**		**58%**
ADSA – All but RHCs	2,122	14%	1,456	1.457	69%
ADSA – Hospitals	2,538	17%	1,457	1.742	57%
ADSA – RHCs	2,132	14%	1,014	2.103	48%
CHILDREN'S ADMINISTRATION	**2,369**	**15%**	**1,853**	**1.278**	**78%**
ECONOMIC SERVICES ADMINISTRATION	**3,977**	**26%**	**2,846**	**1.397**	**72%**
EXEC – CENTRAL	**718**	**5%**	**688**	**1.044**	**96%**
EXEC – DVR	**287**	**2%**	**272**	**1.055**	**95%**
JUVENILE REHABILITATION ADMINISTRATION	**799**	**5%**	**473**	**1.689**	**59%**
SPECIAL COMMITMENT CENTER	**415**	**3%**	**230**	**1.804**	**55%**
TOTAL	**15,357**	**100%**	**10,289**	**N/A**	**67%**

ANALYSIS

Tables and charts in the main report and in the appendices show the results of survey analysis. Page 6 of the Executive Summary displays bar charts showing the percentage of employees responding favorably[2] 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, 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).

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

A chart on page 7 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.

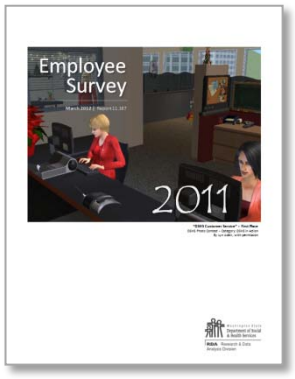
Chart F in Appendix B compares the results from this 2011 employee survey to the results of the 2006, 2007, and 2009 employee surveys. Because the 2002-2004 survey had different questions, trend charts show four years of data.

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.



2011 DSHS Employee Survey

APPENDIX B

Survey Administered by
Management Information
and Survey Research, PPA

2011
DSHS Employee Survey

for
Department of Social and Health Services
Unweighted Analysis

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

F. Comparison to Previous Employee Surveys

G. Major Comment Themes - Number of Respondents Who Made Comments

H. Major Comment Themes - Percent of Respondents Who Made Comments

J. Narrative Comments Report

Washington State Department of Social & Health Services
PPA Planning, Performance & Accountability

