



# 2013 DSHS Employee Survey

for  
Department of Social and Health Services

Survey Administered by  
Management Information and  
Survey Research

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## Statistical Report

DSHS Employee Survey - Oct-Nov 2013

All DSHS Staff - Weighted

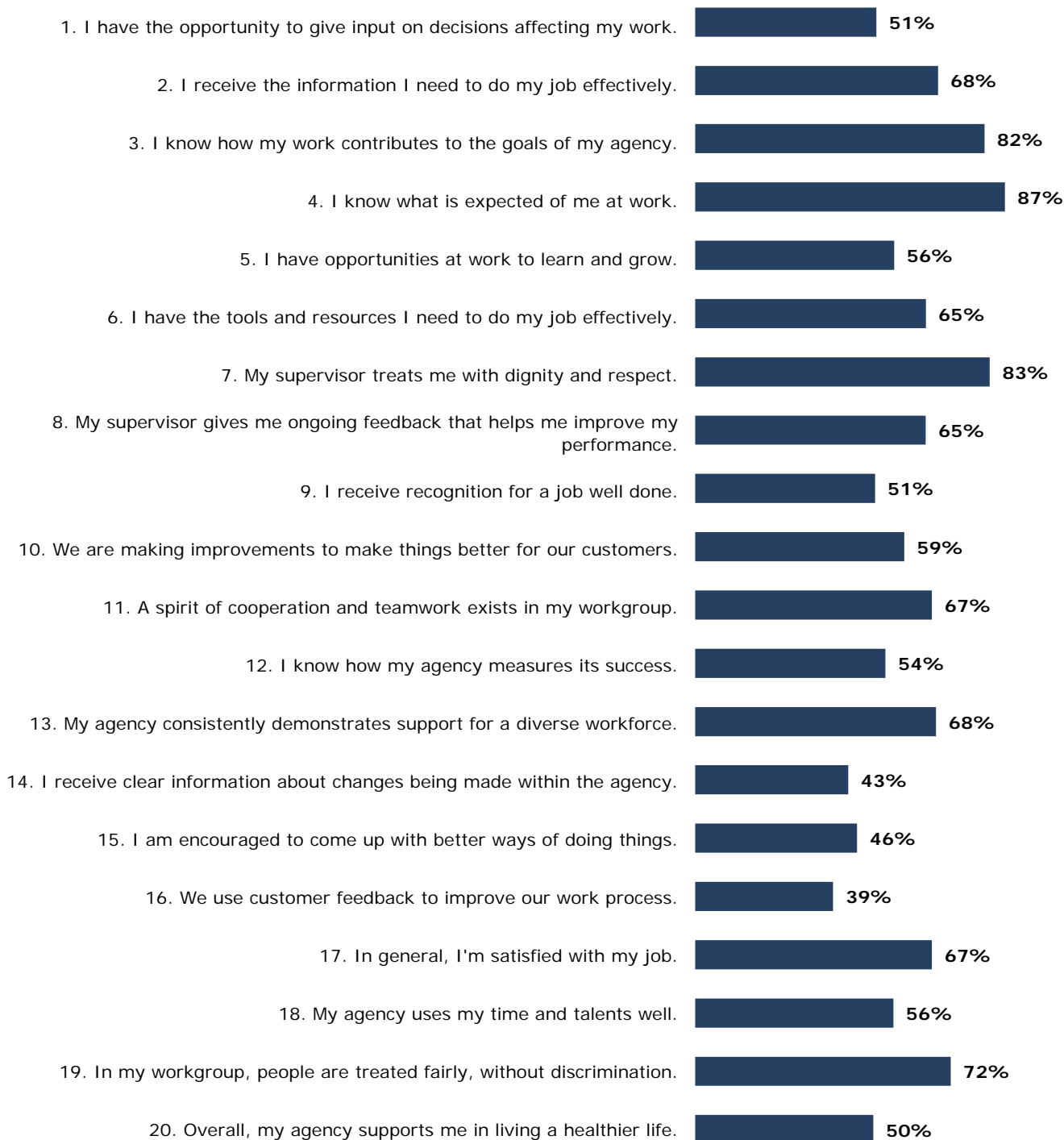
	QUESTION	Number of Responses					Average <sup>1</sup>	Percent Always or Usually <sup>2</sup>
		Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never		
1	I have the opportunity to give input on decisions affecting my work.	20%	31%	26%	14%	9%	<b>3.39</b>	<b>51%</b>
2	I receive the information I need to do my job effectively.	20%	49%	21%	8%	3%	<b>3.75</b>	<b>68%</b>
3	I know how my work contributes to the goals of my agency.	43%	38%	11%	5%	3%	<b>4.15</b>	<b>82%</b>
4	I know what is expected of me at work.	49%	39%	8%	3%	2%	<b>4.30</b>	<b>87%</b>
5	I have opportunities at work to learn and grow.	26%	30%	21%	14%	8%	<b>3.52</b>	<b>56%</b>
6	I have the tools and resources I need to do my job effectively.	21%	44%	22%	9%	4%	<b>3.69</b>	<b>65%</b>
7	My supervisor treats me with dignity and respect.	61%	22%	8%	4%	4%	<b>4.31</b>	<b>83%</b>
8	My supervisor gives me ongoing feedback that helps me improve my performance.	38%	27%	18%	10%	7%	<b>3.78</b>	<b>65%</b>
9	I receive recognition for a job well done.	25%	25%	22%	15%	13%	<b>3.36</b>	<b>51%</b>
10	We are making improvements to make things better for our customers.	24%	35%	24%	11%	6%	<b>3.60</b>	<b>59%</b>
11	A spirit of cooperation and teamwork exists in my workgroup.	32%	35%	17%	9%	7%	<b>3.75</b>	<b>67%</b>
12	I know how my agency measures its success.	21%	33%	23%	14%	9%	<b>3.42</b>	<b>54%</b>
13	My agency consistently demonstrates support for a diverse workforce.	32%	35%	18%	8%	6%	<b>3.81</b>	<b>68%</b>
14	I receive clear information about changes being made within the agency.	13%	30%	29%	18%	10%	<b>3.17</b>	<b>43%</b>
15	I am encouraged to come up with better ways of doing things.	20%	26%	23%	17%	14%	<b>3.21</b>	<b>46%</b>
16	We use customer feedback to improve our work process.	14%	24%	27%	20%	15%	<b>3.04</b>	<b>39%</b>
17	In general, I'm satisfied with my job.	26%	41%	19%	9%	5%	<b>3.73</b>	<b>67%</b>
18	My agency uses my time and talents well.	21%	35%	21%	14%	10%	<b>3.44</b>	<b>56%</b>
19	In my workgroup, people are treated fairly, without discrimination.	42%	30%	13%	8%	7%	<b>3.92</b>	<b>72%</b>
20	Overall, my agency supports me in living a healthier life.	22%	29%	23%	15%	13%	<b>3.32</b>	<b>50%</b>

