

DEPARTMENT OF SOCIAL SERVICES

CHILDREN'S DIVISION

P. O. BOX 88

JEFFERSON CITY, MISSOURI

August 29th, 2013

M E M O R A N D U M

What's Inside:
2012 Survey of
Employee Engagement

TO: REGIONAL EXECUTIVE STAFF, CIRCUIT MANAGERS, AND CHILDREN'S DIVISION STAFF

FROM: CANDACE A. SHIVELY, DIRECTOR

SUBJECT: STATEWIDE RESULTS OF SURVEY OF EMPLOYEE ENGAGEMENT (SEE)

DISCUSSION:

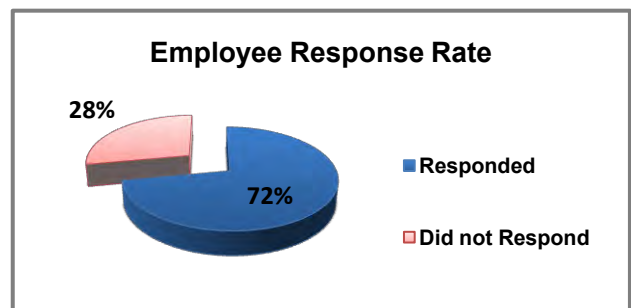
In May 2012, all employees of the Department of Social Services were invited to participate in the online Survey of Employee Engagement (SEE). The SEE is an online survey administered by the University of Texas in conjunction with the University of Missouri and designed to gather vital information from employees, the Department's most valuable resource. Survey results are used to gauge how employees feel about the agency's effectiveness and the level of staff satisfaction with the agency. The SEE provides the Department and each of the divisions, detailed and comprehensive information which can be used to develop strategies to build on the agency's strengths and to address areas of need. The Children's Division has used SEE data to address several key workforce issues through the Continuous Quality Improvement (CQI) process.

Survey of Employee Engagement (SEE)

The SEE examines five key Workplace Dimensions (Work Group, Accommodations, Organization, Information, and Personal) which capture various aspects of the total work environment. An executive summary and data report, which may be viewed statewide or broken down by location, position, or program area, can be found [here](#). The participant profile is also included in each report and shares demographic data including race, ethnicity, age, and gender.

Response Rate

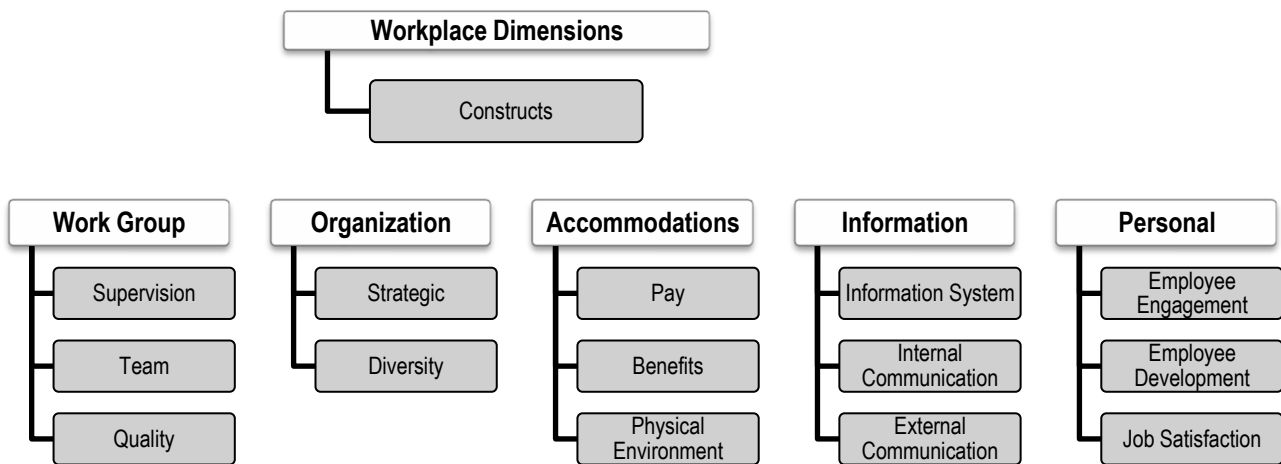
Out of the 2088 employees who were invited to participate in the 2012 survey, 1505 responded, which is considered a high response rate. Higher response rates are linked to employees who have an investment in the organization; a sense of responsibility; and an interest in the agency improvement.