Statistical Report

DSHS Employee Survey - Oct-Nov 2011

All DSHS Staff - Weighted

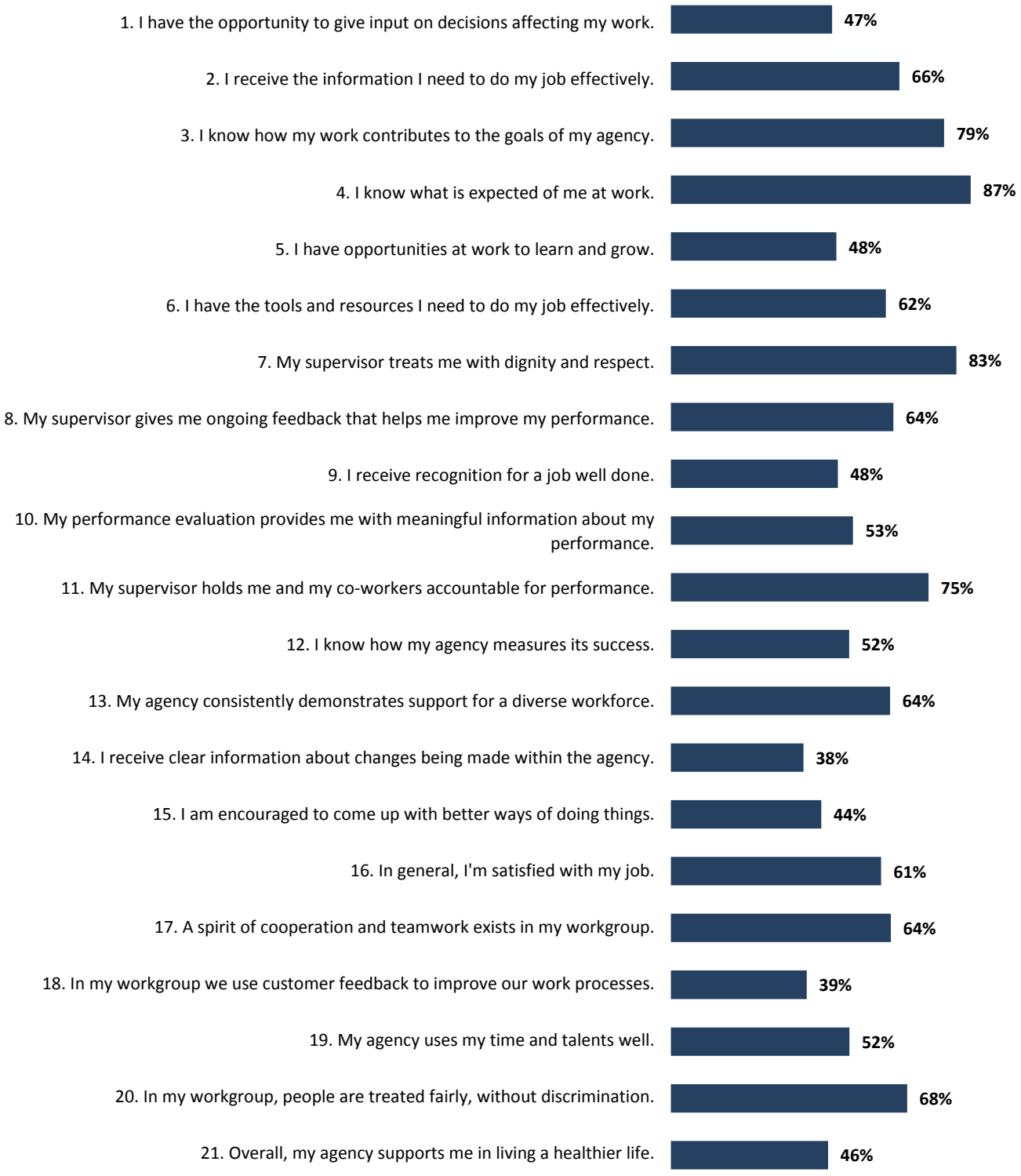
	QUESTION	Percent of Responses					Average[1]	Percent Always or Usually[2]
		Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never		
1	I have the opportunity to give input on decisions affecting my work.	17%	30%	25%	17%	11%	**3.24**	**47%**
2	I receive the information I need to do my job effectively.	19%	48%	22%	9%	3%	**3.69**	**66%**
3	I know how my work contributes to the goals of my agency.	41%	38%	11%	6%	4%	**4.07**	**79%**
4	I know what is expected of me at work.	48%	39%	8%	3%	2%	**4.28**	**87%**
5	I have opportunities at work to learn and grow.	21%	27%	24%	16%	12%	**3.29**	**48%**
6	I have the tools and resources I need to do my job effectively.	19%	43%	22%	10%	6%	**3.59**	**62%**
7	My supervisor treats me with dignity and respect.	59%	24%	9%	4%	4%	**4.29**	**83%**
8	My supervisor gives me ongoing feedback that helps me improve my performance.	36%	28%	18%	10%	7%	**3.76**	**64%**
9	I receive recognition for a job well done.	24%	25%	23%	16%	13%	**3.30**	**48%**
10	My performance evaluation provides me with meaningful information about my performance.	23%	29%	19%	14%	14%	**3.35**	**53%**
11	My supervisor holds me and my co-workers accountable for performance.	43%	32%	13%	7%	5%	**3.99**	**75%**
12	I know how my agency measures its success.	21%	31%	22%	14%	12%	**3.35**	**52%**
13	My agency consistently demonstrates support for a diverse workforce.	29%	34%	20%	10%	7%	**3.69**	**64%**
14	I receive clear information about changes being made within the agency.	11%	27%	28%	20%	14%	**3.01**	**38%**
15	I am encouraged to come up with better ways of doing things.	18%	26%	23%	17%	16%	**3.13**	**44%**
16	In general, I'm satisfied with my job.	23%	38%	21%	11%	7%	**3.58**	**61%**
17	A spirit of cooperation and teamwork exists in my workgroup.	29%	34%	17%	11%	8%	**3.66**	**64%**
18	In my workgroup we use customer feedback to improve our work processes.	14%	25%	24%	19%	18%	**2.99**	**39%**
19	My agency uses my time and talents well.	17%	34%	22%	14%	12%	**3.30**	**52%**
20	In my workgroup, people are treated fairly, without discrimination.	38%	31%	14%	9%	9%	**3.80**	**68%**
21	Overall, my agency supports me in living a healthier life.	18%	27%	22%	16%	16%	**3.16**	**46%**