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

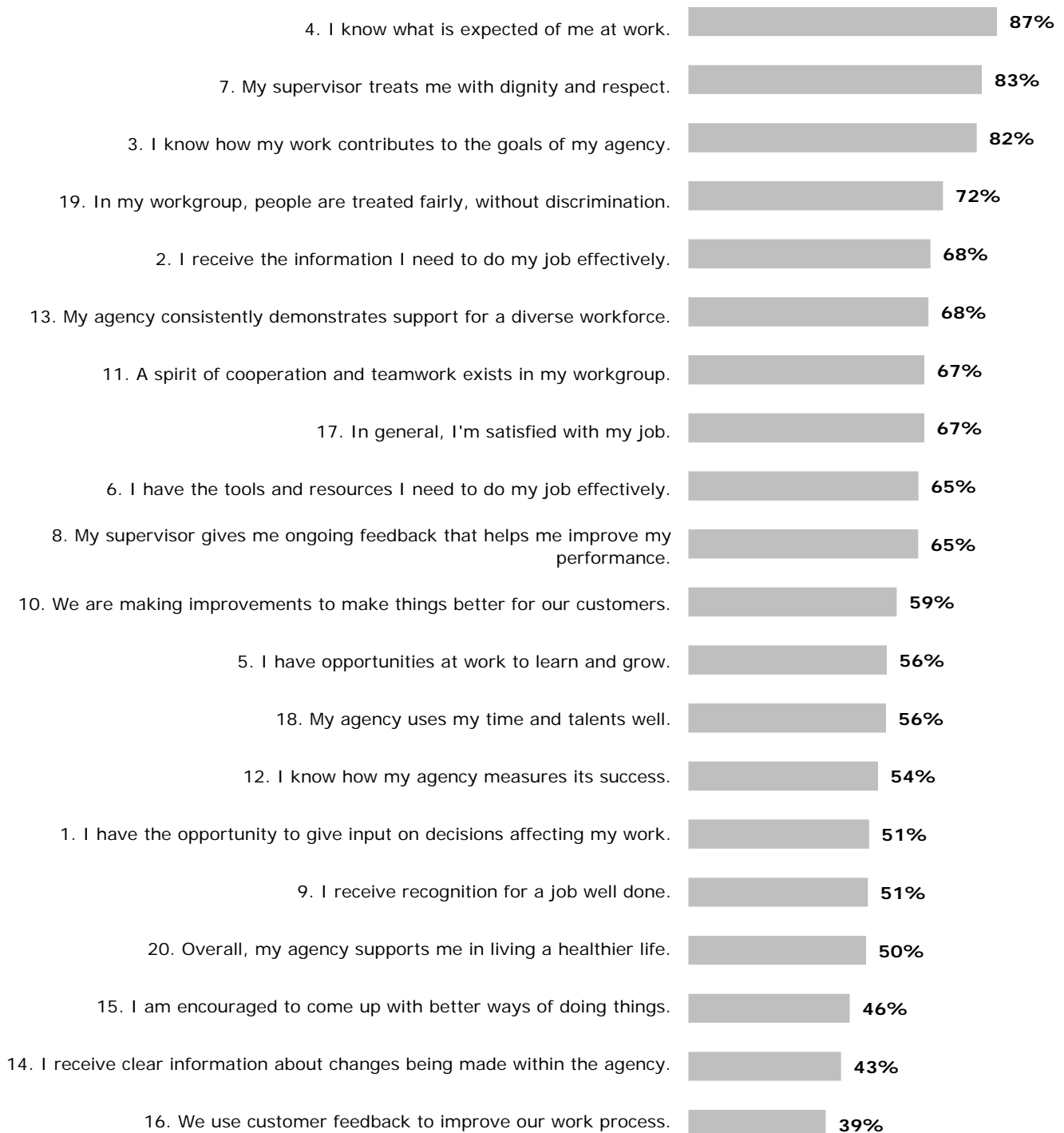
<sup>2</sup>Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