Survey Framework

The SEE survey framework consists of items, constructs and dimensions.

- **Items** - Specific questions each employee is asked to respond to using a Likert scale format.
- **Constructs** – Items are grouped together to form 14 constructs, which capture the concepts most utilized by leadership and those which drive organizational performance and engagement.
- **Dimensions** – Constructs are grouped together to form Workplace Dimensions, which are designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately.

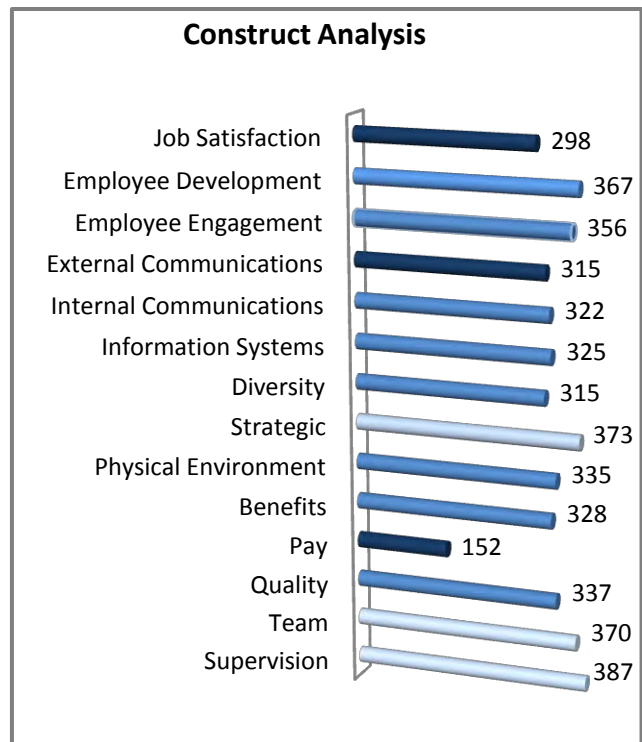


Construct Scores

The chart to the right shows statewide construct scores for 2012. Highest scoring (in light blue) constructs are areas of strength for the Division while the lowest scoring constructs (in light blue) are areas of needed improvement. Scores above 350 suggest the employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength.

The Children's Division scored highest on the construct *supervision*, which consists of items related to aspects of the supervisory relationship. A high score in *supervision* suggests employees view their supervisors as fair, helpful, and are critical to the flow of work. The Division's score increased from 376 in 2010 to 387 to 2012, a 3% increase.

The Division also scored higher for constructs *strategic* and *team*. The *strategic* construct represents the way an organization responds to



external influences and the *team* construct describes how an employee's work group operates within the organization. *An example of how analysis of SEE data can be used is illustrated in the following example:*

In January 2013 each CQI team was ask to review the statement "There is a real feeling of teamwork". After reviewing SEE data in St. Louis County, staff indicated there was a sense of teamwork within a specific building, however the same sense of teamwork between staff located in other buildings was lacking. St. Louis County developed a plan of action to communicate more effectively with people located in other buildings in the region by phone and via email.

Scores below 350 indicate a construct is viewed less positively by employees, and scores below 325 are considered a significant source of concern. Scores for the constructs for *pay* and *job satisfaction* both indicate significant concerns for the Division. Items which make up *job satisfaction* represent an employee's feelings about the overall work situation including work-life balance, sense of pride and meaningful contributions.

Division scores for *job satisfaction* decreased from 304 in 2010 to 298 in 2012. The construct for *external communication*, which evaluates how information flows between the Division and external partners, also received a lower score. In January 2013 each CQI team was asked to review the scores related to external communication. The St. Louis County CQI team developed an action plan to promote sharing of the Division's mission with the public by including the mission statement in presentations to stakeholders.