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

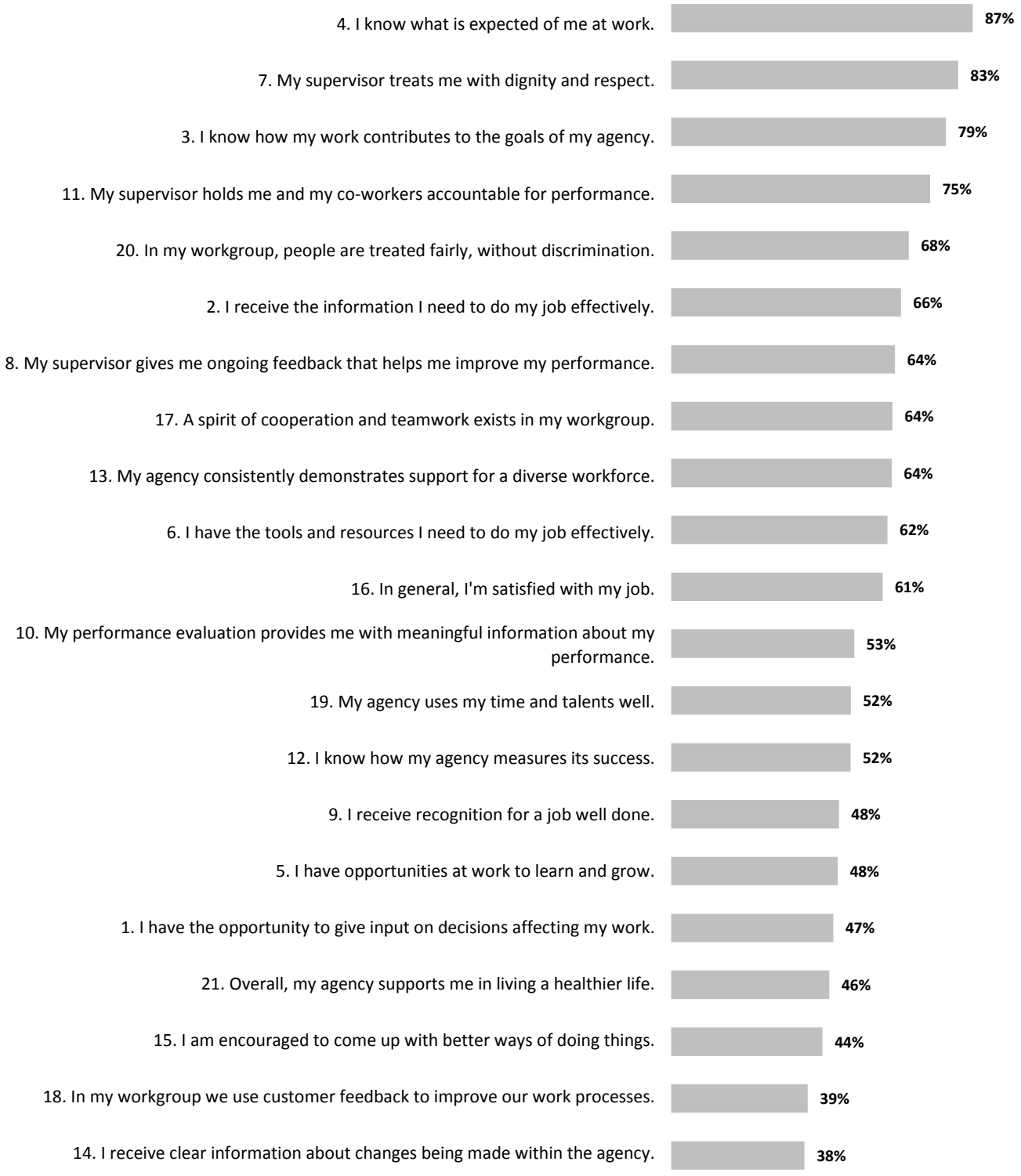
[2]Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

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

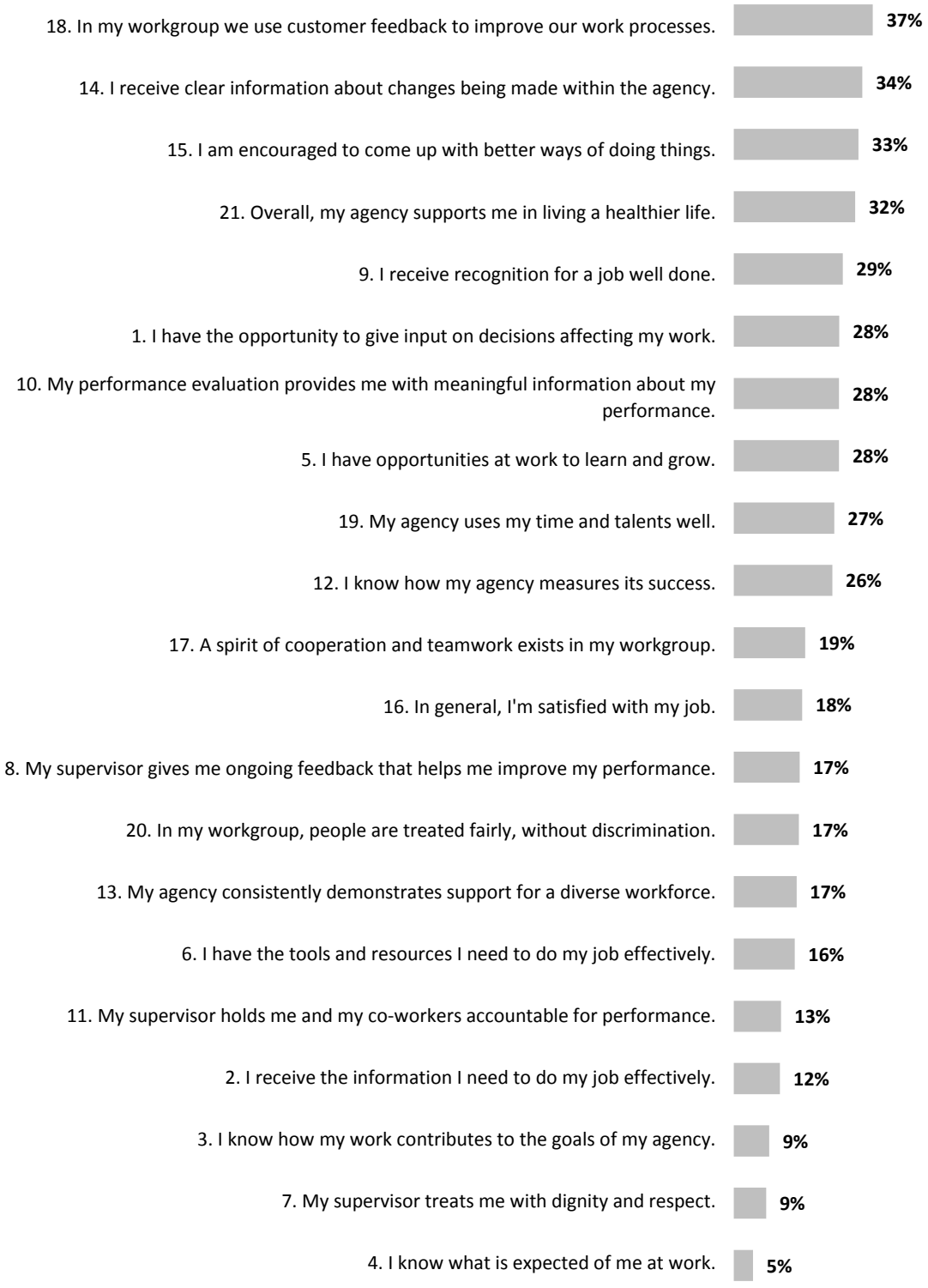
Percent Responding "Always" or "Usually"



