

# 2021 DSHS Employee Engagement Survey



for  
Department of Social and Health Services  
DSHS - Weighted Analysis

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# Statistical Report

DSHS Employee Survey - Nov-Dec 2021

DSHS - Weighted

Number Respondents: 10,170

STATEWIDE QUESTIONS		Number of Responses						Average <sup>1</sup>	Percent Always or Usually <sup>2</sup>
		Almost Always or Always	Usually	Occasionally	Seldom	Never or Almost Never	Missing		
1	I have the opportunity to give input on decisions affecting my work.	3,466	4,734	3,655	2,105	1,254	122	<b>3.46</b>	<b>54%</b>
2	I receive helpful communication from my agency.	2,924	5,942	3,635	1,903	848	83	<b>3.54</b>	<b>58%</b>
3	I find meaning in my work.	6,528	5,398	2,012	817	434	146	<b>4.10</b>	<b>79%</b>
4	I know what is expected of me at work.	6,892	5,915	1,489	509	299	231	<b>4.23</b>	<b>85%</b>
5	I have opportunities at work to learn and grow.	4,686	4,620	3,087	1,767	1,043	132	<b>3.67</b>	<b>61%</b>
6	I have the tools and resources I need to do my job effectively.	3,801	6,307	2,913	1,448	760	106	<b>3.72</b>	<b>66%</b>
7	My supervisor treats me with dignity and respect.	9,972	3,035	1,048	560	594	126	<b>4.40</b>	<b>86%</b>
8	My supervisor gives me helpful feedback.	7,923	3,621	1,884	981	788	138	<b>4.11</b>	<b>76%</b>
9	I receive recognition for a job well done.	5,138	3,764	2,934	1,816	1,476	207	<b>3.61</b>	<b>59%</b>
10	A spirit of cooperation and teamwork exists in my work group.	5,794	4,784	2,413	1,285	910	149	<b>3.87</b>	<b>70%</b>
11	I know how my agency measures its success.	3,390	4,849	3,237	2,020	1,612	226	<b>3.42</b>	<b>55%</b>
12	My agency supports a diverse workforce.	6,305	4,927	2,266	855	730	251	<b>4.01</b>	<b>74%</b>
13	My agency helps me navigate change.	3,048	4,525	3,703	2,190	1,573	295	<b>3.35</b>	<b>50%</b>
14	I am encouraged to come up with better ways of doing things.	3,676	4,042	3,132	2,364	1,927	193	<b>3.34</b>	<b>51%</b>
15	At my job, I have the opportunity to make good use of my skills.	4,757	5,325	2,650	1,449	1,025	130	<b>3.75</b>	<b>66%</b>
16	At my workplace, I feel valued for who I am as a person.	4,616	4,345	2,624	1,650	1,930	169	<b>3.53</b>	<b>59%</b>
17	In general, I'm satisfied with my job.	4,364	5,341	2,911	1,427	1,126	165	<b>3.68</b>	<b>64%</b>
18	I would recommend my agency as a great place to work.	4,025	4,246	2,973	1,870	2,049	172	<b>3.42</b>	<b>55%</b>
19	My agency encourages inclusion in the workplace.	5,294	4,667	2,720	1,298	1,120	237	<b>3.78</b>	<b>66%</b>

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

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

†Weighted numbers adjusted to population totals.

## Statistical Report - Continued

DSHS Employee Survey - Nov-Dec 2021

DSHS - Weighted

Number Respondents: 10,170

STATEWIDE WORK ENVIRONMENT QUESTIONS		Number of Responses							Average <sup>1</sup>	Percent Very Satisfied or Satisfied <sup>2</sup>
		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Doesn't Apply to My Position	Missing		
20	How satisfied are you with your flexibility? (the ability to balance work and personal life, adjust your scheduled hours as needed)	5,716	3,669	2,360	1,405	1,099	654	432	<b>3.81</b>	<b>66%</b>
21	How satisfied are you with your mobility? (the ability to work remotely from a variety of locations, such as your home or alternate work site)	5,608	2,567	2,120	1,058	1,208	2,238	536	<b>3.82</b>	<b>65%</b>

DSHS QUESTIONS		Number of Responses						Average <sup>3</sup>	Percent Always or Usually <sup>4</sup>
		Almost Always or Always	Usually	Occasionally	Seldom	Never or Almost Never	Missing		
22	People are treated fairly in my work group.	4,920	5,031	2,152	1,227	1,115	890	<b>3.79</b>	<b>69%</b>
23	Overall, my agency supports me in living a healthier life.	3,839	4,519	2,847	1,735	1,438	957	<b>3.53</b>	<b>58%</b>
24	My agency responds effectively to bullying and harassment.	4,326	4,236	2,263	1,415	1,739	1,355	<b>3.57</b>	<b>61%</b>

STATEWIDE WORKPLACE REOPENING QUESTIONS		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	Missing		
25	My agency listens to my needs for reopening the workplace.	2,962	4,173	2,962	2,155	2,073	1,009	<b>3.26</b>	<b>50%</b>
26	My agency clearly communicates the reasons for decisions it makes with reopening the workplace.	3,146	4,244	2,979	2,148	1,956	863	<b>3.31</b>	<b>51%</b>
27	In my current work environment, I am satisfied with my ability to develop and maintain relationships with coworkers.	4,518	5,591	2,605	1,188	793	642	<b>3.81</b>	<b>69%</b>
28	Overall, I am satisfied with how my agency is responding to staff needs during the pandemic.	3,562	4,496	2,672	1,893	2,056	656	<b>3.38</b>	<b>55%</b>

<sup>1</sup>Average where "Very Satisfied"=5, and "Very Dissatisfied"=1. Does not include Doesn't Apply or missing data.