<sup>3</sup>Weighted numbers reflect the number who would have answered if all DSHS employees completed the survey.

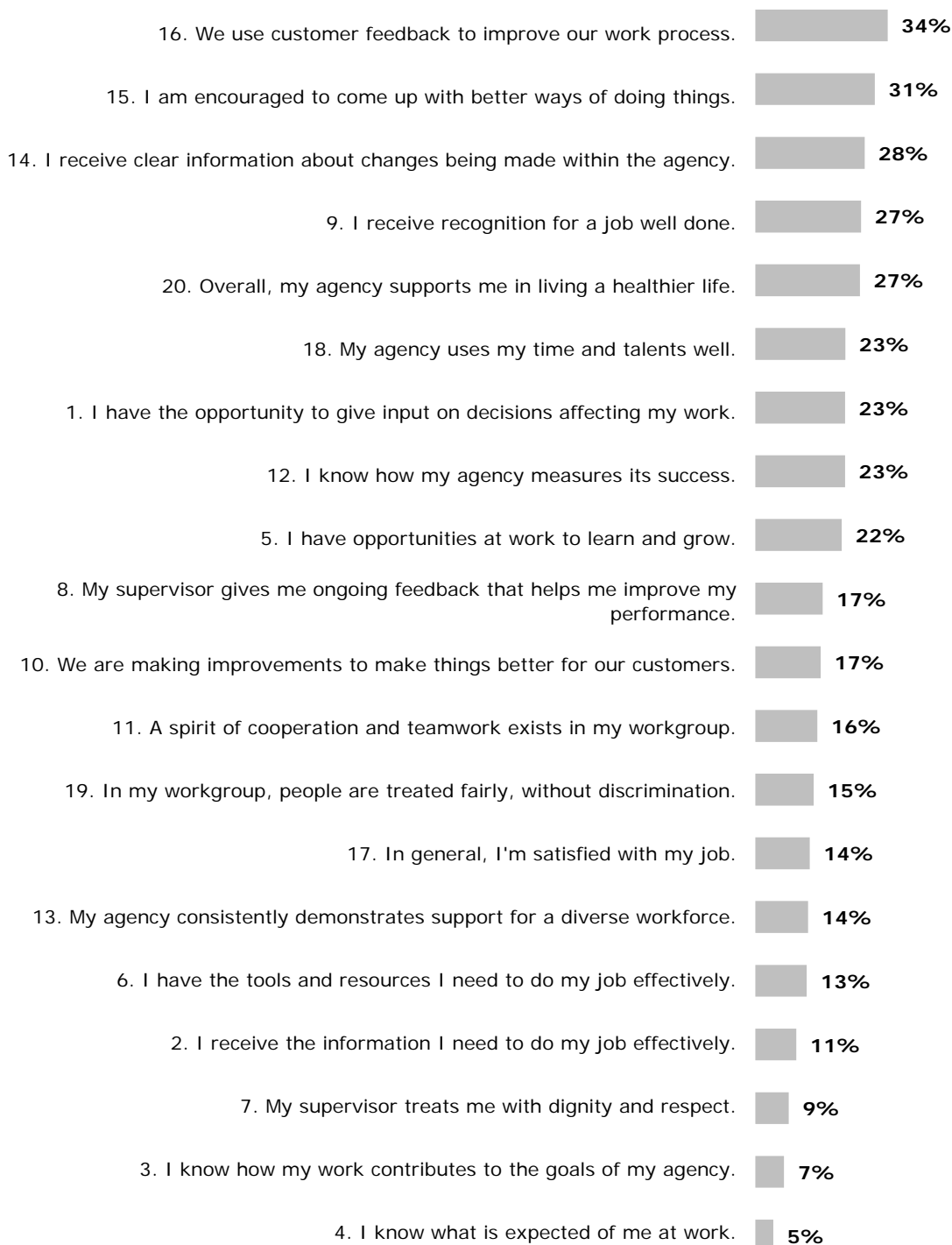
### Percent Responding "Always" or "Usually"