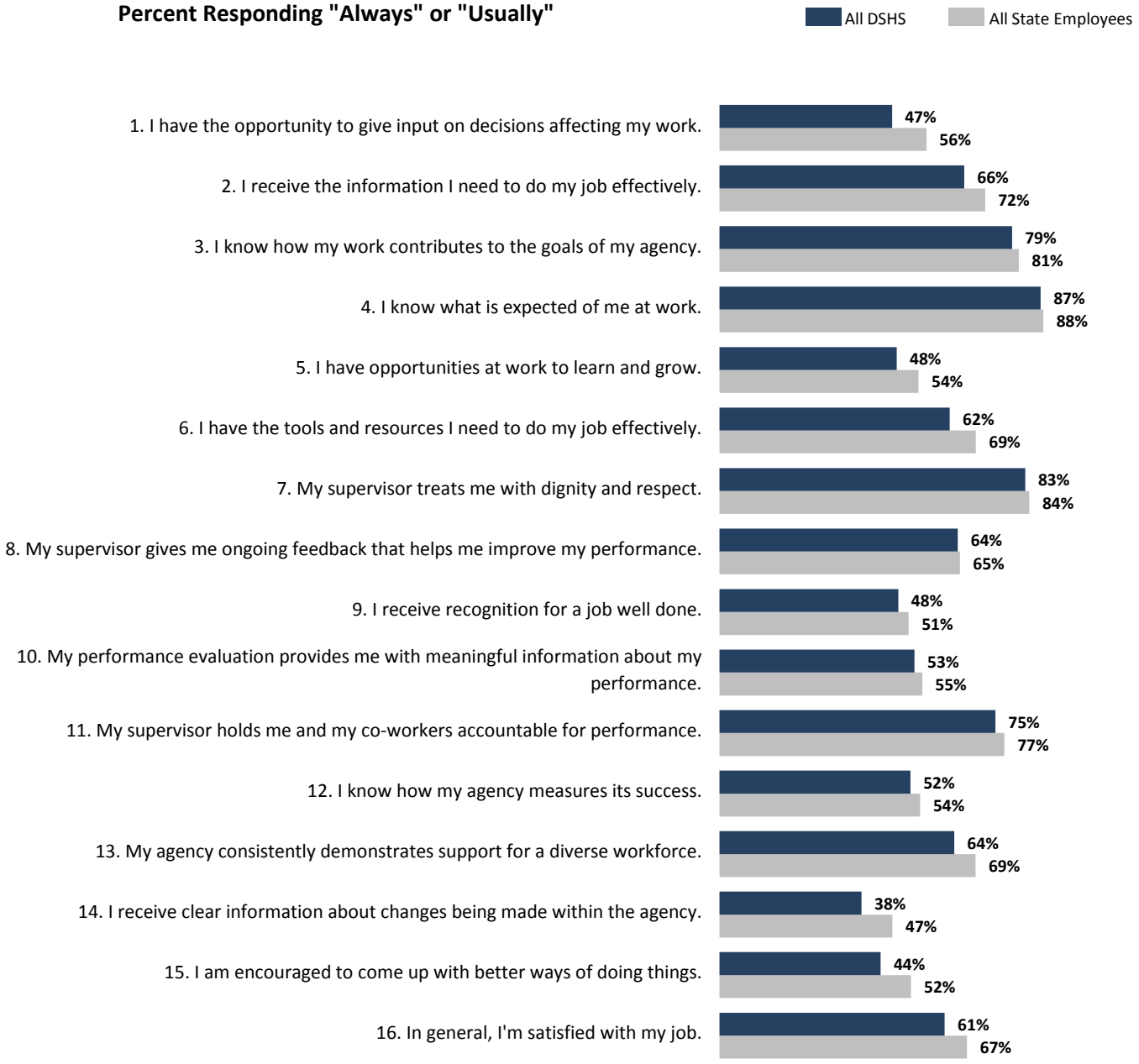
Questions Ordered by Highest to Lowest Percent Responding "Always" or "Usually"