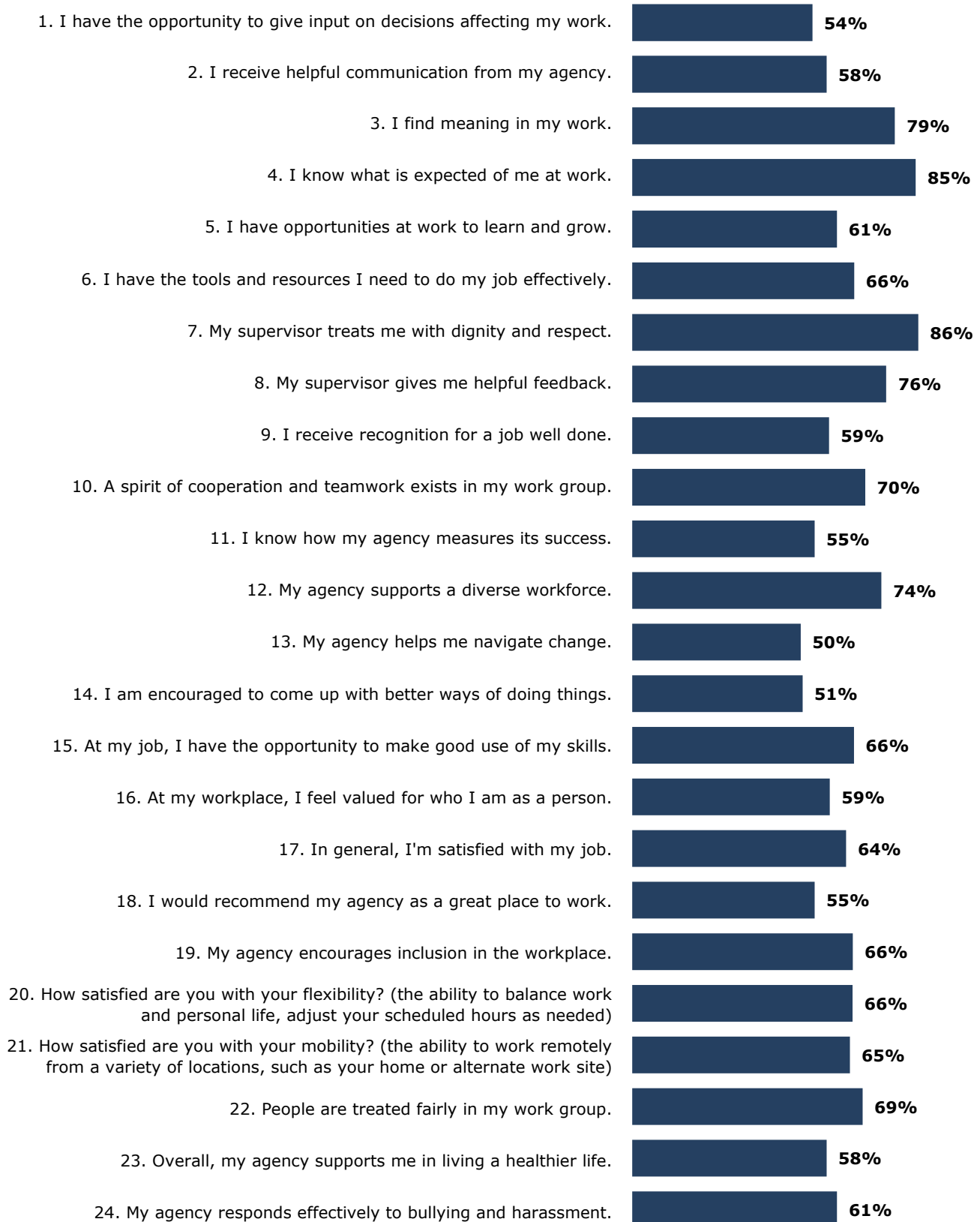
<sup>2</sup>Percent answering "Very Satisfied or Satisfied." Does not include Doesn't Apply or missing data.

<sup>3</sup>Average where "Almost Always or Always"=5, and "Never or Almost Never"=1. Does not include missing data.