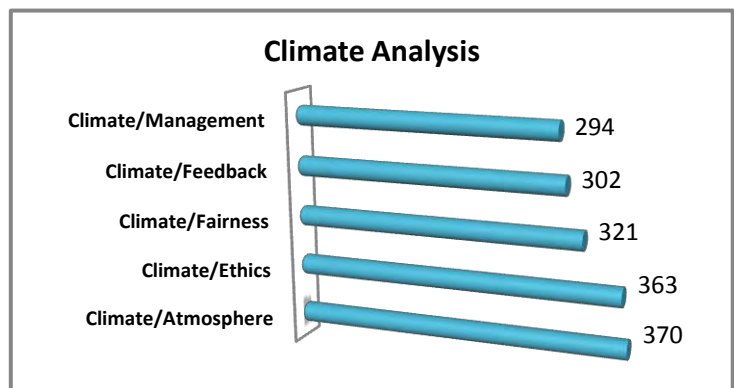
Climate Analysis

The SEE also evaluates the Division's climate which determines the efficiency and effectiveness of an agency. The climate analysis explores the following areas:

- **Atmosphere** - The aspect of climate and positive atmosphere of an organization must be free of harassment in order to establish a community of reciprocity.
- **Ethics** - An ethical climate where employees are ethical in behavior and ethical violations are handled appropriately.
- **Fairness** - Fairness measures the extent to which employees believe equal and fair opportunity exists for all members of the organization.
- **Feedback** - Appropriate feedback is an essential element of organizational learning by providing the necessary data in which improvement can occur.
- **Management** - Management is accessible, visible, and an effective communicator of information which is a basic tenant of successful leadership.

The chart labeled Climate Analysis shows the highest scores statewide were for *atmosphere* and *ethics*, while *feedback* and *management* scored the lowest.

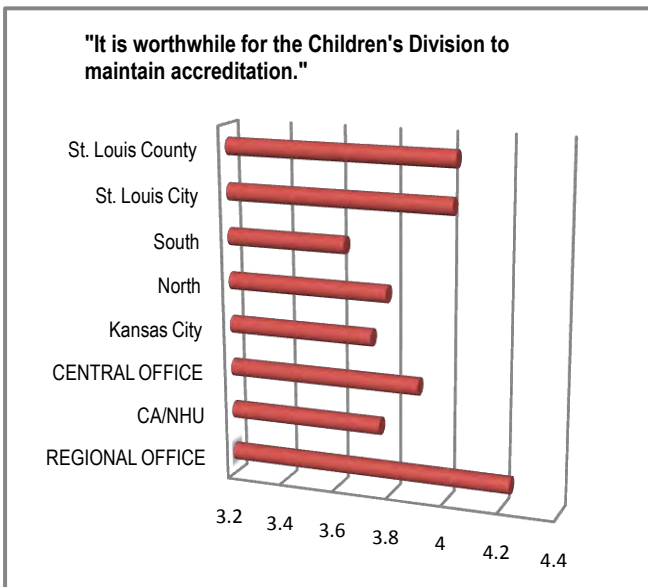
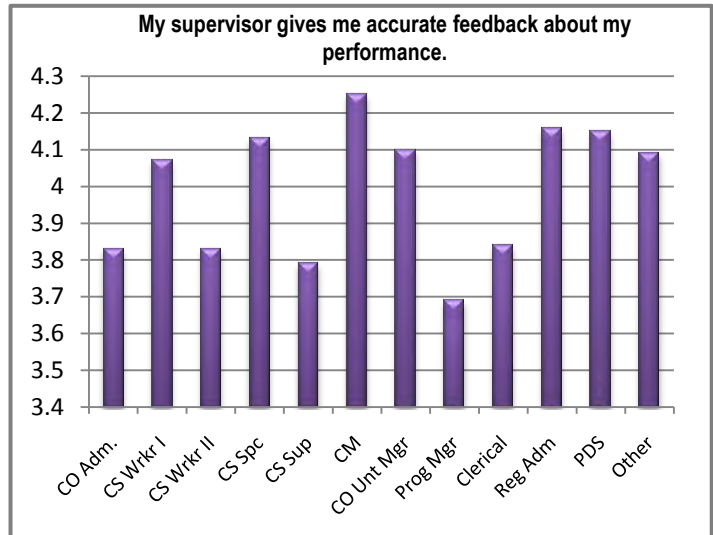
In the April 2012 In-Focus Newsletter, CQI teams were asked to review the statement "Harassment is not tolerated at My Workplace". Montgomery County identified this statement as an area of strength and reported an environment of respect and trust, where staff openly share concerns with one another.