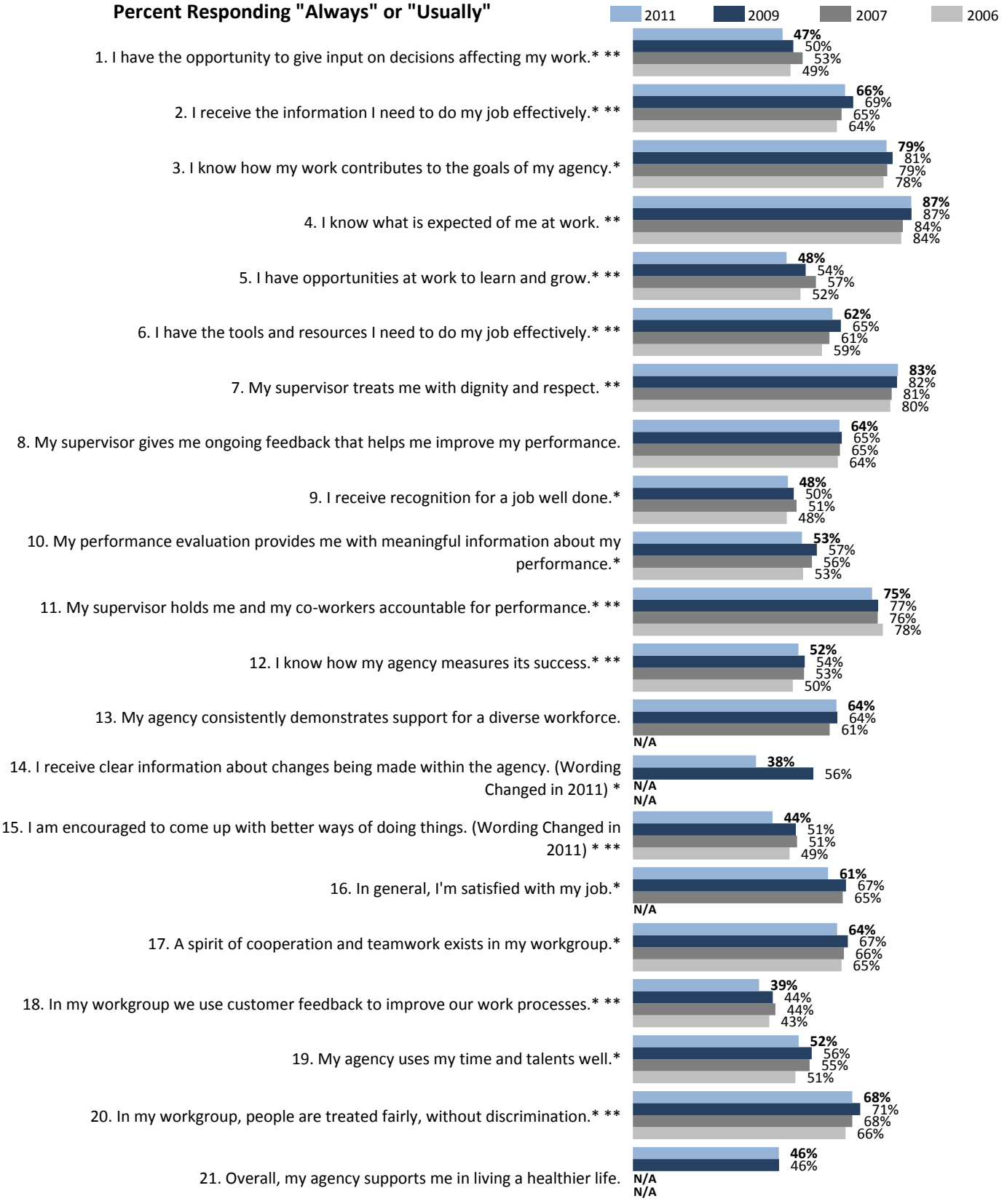
Questions Ordered by Highest to Lowest Percent Responding "Never" or "Seldom"