<sup>4</sup>Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

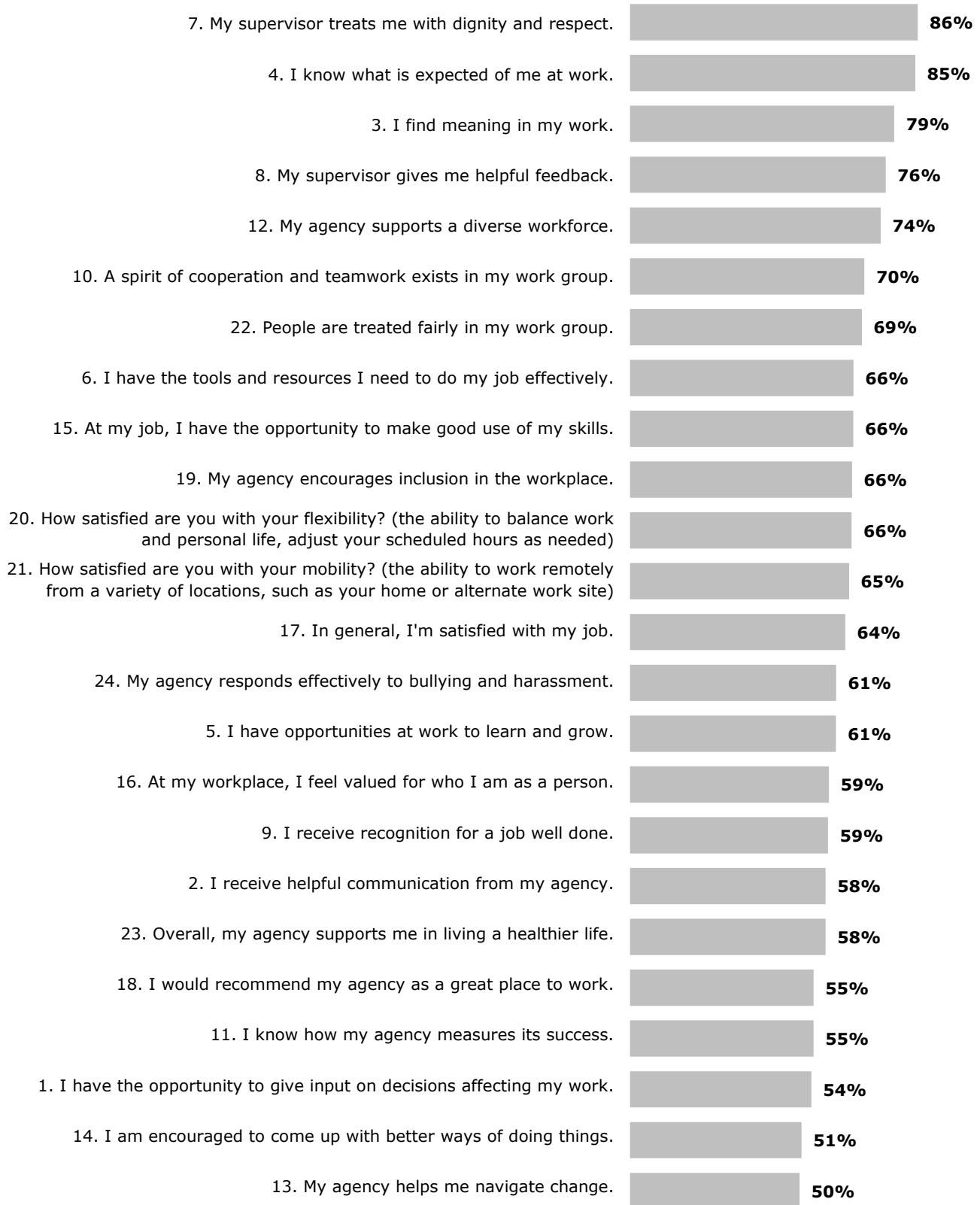
†Weighted numbers adjusted to population totals.

**Percent Positive<sup>1</sup>**



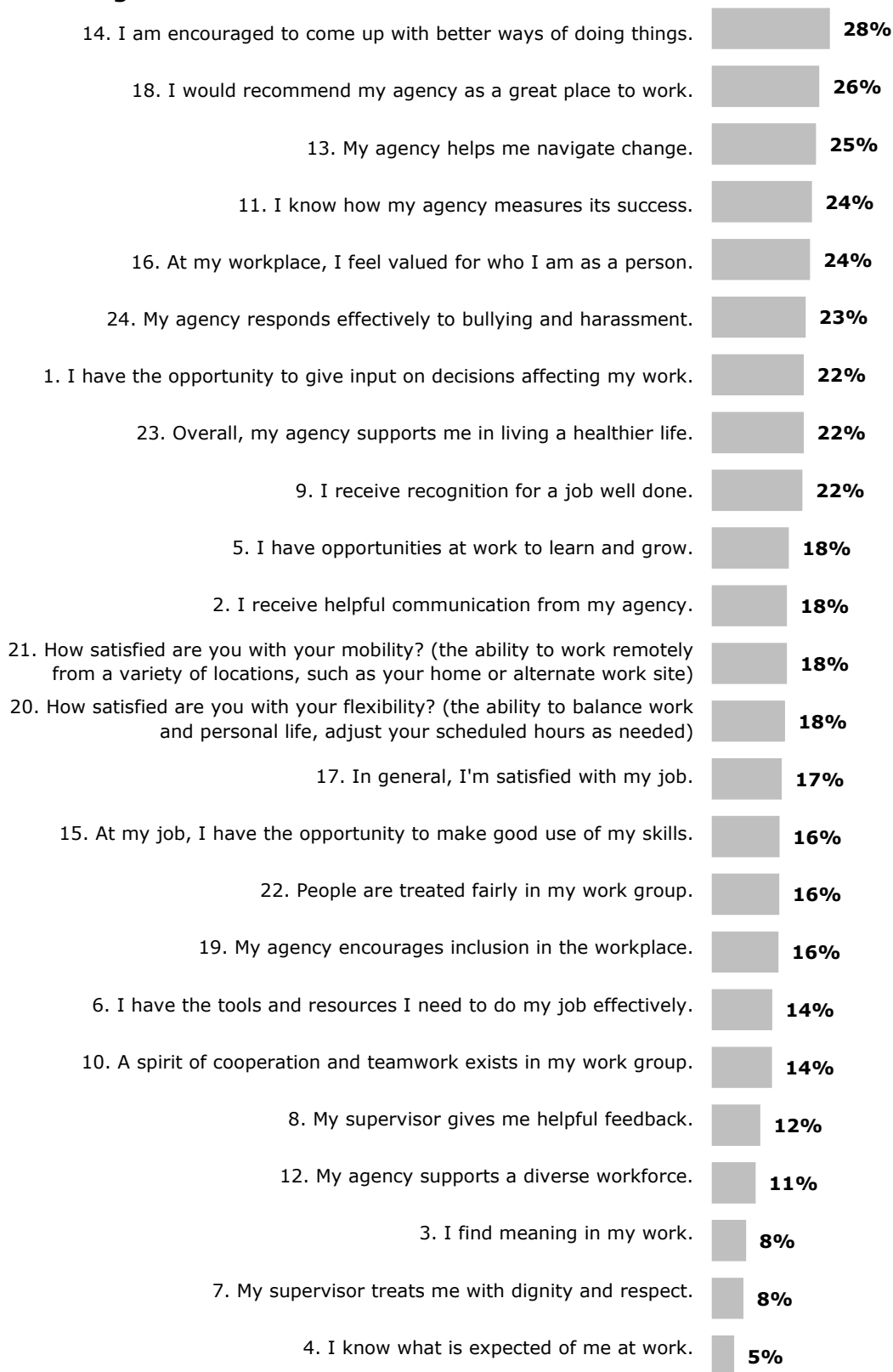
<sup>1</sup> For questions 20 and 21, percent answering "Very Satisfied" or "Satisfied." Does not include missing data or "Doesn't Apply." For all other questions, percent answering "Almost Always or Always" or "Usually." Does not include missing data.