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

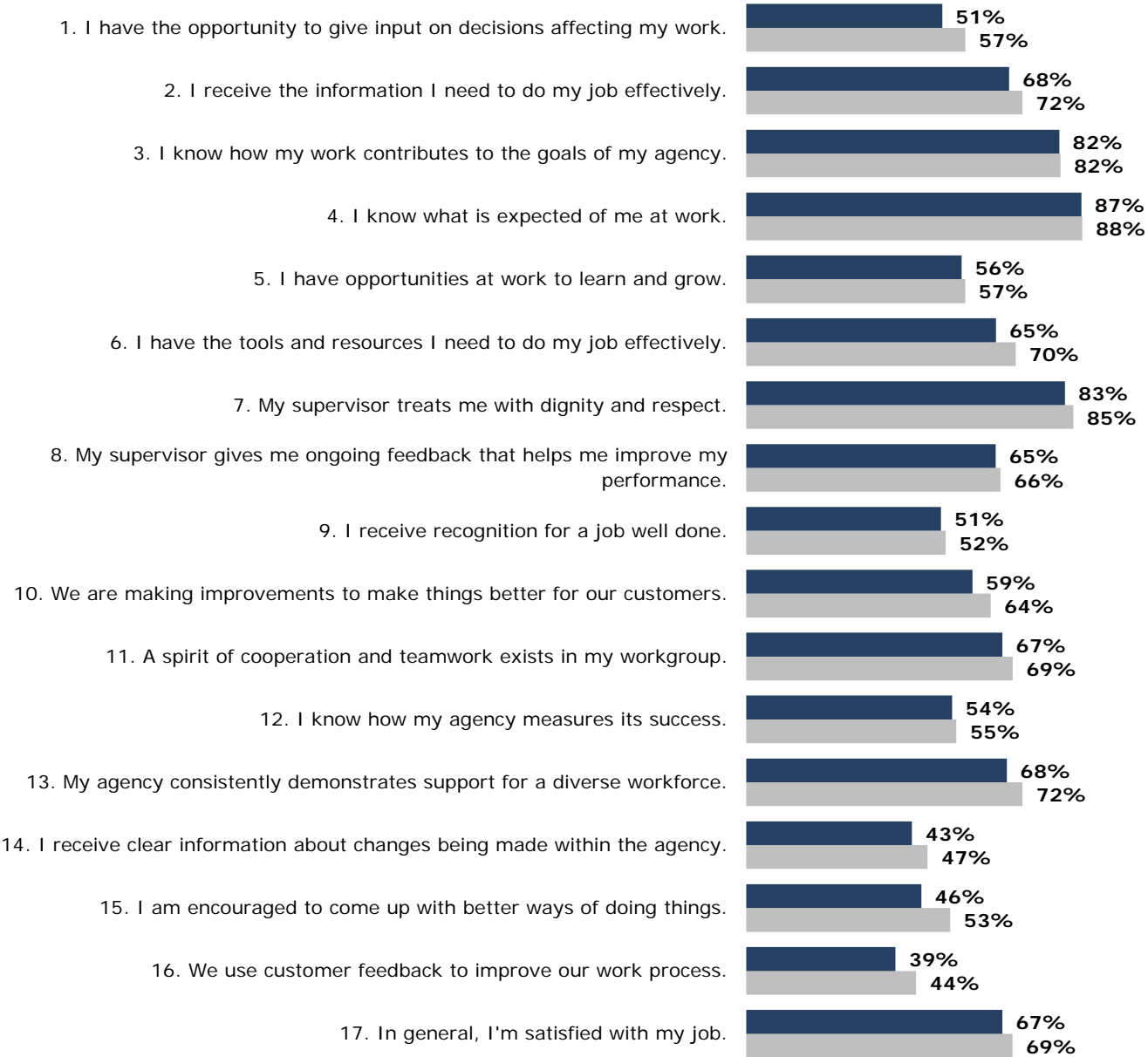


**Questions Ordered by Highest to Lowest  
Percent Responding "Never" or "Seldom"**

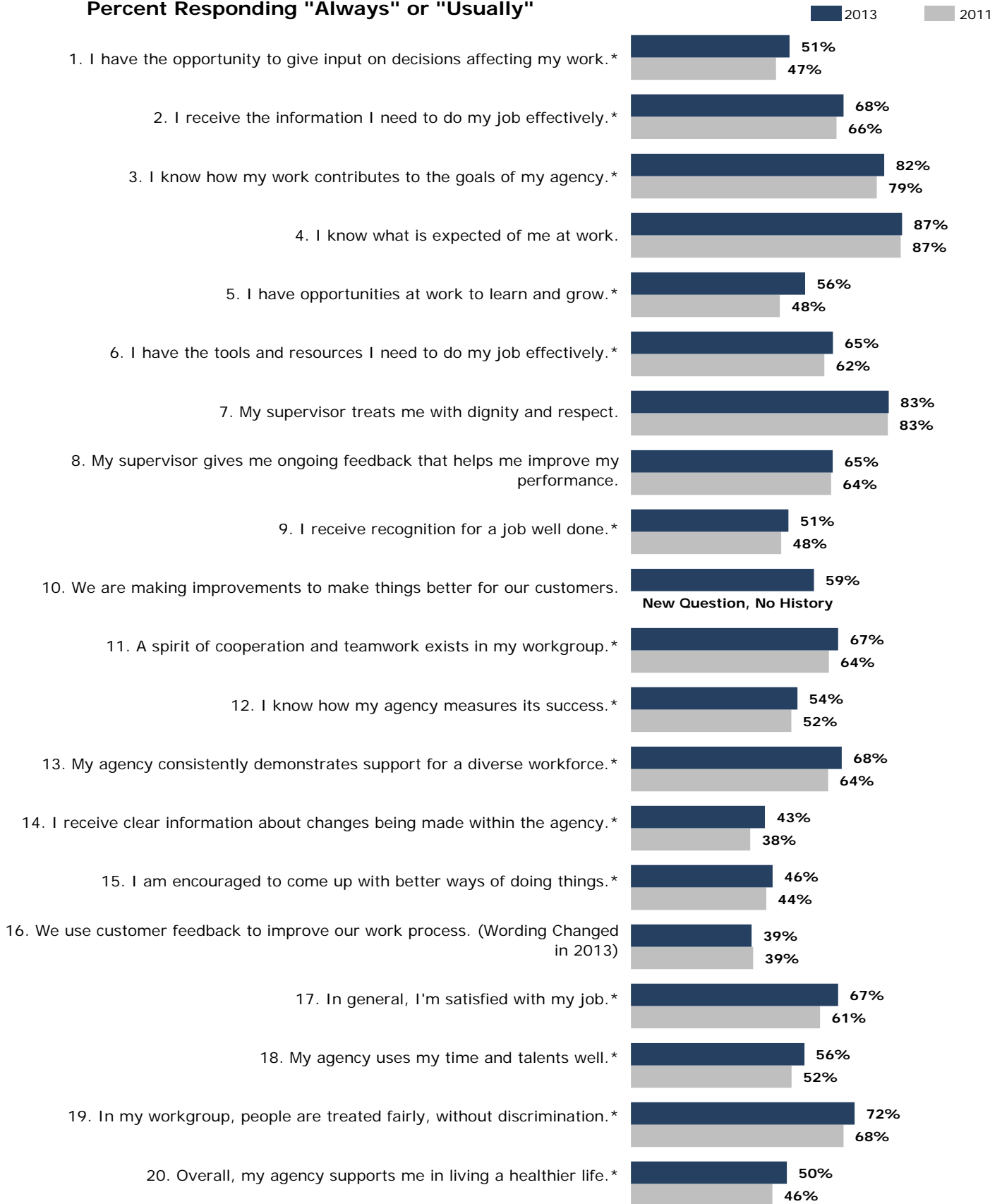


**Comparison to All State Employees  
 Percent Responding "Always" or "Usually"**

**All DSHS**   **All State Employees**



**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 BHSIA was restructured in 2013 to include state hospitals, 2006, 2007, 2009, and 2011 data for BHSIA includes CSTC, ESH, and WSH. "N/A" means the question was not asked during the survey year.

\* Change between 2011 and 2013 is statistically significant at the .01 level.

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

DSHS Employee Survey - Oct-Nov 2013

All DSHS Staff - Weighted

		2006	2007	2009	2011	2013	Change 06 - 13	Change 11 - 13
1	I have the opportunity to give input on decisions affecting my work.	49%	53%	50%	47%	51%	2% **	4% *
2	I receive the information I need to do my job effectively.	64%	65%	69%	66%	68%	5% **	2% *
3	I know how my work contributes to the goals of my agency.	78%	79%	81%	79%	82%	3% **	2% *
4	I know what is expected of me at work.	84%	84%	87%	87%	87%	4% **	0%
5	I have opportunities at work to learn and grow.	52%	57%	54%	48%	56%	4% **	8% *