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



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

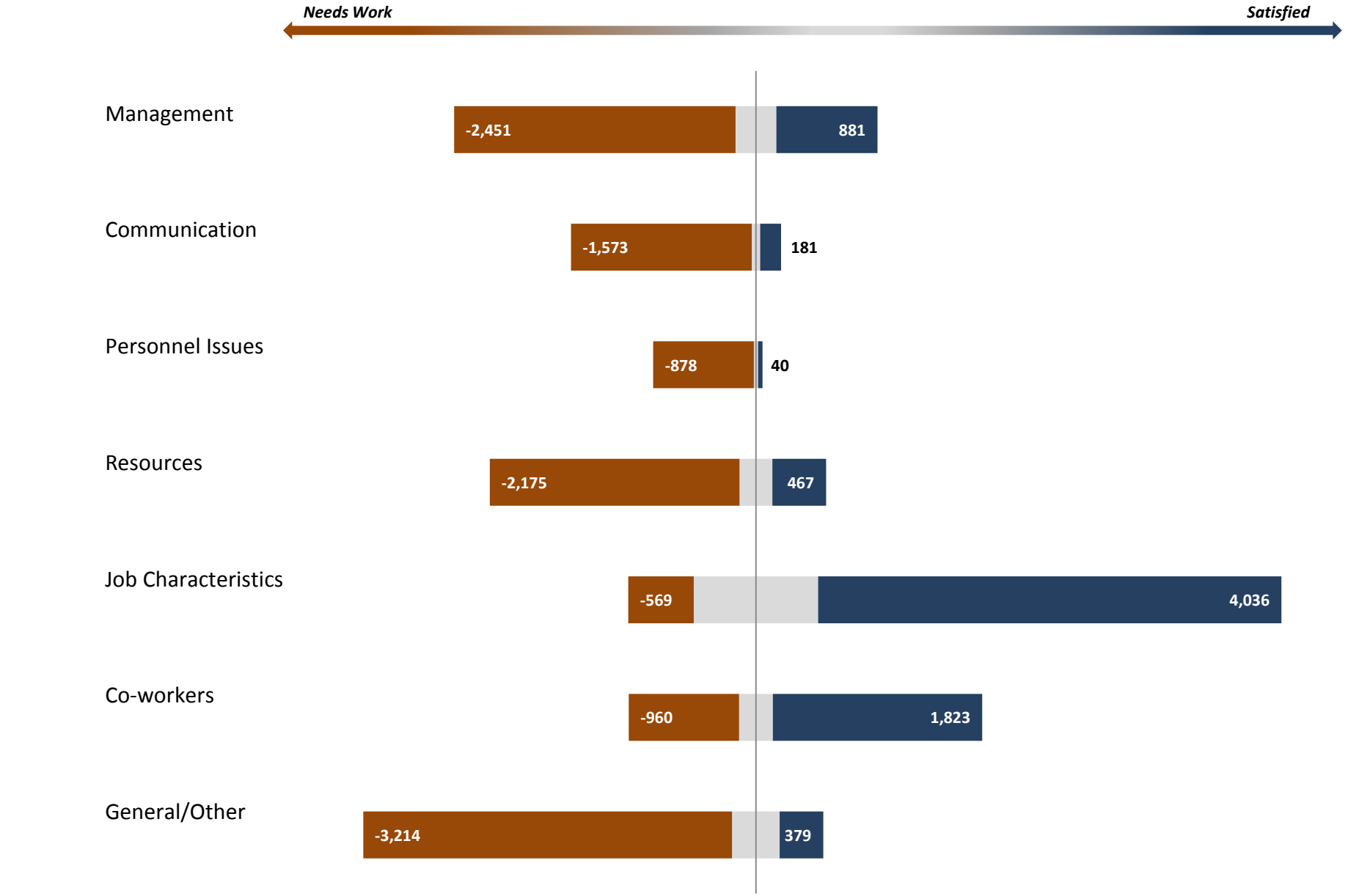


NOTES Weighted data. For comparison purposes, previous workgroups are matched and grouped with current workgroups so the history is consistent. For example, since ADSA was restructured in 2011 to include state hospitals, 2006, 2007, and 2009 data for ADSA includes CSTC, ESH, and WSH. "N/A" means the question was not asked during the survey year.

* Change between 2009 and 2011 is statistically significant at the .01 level.

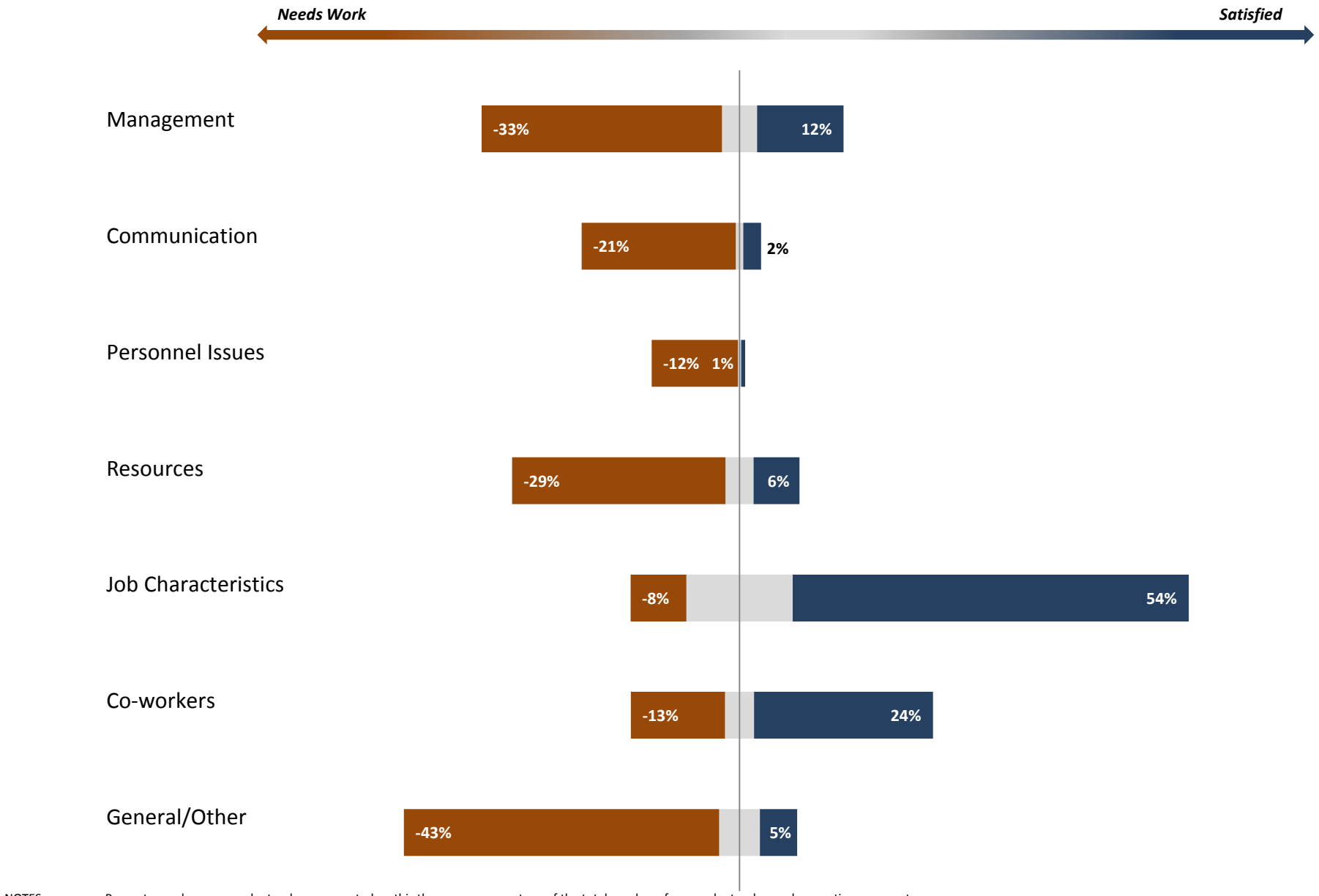
** Change between 2006 and 2011 is statistically significant at the .01 level.