**Questions Ordered by Highest to Lowest  
 Percent Positive<sup>1</sup>**



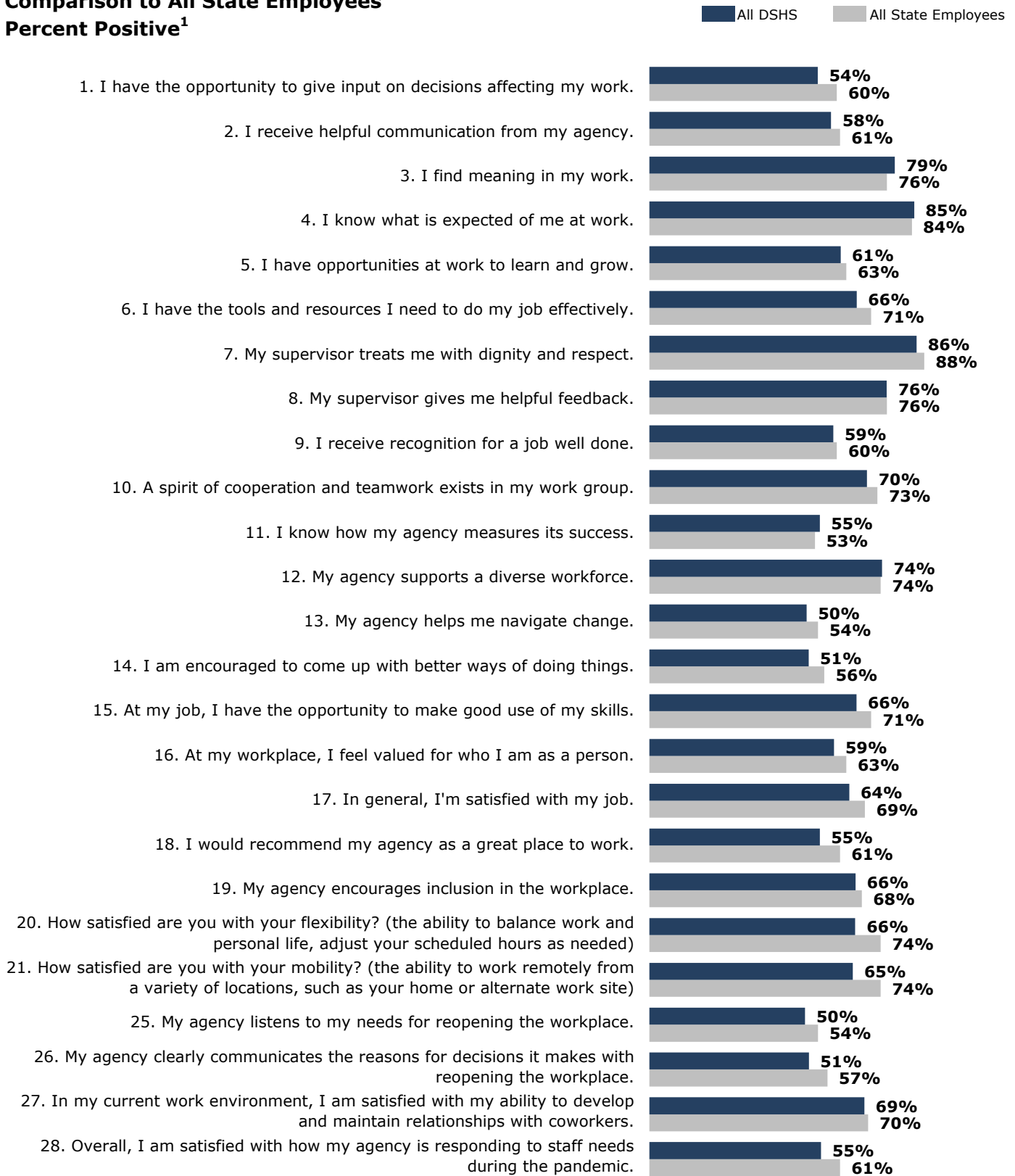
<sup>1</sup> For questions 20 and 21, percent answering "Very Satisfied" or "Satisfied." Does not include missing data or "Doesn't Apply." For all other questions, percent answering "Almost Always or Always" or "Usually." Does not include missing data.

**Questions Ordered by Highest to Lowest  
 Percent Negative<sup>1</sup>**



<sup>1</sup> For questions 20 and 21, percent answering "Very Dissatisfied" or "Dissatisfied." Does not include missing data or "Doesn't Apply." For all other questions, percent answering "Never or Almost Never" or "Seldom." Does not include missing data.

