

DEPARTMENT OF SOCIAL SERVICES

CHILDREN'S DIVISION

P.O. BOX 88

JEFFERSON CITY, MISSOURI

NOVEMBER 6, 2014

WHAT IS INSIDE?

- Overview of staff survey results
- Links to more specific survey data

MEMORANDUM

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

FROM: TIM DECKER, DIRECTOR

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

DISCUSSION:

The purpose of this memorandum is to provide a summary of the statewide results from the Survey of Employee Engagement (SEE). In May 2014, all Children's Division staff were invited to participate in the bi-annual online employee survey. Staff observations and engagement in organizational assessment and improvement is critical to our success as an organization. Please take time to review the results of the survey to see where staff believe our organization is compared to the last time we took the survey in 2012.

Overview

The SEE assessment is designed to link scores on the survey to issues affecting our organization. It examines five key Workplace Dimensions (Work Group, Accommodations, Organization, Information, and Personal) which capture various aspects of the total work environment.

Data received from the SEE is very extensive. For purposes of this memo, the statewide data from the SEE is briefly summarized. More detailed statewide information and executive summaries for 2003-2014 for each circuit, worker type and program area can be found at on the Children's Division intranet site at <http://dssweb/dpl/see/cd/index.htm>.

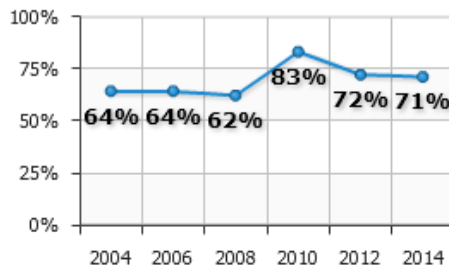
Participant Characteristics**Response Rate:**

High response rates mean employees have an investment in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization. Of the 2,184 staff invited to complete the survey, 1,557 responded. Our statewide response rate of **71%** is considered high.



Response Rate Over Time:

One of the values of participating in multiple iterations of the SEE is the opportunity to measure organizational change over time. If organizational health is sound, rates tend to plateau above the 60 to 65 percent level. Our response rate of 71% is nearly the same as it was for the previous survey but still well above the 65 percent level.



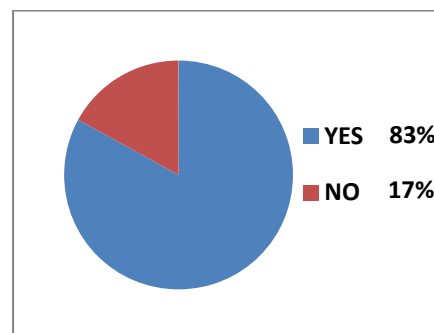
Length of Service:

This table shows the statewide distribution for length of service of survey responders. Of those who responded, **50%** reported being employed with the agency for six years or more.

Less than 1 year	16%
1-2 years	19%
3-5 years	14%
6-10 years	19%
11-15 years	12%
Over 15 years	19%

Intent to Stay:

One question on the SEE asks responders to indicate if they intend to be working for our organization in one year. The percent of employees who see themselves working for our organization in 2014 nearly the same as it was in 2012 (82%) and 2010 (82%).



Survey Framework

The SEE is a survey framework which consists of individual survey items (questions) which compose a construct. Each level of the framework provides a score and insight into the workings of an organization.

Items:

Specific survey items (questions) provide specific feedback. Each survey question is answered on a Likert scale of strongly disagree (1) to strongly agree (5). Any question scoring above the neutral of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength. Conversely, scores below "3.0" are viewed more negatively by staff. Items that receive below a "2.0" should be a significant source of concern. Specific questions will not be discussed in this memo but can be viewed on the Children's Division intranet site.

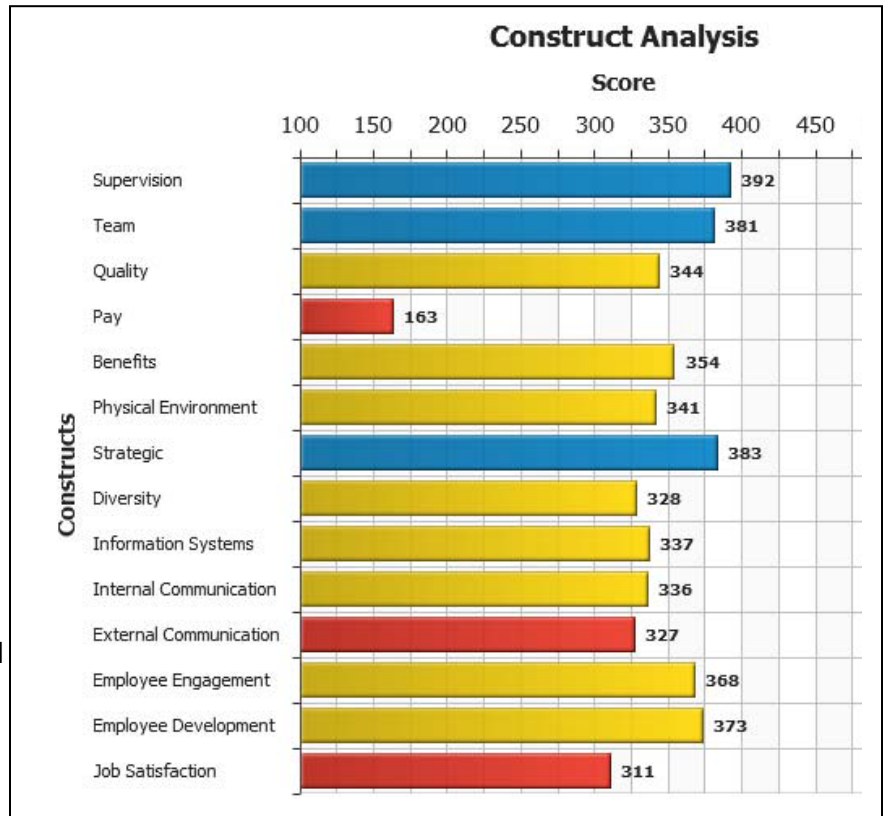
Constructs:

The survey constructs are designed to broadly profile organizational strengths and areas of concern and are developed from a group of related survey questions. Scores for the constructs range from a low of 100 to a high of 500. An item may belong to one or several constructs, however, not every question is associated with a construct.

Construct Scores

This chart shows the construct scores for 2014. Each construct is displayed with its corresponding score. Highest scoring constructs (in blue) are areas of strength for our organization while the lowest scoring constructs (in red) are areas of concern.

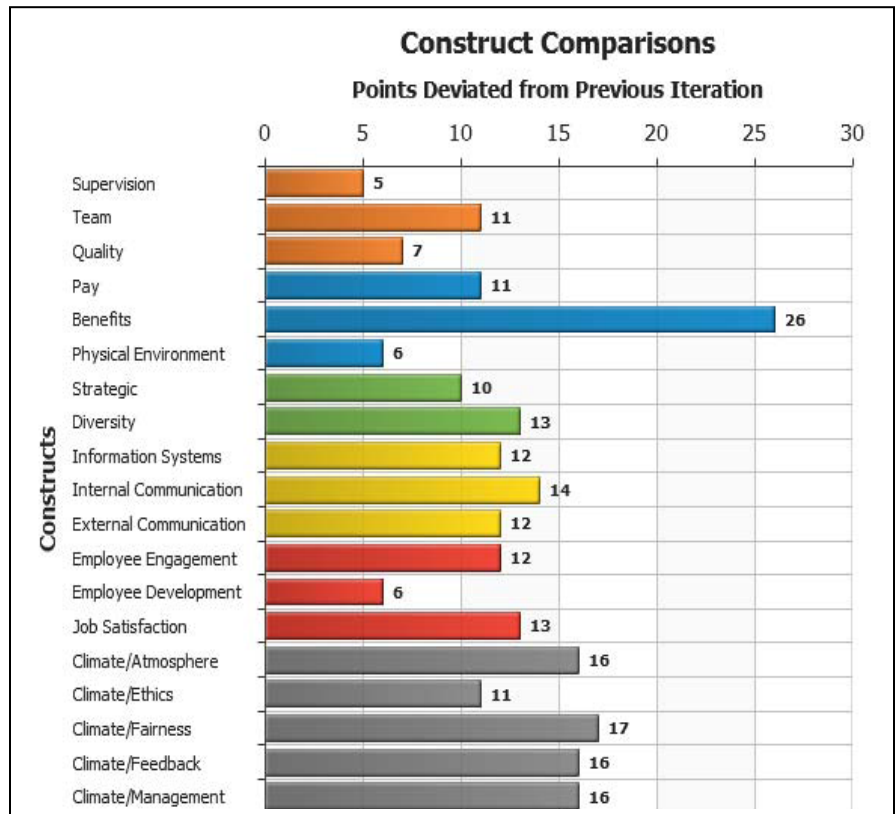
Scores above 350 suggest that staff perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed more negatively by staff, and scores below 325 should be a significant source of concern.



Comparison to previous year's survey responses on each Construct:

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of improvement efforts. Positive changes indicate employees perceive the issue as adequately improved since the previous survey. Negative changes indicate employees perceive the issue has worsened since the previous survey.

The chart to the right indicates positive improvement was made in all construct areas since the previous iteration of the survey.



What should we do with the survey information now?

Assessment of employee satisfaction is connected to a larger purpose, the development of strategies to improve on identified areas of need. Statewide, staff at all levels are expected to review the SEE data available on the Children’s Division intranet site and to discuss the results during their staff and CQI meetings. Each quarter the In Focus newsletter will highlight areas of strength and area of concern for your consideration. Local analysis of the data should be used to identify strengths as well as used to develop strategies for improvement.

We appreciate your participation in the survey this year. The SEE will continue to be administered on a bi-annual basis. Any questions regarding the SEE should be forwarded to your regional QA or QI Specialists.

NECESSARY ACTION:

1. All staff should review this memorandum and other SEE data during their staff and CQI meetings and develop strategies to address areas of concern.
2. Forward strategies and ideas through the CQI process.
3. All questions regarding these procedures should be referred through normal supervisory channels.

Deputy Director

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