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 2011
All DSHS Staff - Unweighted

7,507 of 10,289 Respondents Made Comments

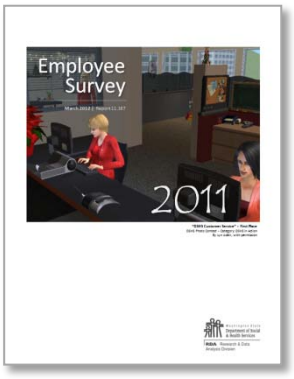
MAJOR THEMES AND SUBTHEMES[1]		Total		Satisfied		Needs Work		Mixed or Neutral	
		#[2]	% of All[3]	#[2]	%[4]	#[2]	%[4]	#[2]	%[4]
Management		**3,689**	**49.1%**	**881**	**23.9%**	**2,451**	**66.4%**	**357**	**9.7%**
Courtesy & Respect	MC	468	6.2%	98	20.9%	360	76.9%	10	2.1%
Support/Mentoring/Availability	MS	1,317	17.5%	461	35.0%	764	58.0%	92	7.0%
Recognition/Awards	MR	661	8.8%	124	18.8%	500	75.6%	37	5.6%
Fairness/Discrimination	MF	700	9.3%	34	4.9%	658	94.0%	8	1.1%
Other Management Issues	MO	2,455	32.7%	651	26.5%	1,542	62.8%	262	10.7%
Communication		**1,829**	**24.4%**	**181**	**9.9%**	**1,573**	**86.0%**	**75**	**4.1%**
Managers Provide Information	CI	800	10.7%	47	5.9%	728	91.0%	25	3.1%
Management Listens/Includes	CL	810	10.8%	104	12.8%	679	83.8%	27	3.3%
Clear Guidelines	CG	257	3.4%	45	17.5%	205	79.8%	7	2.7%
Other/General Communication	CO	382	5.1%	39	10.2%	326	85.3%	17	4.5%
Personnel Issues		**953**	**12.7%**	**40**	**4.2%**	**878**	**92.1%**	**35**	**3.7%**
Promotion/RIFs, Security	PP	716	9.5%	7	1.0%	701	97.9%	8	1.1%
Diversity/Discrimination	PD	266	3.5%	30	11.3%	228	85.7%	8	3.0%
Resources		**2,929**	**39.0%**	**467**	**15.9%**	**2,175**	**74.3%**	**287**	**9.8%**
Facilities, Parking, Environment	RF	383	5.1%	150	39.2%	219	57.2%	14	3.7%
Pay/Benefits for Employee	RP	922	12.3%	419	45.4%	412	44.7%	91	9.9%
Resources for Clients	RC	248	3.3%	16	6.5%	221	89.1%	11	4.4%
Staffing	RS	976	13.0%	5	0.5%	952	97.5%	19	1.9%
Training	RT	626	8.3%	44	7.0%	556	88.8%	26	4.2%
Resources for Wellness/Health	RW	126	1.7%	5	4.0%	119	94.4%	2	1.6%
Other Resources	RO	474	6.3%	33	7.0%	428	90.3%	13	2.7%
Job Characteristics		**5,690**	**75.8%**	**4,036**	**70.9%**	**569**	**10.0%**	**1,085**	**19.1%**
Helping/Working with Clients	JH	2,830	37.7%	2,807	99.2%	4	0.1%	19	0.7%
Working w/ Community Agencies	JC	171	2.3%	169	98.8%	0	0.0%	2	1.2%
Workload	JW	846	11.3%	12	1.4%	818	96.7%	16	1.9%
Flex Schedule/Telecommuting	JS	743	9.9%	346	46.6%	354	47.6%	43	5.8%
Autonomy and Growth Opportunity	JA	1,006	13.4%	712	70.8%	259	25.7%	35	3.5%
Other Aspects of Job	JO	3,203	42.7%	2,710	84.6%	263	8.2%	230	7.2%
Co-workers		**3,079**	**41.0%**	**1,823**	**59.2%**	**960**	**31.2%**	**296**	**9.6%**
Competence, Skills	WC	1,061	14.1%	242	22.8%	738	69.6%	81	7.6%
Teamwork, Support	WT	1,425	19.0%	877	61.5%	465	32.6%	83	5.8%
Other Co-Worker Issues	WO	1,458	19.4%	1,300	89.2%	94	6.4%	64	4.4%
General/Other		**4,008**	**53.4%**	**379**	**9.5%**	**3,214**	**80.2%**	**415**	**10.4%**
Work Process/Policies	GP	2,817	37.5%	134	4.8%	2,512	89.2%	171	6.1%
Morale/Overall Satisfaction	GS	1,010	13.5%	141	14.0%	829	82.1%	40	4.0%
Staff Safety	GF	269	3.6%	19	7.1%	239	88.8%	11	4.1%
None/Nothing	GN	406	5.4%	166	40.9%	209	51.5%	31	7.6%
Comments About This Survey	GC	137	1.8%	9	6.6%	83	60.6%	45	32.8%
Other	GO	634	8.4%	27	4.3%	171	27.0%	436	68.8%