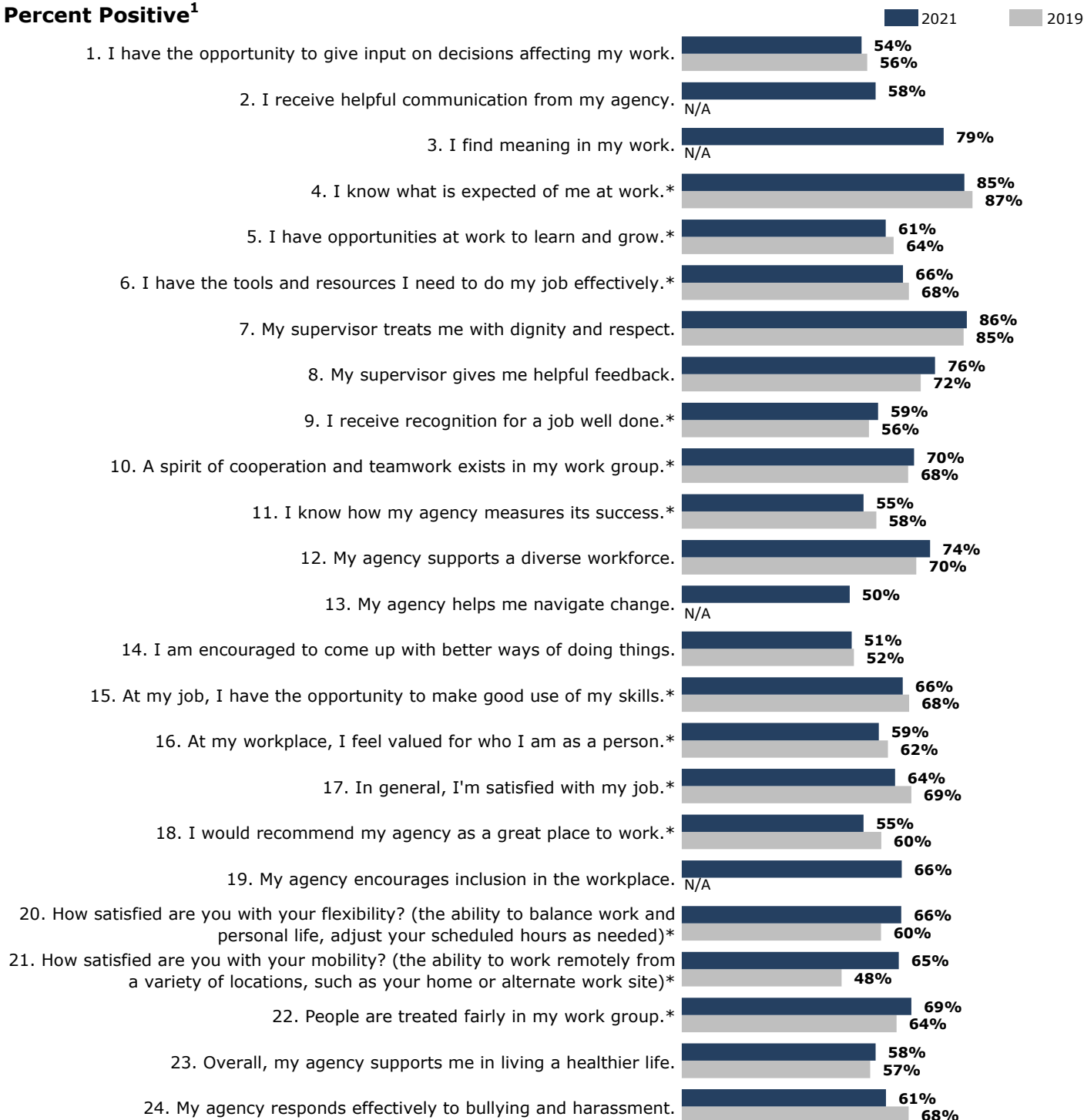
**Comparison to All State Employees  
 Percent Positive<sup>1</sup>**



Statewide Data As Of February 15, 2022

<sup>1</sup> For questions 20 and 21, percent answering "Very Satisfied" or "Satisfied." Does not include missing data or "Doesn't Apply." For all other questions, percent answering "Almost Always or Always" or "Usually." Does not include missing data.

## Comparison to Previous Employee Survey Percent Positive<sup>1</sup>



Notes: Weighted data. For comparison purposes, previous workgroups are matched and grouped with current workgroups so the history is consistent. "N/A" means the question was not asked during the survey year. Significance testing was not done for questions 8, 12, and 24 due to changes in question wording (see tab K).

\* Change between 2019 and 2021 is statistically significant at the .01 level.

<sup>1</sup> For questions 20 and 21, percent answering "Very Satisfied" or "Satisfied." Does not include missing data or "Doesn't Apply." For all other questions, percent answering "Almost Always or Always" or "Usually." Does not include missing data.