The statewide score for *climate/atmosphere* increased from 367 in 2010 to 370 in 2012 and *climate/feedback* improved from 300 in 2010 to 302 in 2012. Management scored the lowest in this section, which decreased from 300 in 2010 to 294 in 2012.

Primary Items

The data report includes a comparison of scores by job title. For example in 2012, under the construct *supervision*, the item “My supervisor gives me accurate feedback about my performance”, scored 3.89 statewide. This chart breaks down how each job classification rated this statement.



Additional Items

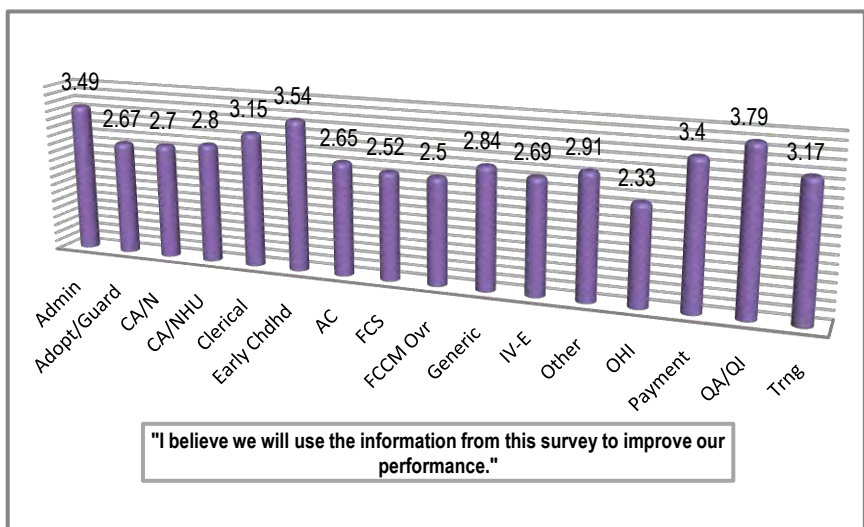
The Children’s Division also had the opportunity to submit additional items which were specifically relevant to the Division. The Children’s Division submitted eighteen additional items. One of the items included was the statement “It is worthwhile for the Children’s Division to maintain accreditation.” The chart on the left shows regional scores. Children’s Division staff statewide scored this item at 3.75.

The lowest score in this section was the following statement “People who challenge the status quo are valued.” Employees statewide scored this statement statewide at 2.55. For additional items, please review the data report available [here](#).

Next Steps

One of the items within the survey is “I believe we will use the information from this survey to improve performance.” The score for this statement decreased from 2.83 in 2010 to 2.80 in 2012. The chart on the right illustrates how multiple program areas rated this item.

The Children’s Division is committed to using SEE information for building on strengths, and improving areas of need at every level. During CQI, the 41st Circuit reviewed the 2010 circuit level data for the statement



“My supervisor gives me the opportunity to do my best work.” The 41st circuit identified worker morale activities and supervisor quiet work time as strengths in the circuit. The circuit also identified a need

for consistent worker and supervisor time as well as a regular supervisor presence in all counties. The 41st Circuit's score for this statement was 3.33 in 2010 and increase to 4.18 in 2012.

For the coming year, the CQI process will continue to be used as the method for discussing and identifying solution-focused strategies to address SEE issues. Each quarter SEE issues will be referenced in the In Focus Newsletter, highlighting an area of strength and an area needing improvement. During CQI meetings, employees are asked to discuss the circuit's data related to the highlighted items and share information regarding local practices. Employees at all levels have the opportunity to participate in this process.

SEE issues, suggestions or strategies, where no response or approval is needed, should be documented at the top of the CQI minutes under the heading *Summary of Data Reviewed*. If approval or a decision is required to implement a specific suggestion; the information should be documented in the body of the CQI minutes. All staff statewide can then review the regional minutes, which will filter up to state level minutes also, providing an opportunity for staff to learn from successes across the state.