6	I have the tools and resources I need to do my job effectively.	59%	61%	65%	62%	65%	6% **	3% *
7	My supervisor treats me with dignity and respect.	80%	81%	82%	83%	83%	3% **	0%
8	My supervisor gives me ongoing feedback that helps me improve my performance.	64%	65%	65%	64%	65%	1%	1%
9	I receive recognition for a job well done.	48%	51%	50%	48%	51%	3% **	2% *
10	We are making improvements to make things better for our customers.	N/A	N/A	N/A	N/A	59%	N/A	N/A
11	A spirit of cooperation and teamwork exists in my workgroup.	65%	66%	67%	64%	67%	2% **	3% *
12	I know how my agency measures its success.	50%	53%	54%	52%	54%	4% **	2% *
13	My agency consistently demonstrates support for a diverse workforce.	N/A	61%	64%	64%	68%	N/A	4% *
14	I receive clear information about changes being made within the agency.	N/A	N/A	56%	38%	43%	N/A	5% *
15	I am encouraged to come up with better ways of doing things.	49%	51%	51%	44%	46%	-3% **	2% *
16	We use customer feedback to improve our work process. (Wording Changed in 2013)	43%	44%	44%	39%	39%	-4% **	-1%
17	In general, I'm satisfied with my job.	N/A	65%	67%	61%	67%	N/A	6% *
18	My agency uses my time and talents well.	51%	55%	56%	52%	56%	5% **	4% *
19	In my workgroup, people are treated fairly, without discrimination.	66%	68%	71%	68%	72%	6% **	4% *
20	Overall, my agency supports me in living a healthier life.	N/A	N/A	46%	46%	50%	N/A	5% *