## Comparison to Previous Employee Surveys - Percent Positive<sup>1</sup>

DSHS Employee Survey - Nov-Dec 2021

DSHS - Weighted

		2007	2009	2011	2013	2015	2017	2019	2021	Change 07 - 21	Change 19 - 21 <sup>3</sup>
1	I have the opportunity to give input on decisions affecting my work.	53%	50%	47%	52%	55%	57%	56%	54%	0%	-2%
2	I receive helpful communication from my agency.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	58%	N/A	N/A
3	I find meaning in my work.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	79%	N/A	N/A
4	I know what is expected of me at work.	85%	87%	87%	88%	88%	88%	87%	85%	0%	-2% *
5	I have opportunities at work to learn and grow.	57%	53%	48%	57%	61%	64%	64%	61%	4% *	-2% *
6	I have the tools and resources I need to do my job effectively.	64%	68%	65%	68%	67%	69%	68%	66%	2% *	-2% *
7	My supervisor treats me with dignity and respect.	80%	82%	82%	83%	85%	85%	85%	86%	5% *	1%
8 <sup>2</sup>	My supervisor gives me helpful feedback.	65%	65%	65%	65%	69%	73%	72%	76%	11% <sup>2</sup>	4% <sup>2</sup>
9	I receive recognition for a job well done.	51%	50%	48%	51%	55%	57%	56%	59%	8% *	3% *
10	A spirit of cooperation and teamwork exists in my work group.	66%	66%	63%	67%	67%	70%	68%	70%	4% *	2% *
11	I know how my agency measures its success.	54%	54%	52%	54%	58%	61%	58%	55%	1%	-4% *
12 <sup>2</sup>	My agency supports a diverse workforce.	63%	65%	65%	69%	68%	71%	70%	74%	12% <sup>2</sup>	4% <sup>2</sup>
13	My agency helps me navigate change.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50%	N/A	N/A
14	I am encouraged to come up with better ways of doing things.	52%	51%	45%	47%	51%	53%	52%	51%	-1%	-1%
15	At my job, I have the opportunity to make good use of my skills.	N/A	N/A	N/A	N/A	N/A	69%	68%	66%	N/A	-2% *
16	At my workplace, I feel valued for who I am as a person.	N/A	N/A	N/A	N/A	N/A	N/A	62%	59%	N/A	-3% *
17	In general, I'm satisfied with my job.	67%	67%	62%	68%	68%	71%	69%	64%	-3% *	-5% *
18	I would recommend my agency as a great place to work.	N/A	N/A	N/A	N/A	N/A	62%	60%	55%	N/A	-5% *
19	My agency encourages inclusion in the workplace.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	66%	N/A	N/A
20	How satisfied are you with your flexibility? (the ability to balance work and personal life, adjust your scheduled hours as needed)	N/A	N/A	N/A	N/A	N/A	64%	60%	66%	N/A	6% *
21	How satisfied are you with your mobility? (the ability to work remotely from a variety of locations, such as your home or alternate work site)	N/A	N/A	N/A	N/A	N/A	39%	48%	65%	N/A	17% *
22	People are treated fairly in my work group.	N/A	N/A	N/A	N/A	N/A	67%	64%	69%	N/A	4% *
23	Overall, my agency supports me in living a healthier life.	N/A	48%	48%	52%	57%	60%	57%	58%	N/A	2%
24 <sup>2</sup>	My agency responds effectively to bullying and harassment.	N/A	N/A	N/A	N/A	N/A	N/A	68%	61%	N/A	-7% <sup>2</sup>

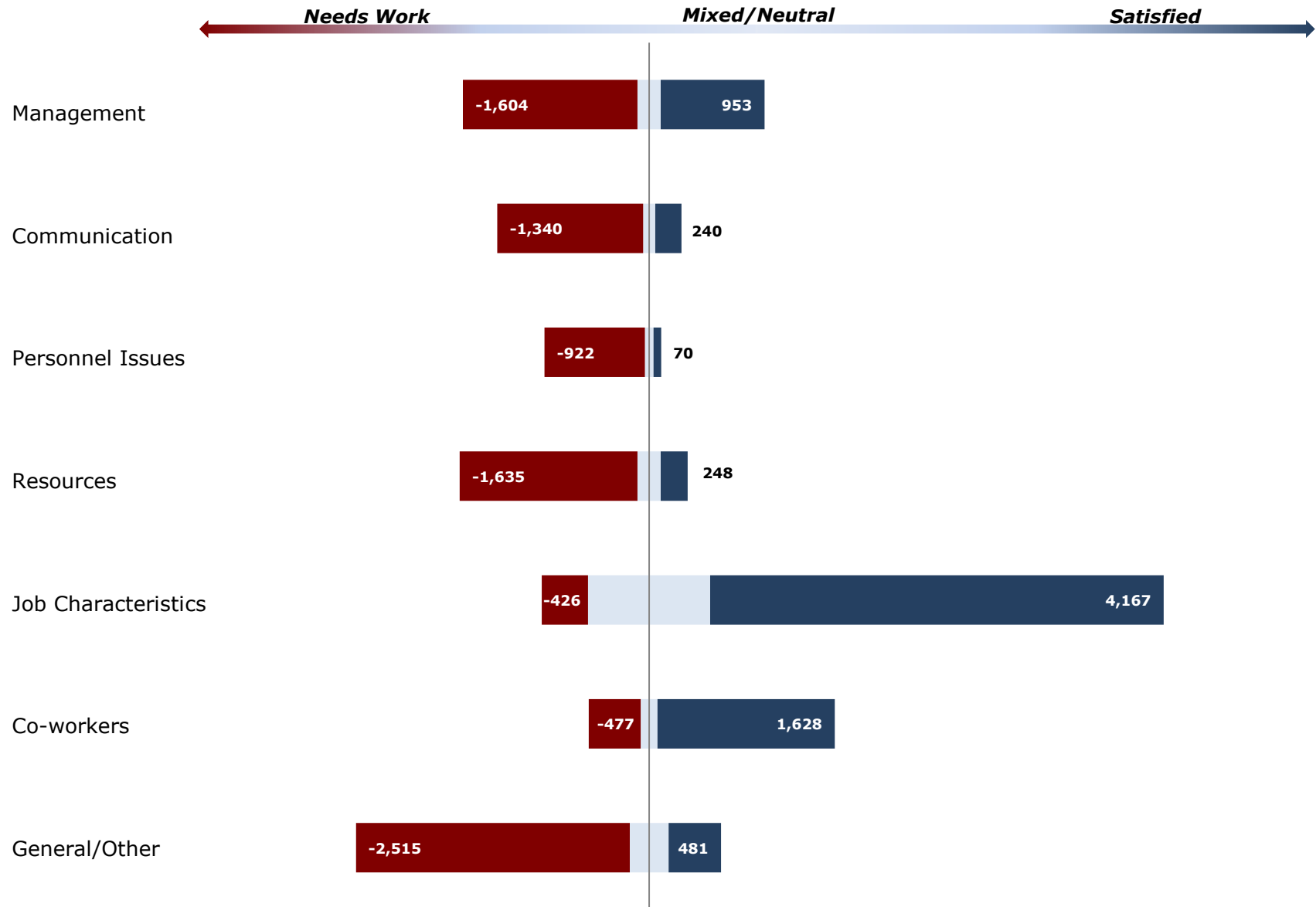
<sup>1</sup> Percent answering "Almost Always or Always" or "Usually." Does not include missing data.