[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.



2011 DSHS Employee Survey

APPENDIX C

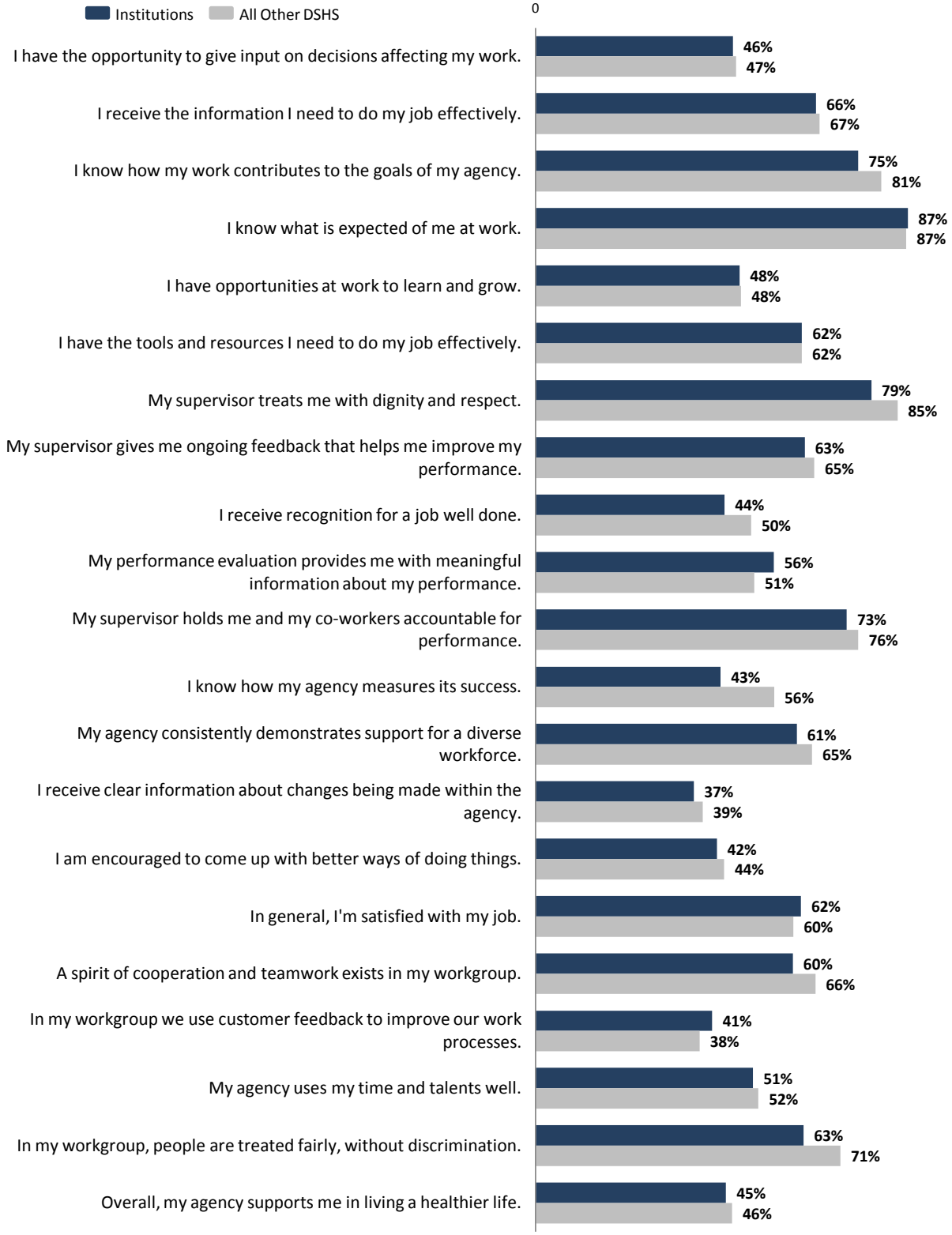
COMMENT THEMES | Categories for Coding Narrative Comments

Code	Definition
Management/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; RIFs are under PP; and diversity issues 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.
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.
Personnel Issues	
PP	**Promotions/advancement**; **hiring** processes; RIFs; firing/removal.
PD	**Client/staff discrimination** based on race, family, sexual orientation, gender, age, religion, disability. Sexual harassment, cultural competence issues, nepotism, and other diversity issues.
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.).
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).
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.

DSHS 2011 Employee Survey | All DSHS Staff, Weighted

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.