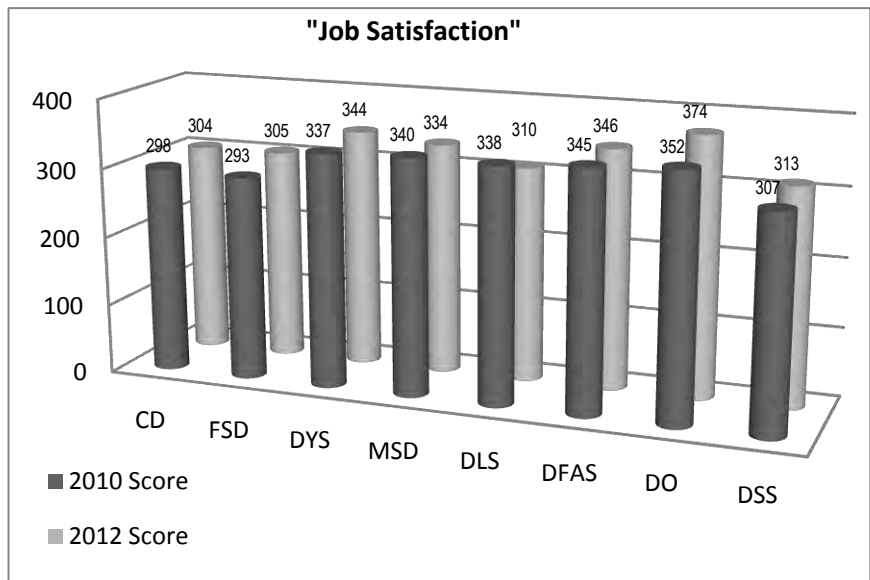
Department SEE Steering Committee

The SEE Steering Committee is composed of representatives from the Department and each of the Divisions. Its purpose is to look at SEE data from a Department wide perspective; to develop recommended actions steps to address identified areas of concern; and to present them to the Department Management Team for approval. Departmental areas of strengths and areas of concerns as reported in the 2012 SEE report are listed below:

2012 Areas of Strength (Scores 350 and above)	2012 Areas of Concern (Scores under 325)
1. Supervision (379)	1. Pay (157)
2. Strategic (372)	2. Management (296)
3. Atmosphere (362)	3. Feedback (299)
4. Employee Development (359)	4. Job Satisfaction (307)
5. Ethics (359)	5. Internal Communications (311)
6. Team (354)	6. Diversity (315)
7. Employee Engagement (351)	7. Fairness (319)
	8. External Communications (323)

The Department has identified *job satisfaction* as the issue everyone in the department will concentrate on. The chart to the right shows how scores for job satisfaction in 2012 have changed from 2010 as well as illustrating the differences in job satisfaction between divisions.

Job satisfaction is important not only because it boosts work performance and agency success but it also increases our quality of life. To guide this effort, a steering group made of representatives from each division will examine factors affecting job satisfaction



and make recommendations to the DSS executive team about how to improve employee satisfaction on the job. Each Division will be responsible for quarterly updates to the Department regarding progress.

The SEE will continue to be administered once every two years. All staff are invited and encouraged to participate in the survey. The Division is committed to this process and to improving the quality of organizational life for employees. Any questions regarding SEE should be forwarded to your regional Quality Improvement Specialist.

NECESSARY ACTION	
<ol style="list-style-type: none"> 1. Review this memorandum with all Children’s Division staff. 2. All questions should be cleared through normal supervisory channels and directed to: 	
PDS CONTACT Randall McDermit, PDS (573) 751-8932 Randall.D.McDermit@dss.mo.gov	Unit Manager Tricia Phillips, Unit Manager (573) 522-2713 Tricia.Phillips@dss.mo.gov
CHILD WELFARE MANUAL REVISIONS	
N/A	
FORMS AND INSTRUCTIONS	
N/A	
REFERENCE DOCUMENTS AND RESOURCES	
Survey of employee Engagement (SEE) FY2012	
RELATED STATUTE	
N/A	
ADMINISTRATIVE RULE	
N/A	
COUNCIL ON ACCREDITATION (COA) STANDARDS	
PA-HR4; PA-PQ15	
CHILD AND FAMILY SERVICES REVIEW (CFSR) / PROGRAM IMPROVEMENT PLAN (PIP)	
N/A	
PROTECTIVE FACTORS	
Parental Resilience N/A Social Connections N/A Knowledge of Parenting and Child Development N/A Concrete Support in Times of Need N/A Social and Emotional Competence of Children N/A	
FACES REQUIREMENTS	
N/A	