<sup>2</sup> Significance testing not conducted due to wording change between comparison years. See tab K.

<sup>3</sup> Interpret changes with caution. The makeup of the workforce may have changed significantly between survey years as a number of employees left the workforce after COVID-19-related employment re. If a question was not asked in a year, that year is marked "N/A." 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.

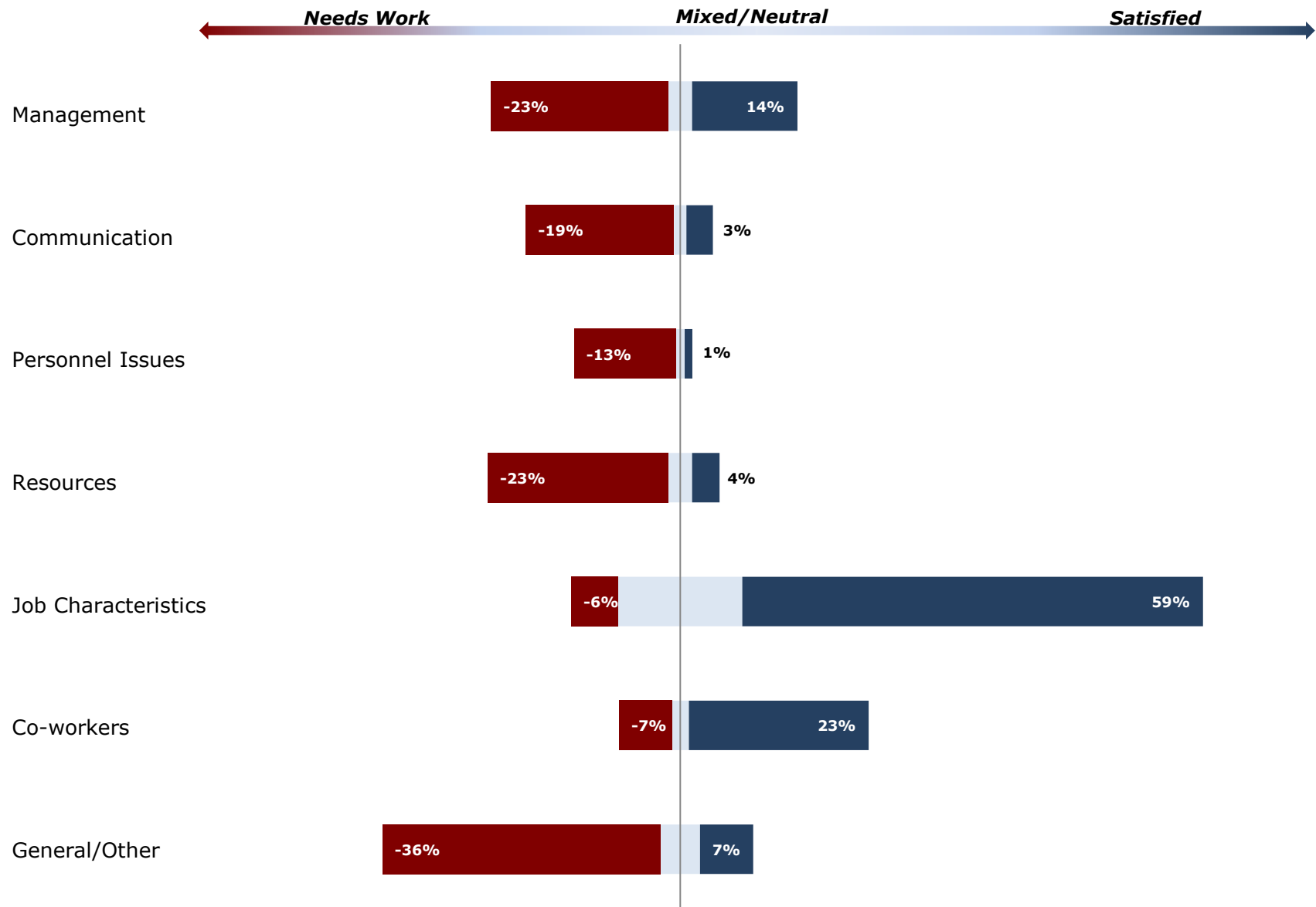
\*Change between years is statistically significant at the .01 level.

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



NOTE: "Needs Work" category is shown as negative 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 - Nov-Dec 2021