Wording on some questions has changed slightly over the years as DSHS questions were adopted and modified to all state agency use.

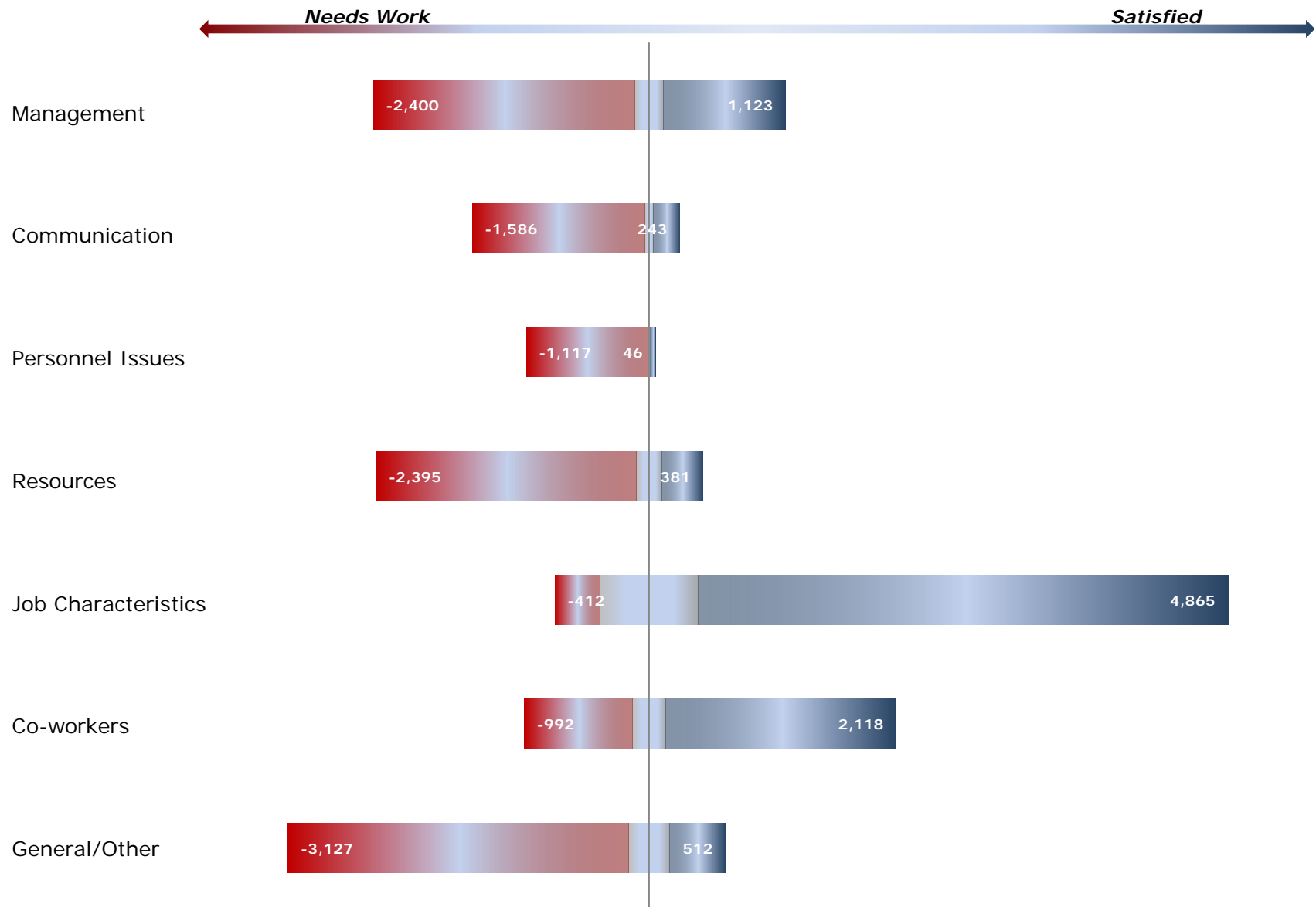
If a question was not asked in a year, that year is marked "NA." If there is no comparison workgroup for a previous year, there will be no percents reported for that year, and comparisons cannot be made for that survey year.