DSHS - Unweighted

7032 of 10170 Respondents Made Comments

MAJOR THEMES AND SUBTHEMES <sup>1</sup>		Total		Satisfied		Needs Work		Mixed or Neutral	
		# <sup>2</sup>	% <sup>3</sup>	# <sup>2</sup>	% <sup>3</sup>	# <sup>2</sup>	% <sup>3</sup>	# <sup>2</sup>	% <sup>3</sup>
<b>Management</b>		<b>2,770</b>	<b>39.4%</b>	<b>953</b>	<b>13.6%</b>	<b>1,604</b>	<b>22.8%</b>	<b>213</b>	<b>3.0%</b>
Courtesy & Respect	MC	421	6.0%	90	1.3%	319	4.5%	12	0.2%
Support/Mentoring/Availability	MS	1,056	15.0%	501	7.1%	501	7.1%	54	0.8%
Recognition/Awards	MR	477	6.8%	108	1.5%	350	5.0%	19	0.3%
Fairness/Discrimination	MF	480	6.8%	20	0.3%	454	6.5%	6	0.1%
Other Management Issues	MO	1,606	22.8%	573	8.1%	890	12.7%	143	2.0%
<b>Communication</b>		<b>1,692</b>	<b>24.1%</b>	<b>240</b>	<b>3.4%</b>	<b>1,340</b>	<b>19.1%</b>	<b>112</b>	<b>1.6%</b>
Managers Provide Information	CI	730	10.4%	57	0.8%	658	9.4%	15	0.2%
Management Listens/Includes	CL	848	12.1%	149	2.1%	660	9.4%	39	0.6%
Clear Direction, Priorities	CG	93	1.3%	28	0.4%	54	0.8%	11	0.2%
Other/General Communication	CO	388	5.5%	63	0.9%	283	4.0%	42	0.6%
<b>Personnel Issues</b>		<b>1,072</b>	<b>15.2%</b>	<b>70</b>	<b>1.0%</b>	<b>922</b>	<b>13.1%</b>	<b>80</b>	<b>1.1%</b>
Promotion/RIFs, Security	PP	734	10.4%	25	0.4%	670	9.5%	39	0.6%
Diversity/Discrimination	PD	468	6.7%	53	0.8%	366	5.2%	49	0.7%
<b>Resources</b>		<b>2,096</b>	<b>29.8%</b>	<b>248</b>	<b>3.5%</b>	<b>1,635</b>	<b>23.3%</b>	<b>213</b>	<b>3.0%</b>
Facilities, Parking, Environment	RF	297	4.2%	62	0.9%	211	3.0%	24	0.3%
Pay/Benefits for Employee	RP	741	10.5%	220	3.1%	458	6.5%	63	0.9%
Resources for Clients	RC	66	0.9%	3	0.0%	62	0.9%	1	0.0%
Staffing	RS	780	11.1%	0	0.0%	757	10.8%	23	0.3%
Training	RT	495	7.0%	42	0.6%	414	5.9%	39	0.6%
Other Resources	RO	260	3.7%	39	0.6%	207	2.9%	14	0.2%
<b>Job Characteristics</b>		<b>5,715</b>	<b>81.3%</b>	<b>4,167</b>	<b>59.3%</b>	<b>426</b>	<b>6.1%</b>	<b>1,122</b>	<b>16.0%</b>
Helping/Working w/ Clients/Community	JH	2,143	30.5%	2,132	30.3%	2	0.0%	9	0.1%
Workload	JW	378	5.4%	13	0.2%	353	5.0%	12	0.2%
Flex Schedule/Telecommuting	JS	2,741	39.0%	1,486	21.1%	691	9.8%	564	8.0%
Autonomy and Growth Opportunity	JA	667	9.5%	503	7.2%	142	2.0%	22	0.3%
Other Aspects of Job	JO	2,588	36.8%	2,335	33.2%	133	1.9%	120	1.7%
<b>Co-workers</b>		<b>2,259</b>	<b>32.1%</b>	<b>1,628</b>	<b>23.2%</b>	<b>477</b>	<b>6.8%</b>	<b>154</b>	<b>2.2%</b>
Competence, Skill, Accountability	WC	498	7.1%	167	2.4%	283	4.0%	48	0.7%
Teamwork, Support	WT	996	14.2%	654	9.3%	277	3.9%	65	0.9%
Other Co-Worker Issues	WO	1,220	17.3%	1,128	16.0%	59	0.8%	33	0.5%
<b>General/Other</b>		<b>3,353</b>	<b>47.7%</b>	<b>481</b>	<b>6.8%</b>	<b>2,515</b>	<b>35.8%</b>	<b>357</b>	<b>5.1%</b>
Work Process/Policies	GP	2,355	33.5%	106	1.5%	2,108	30.0%	141	2.0%
Morale/Overall Satisfaction	GS	696	9.9%	184	2.6%	477	6.8%	35	0.5%
Staff Safety	GF	302	4.3%	52	0.7%	228	3.2%	22	0.3%
Wellness and Mental Health	GW	135	1.9%	10	0.1%	110	1.6%	15	0.2%
None/Nothing	GN	386	5.5%	251	3.6%	94	1.3%	41	0.6%
Comments About This Survey	GC	113	1.6%	4	0.1%	60	0.9%	49	0.7%
Other	GO	339	4.8%	12	0.2%	150	2.1%	177	2.5%
<b>2021 Topic Specific Codes</b>		<b>1,393</b>	<b>19.8%</b>	<b>61</b>	<b>0.9%</b>	<b>539</b>	<b>7.7%</b>	<b>400</b>	<b>5.7%</b>
Vaccine Mandate	TS1	287	4.1%	6	0.1%	227	3.2%	54	0.8%
Return to Workplace	TS2	789	11.2%	60	0.9%	352	5.0%	377	5.4%
Other COVID-19	TS3	564	8.0%						

<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 as a percentage of the total number of respondents who made narrative comments.

## Employee Engagement Survey Question Changes

DSHS Employee Survey - Nov-Dec 2021

### REVISED IN 2020 (STATE QUESTIONS)

- My agency supports a diverse workforce. *(formerly "My agency consistently demonstrates support for a diverse workforce.")*
- My supervisor gives me helpful feedback. *(formerly "My supervisor gives me ongoing feedback that helps me improve my performance.")*

### REVISED IN 2021 (DSHS QUESTION)

- My agency responds effectively to bullying and harassment. *(formerly "My agency clearly communicates that bullying and harassment are unacceptable.")*

### NEW IN 2020 (STATE QUESTIONS)

- I receive helpful communication from my agency.
- I find meaning in my work.
- My agency helps me navigate change.

### REMOVED IN 2020 (STATE QUESTIONS)

- I receive the information I need to do my job effectively.
- I know how my work contributes to the goals of my agency.
- I receive clear information about changes being made within the agency.
- We are making improvements to make things better for our customers.
- We use customer feedback to improve our work processes.
- My supervisor trusts me to make decisions or recommendations that affect my work. *(2019 rotating question)*

### REMOVED IN 2020 for STATE, but retained for DSHS

- People are treated fairly in my work group.

### 2021 STATE ROTATING QUESTION

- My agency encourages inclusion in the workplace.