\*Change between 2011 and 2013 is statistically significant at the .01 level.

\*\*Change between 2006 and 2013 is statistically significant at the .01 level.

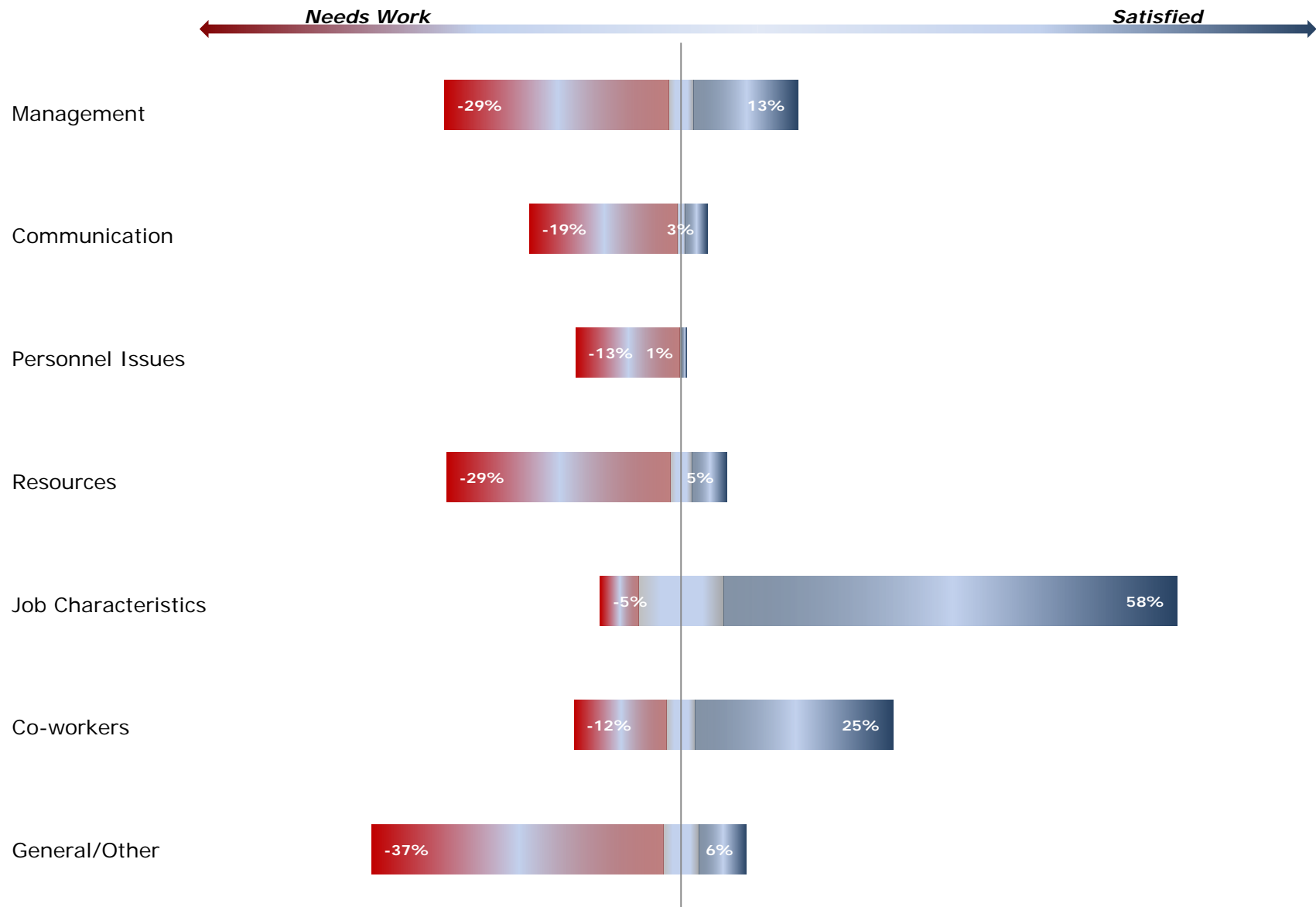


### Major Comment Themes - Number of Respondents Who Made Comments



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 2013  
All DSHS Staff - Unweighted

8343 of 11390 Respondents Made Comments

MAJOR THEMES AND SUBTHEMES <sup>1</sup>		Total		Satisfied		Needs Work		Mixed or Neutral	
		# <sup>2</sup>	% of All <sup>3</sup>	# <sup>2</sup>	% <sup>4</sup>	# <sup>2</sup>	% <sup>4</sup>	# <sup>2</sup>	% <sup>4</sup>
<b>Management</b>		<b>3,789</b>	<b>45.4%</b>	<b>1,123</b>	<b>29.6%</b>	<b>2,400</b>	<b>63.3%</b>	<b>266</b>	<b>7.0%</b>
Courtesy & Respect	MC	614	7.4%	142	23.1%	455	74.1%	17	2.8%
Support/Mentoring/Availability	MS	1,477	17.7%	587	39.7%	820	55.5%	70	4.7%
Recognition/Awards	MR	708	8.5%	145	20.5%	536	75.7%	27	3.8%
Fairness/Discrimination	MF	779	9.3%	37	4.7%	729	93.6%	13	1.7%
Other Management Issues	MO	2,246	26.9%	712	31.7%	1,358	60.5%	176	7.8%
<b>Communication</b>		<b>1,908</b>	<b>22.9%</b>	<b>243</b>	<b>12.7%</b>	<b>1,586</b>	<b>83.1%</b>	<b>79</b>	<b>4.1%</b>
Managers Provide Information	CI	750	9.0%	35	4.7%	702	93.6%	13	1.7%
Management Listens/Includes	CL	877	10.5%	170	19.4%	676	77.1%	31	3.5%
Clear Guidelines, Priorities	CG	256	3.1%	53	20.7%	193	75.4%	10	3.9%
Other/General Communication	CO	491	5.9%	51	10.4%	427	87.0%	13	2.6%
<b>Personnel Issues</b>		<b>1,186</b>	<b>14.2%</b>	<b>46</b>	<b>3.9%</b>	<b>1,117</b>	<b>94.2%</b>	<b>23</b>	<b>1.9%</b>
Promotion/RIFs, Security	PP	947	11.4%	29	3.1%	901	95.1%	17	1.8%
Diversity/Discrimination	PD	330	4.0%	24	7.3%	300	90.9%	6	1.8%
<b>Resources</b>		<b>3,004</b>	<b>36.0%</b>	<b>381</b>	<b>12.7%</b>	<b>2,395</b>	<b>79.7%</b>	<b>228</b>	<b>7.6%</b>
Facilities, Parking, Environment	RF	472	5.7%	125	26.5%	335	71.0%	12	2.5%
Pay/Benefits for Employee	RP	755	9.0%	276	36.6%	437	57.9%	42	5.6%
Resources for Clients	RC	171	2.0%	21	12.3%	143	83.6%	7	4.1%
Staffing	RS	817	9.8%	17	2.1%	792	96.9%	8	1.0%
Training	RT	909	10.9%	54	5.9%	815	89.7%	40	4.4%
Resources for Wellness/Health	RW	178	2.1%	9	5.1%	167	93.8%	2	1.1%
Other Resources	RO	504	6.0%	60	11.9%	436	86.5%	8	1.6%
<b>Job Characteristics</b>		<b>6,185</b>	<b>74.1%</b>	<b>4,865</b>	<b>78.7%</b>	<b>412</b>	<b>6.7%</b>	<b>908</b>	<b>14.7%</b>
Helping/Working with Clients	JH	2,842	34.1%	2,832	99.6%	2	0.1%	8	0.3%
Working w/ Community Agencies	JC	180	2.2%	178	98.9%	2	1.1%	0	0.0%
Workload	JW	581	7.0%	22	3.8%	537	92.4%	22	3.8%
Flex Schedule/Telecommuting	JS	795	9.5%	376	47.3%	375	47.2%	44	5.5%
Autonomy and Growth Opportunity	JA	1,116	13.4%	820	73.5%	250	22.4%	46	4.1%
Other Aspects of Job	JO	3,568	42.8%	3,312	92.8%	137	3.8%	119	3.3%
<b>Co-workers</b>		<b>3,417</b>	<b>41.0%</b>	<b>2,118</b>	<b>62.0%</b>	<b>992</b>	<b>29.0%</b>	<b>307</b>	<b>9.0%</b>
Competence, Skill, Accountability	WC	908	10.9%	223	24.6%	629	69.3%	56	6.2%
Teamwork, Support	WT	1,543	18.5%	880	57.0%	577	37.4%	86	5.6%
Other Co-Worker Issues	WO	1,808	21.7%	1,588	87.8%	149	8.2%	71	3.9%
<b>General/Other</b>		<b>4,018</b>	<b>48.2%</b>	<b>512</b>	<b>12.7%</b>	<b>3,127</b>	<b>77.8%</b>	<b>379</b>	<b>9.4%</b>
Work Process/Policies	GP	2,733	32.8%	127	4.6%	2,462	90.1%	144	5.3%
Morale/Overall Satisfaction	GS	855	10.2%	210	24.6%	627	73.3%	18	2.1%
Staff Safety	GF	280	3.4%	14	5.0%	260	92.9%	6	2.1%
None/Nothing	GN	484	5.8%	243	50.2%	185	38.2%	56	11.6%
Comments About This Survey	GC	127	1.5%	8	6.3%	91	71.7%	28	22.0%
Other	GO	431	5.2%	35	8.1%	159	36.9%	237	55.0%

<sup>1</sup>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.

<sup>2</sup>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.

<sup>3</sup>Respondents who commented on this theme as a percentage of the total number of respondents who made narrative comments.

<sup>4</sup>Percentage of comments in this theme that were "Satisfied," "Needs Work," or "Mixed or Neutral," respectively.