



2019 EMPLOYEE SATISFACTION SURVEY RESULTS

COMMUNITY CARE SOLUTIONS, INC.

2019 Employee Satisfaction Survey Results
Institution Planning and Effectiveness

2019 Employee Satisfaction Survey Results

Community Care Solutions, Inc. annually seeks the responses of its employees through an online survey measuring employee satisfaction level based on agreement statements. All permanent, full- and part-time employees are solicited for the survey.

Results

The results for the 2019 Employee Satisfaction Survey are presented here.

Survey Instrument

The current survey, based on the Malcom Baldrige “Are We Making Progress,” has been in place since this year so results will not be compared to previous years. Prior to 2019 a short but similar -stated survey was delivered however the rating scale was significantly different. The request to participate in the online survey is delivered to employees, by employment classification, through their CCS email account, with the link to the survey included in the message. The online survey is anonymous with results reported by employment classification as well as in aggregate. Employees are asked to indicate their agreement with the statements using a five-point scale. The statements are 50 in total.

Strongly Agree	Agree	Neither Agree of Disagree	Disagree	Strongly Disagree
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The 50 statements are divided into sections under the Baldrige captions of:

- **Leadership:** Leadership examines how CCS's senior leaders' actions guide and sustain our organization
- **Measurement, Analysis, and Knowledge Management:** Measurement, Analysis, and Knowledge Management examines how CCS selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and reviews findings to improve performance, and how we manage our information technology.
- **Process Management:** Process Management examines how we design, manage, and improve our work systems and work processes to deliver student and stakeholder value and achieve organizational success and sustainability.
- **Results:** Results examines our performance and improvement in all key areas—student learning and process outcomes, customer-focused outcomes, workforce-focused outcomes, leadership and governance outcomes, and budgetary, financial, and market outcomes.
- **Strategic Planning:** Strategic Planning refers to how CCS develops strategic objectives and action plans; how our chosen strategic objectives and action plans are implemented and changed if circumstances require, and how progress is measured.
- **Workforce Focus:** Workforce Focus examines our ability to assess workforce capability and capacity needs and build a workforce environment conducive to high performance.
- Using the same list of statements, employees are asked to select those statements they consider to be of importance. Employees are also asked to comment on any areas of satisfaction and/or importance that were not adequately addressed throughout the survey.

Response Rate

The Satisfaction response rate is determined by calculating the positive response rate. This is done by adding the count of the ‘agree’ and dividing by the total of the ‘agree’ and ‘disagree.’ In this example, the Satisfaction Rate is 83%; $(11+24) / (11+24+4)$. The ‘Neither Agree nor Disagree’ responses are discarded.

Strongly Agree	Agree	Neither Agree of Disagree	Disagree	Strongly Disagree
7	13	2	4	0

The Importance response rate is determined by the number of respondents who selected and identified the statement as important divided by the total number of respondents in the respective group. In this example, the Importance Rate is 34%; $(14/41)$.

Statement	Importance Count	Number of Respondents	Importance Rating
CCS is innovative	13	26	50%

Participation

All permanent, full- and part-time employees, who are currently employed are solicited for the survey.

Participation by Employment Category			2019
	Participated	Total	Percentage
Full Time	20	23	86.9
Part Time	6	6	100%

Satisfaction Rate

The 2019 satisfaction rate, based on response by the participating employees was 86%.

High Satisfaction Statements

Thirty-eight (76%) of the 50 statements received an overall (all classifications) satisfaction rate of 80% or greater.

2019 Employee Satisfaction Statements Rate Receiving 80% or greater, overall	Satisfaction
There is positive working relationship between Administrative and support staff.	100%
I know how my job fits in the mission of the agency and supports the programs goals.	99%
I have a safe environment.	98%
I know my primary functions of my position's' role.	98%
My coworkers respect diversity.	98%
I can rely on my colleagues/co-workers when needed to get the job done.	97%
I have sufficient information to perform my job.	96%

I have sufficient opportunities to be informed about CCS's Strategic master plan, Core Themes and overall program goals.	95%
I know the primary strategic plans and goals of my department.	95%
CCC's administration makes decisions in a timely fashion.	95%
I know CCS's mission statement and what we are trying to accomplish through CCS's Strategic master plan, Core Themes and overall program goals.	94%
The CCS's Strategic master plan, Core Themes and overall program goals and the supporting initiatives have been clearly communicated to me.	94%
I understand how my position fits into CCS's Strategic Plan initiatives and the support the program goals.	93%
Sufficient opportunities are available for me to communicate with my immediate supervisor.	93%
There is a positive working relationship between CCS's administration and staff.	92%
We use continuous quality improvement tools when processes need to be improved.	92%
I have sufficient opportunities to be informed about what is going on at CCS.	92%
CCS supports job-related training,	92%
Sufficient opportunities are available to communicate with CCS's President.	92%
CCS's senior administration fosters a client orientated approach in programs and services.	90%
My immediate work environment enhances my ability to perform my job well.	90%
I feel well informed about what is going on in my department.	89%
There is positive working relationship between employees and senior staff.	88%
Institutional policies and procedures have been clearly communicated to me.	88%
CCS is a good place to work.	88%
I have the technology I need to successfully do my job.	88%
It is safe for me to share questions, concerns, and ideas with my co-workers.	87%
Overall, there is a spirit of cooperation among CCS employees.	87%
I want to be working at ccs 1 year from now.	86%
CCS overall goals and strategic initiatives have measureable outcomes.	86%
CCS overall goals and strategic initiatives have clear criteria.	86%
My supervisor and my organization care about me.	85%
Sufficient opportunities are viable to communicate with Executive Director.	84%
CCS has high standards and ethics.	83%
There is positive working relationship between staff and Senior Administration.	81%
New ideas for improving the quality of my work environment are encouraged.	81%
CCS places a high priority on professional development.	80%
The decisions that are made reflect CCC's mission.	80%

Low Satisfaction Statements

No statements received an overall satisfaction rate of less than 50%. Five (10%) of the 50 statements received less than 75% satisfaction rating.

2019 Employee Satisfaction Statements	Satisfaction Rate
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Receiving 80% or greater, overall	
CCS does a good job of communicating budget resource allocation decisions to employees.	51%
Overall, there have been positive changes in the CCS environment in the past year.	60%
Job satisfaction is a priority of CCS's President and Senior Administration.	61%
Overall, I feel valued as an employee of CCS.	66%
There is a positive working relationship between CCS's President and Senior Administration.	74%

The remaining 7 statements (14%) received a satisfaction rating of 75% to 78%.

The breakdown of high and low percentages by employment classification shows that 1 statement received an overall average of 100%, and 36 (72%) of the 50 statements received a 100% satisfaction rating by one or more classifications. Two (4%) of the 50 statements received a satisfaction rating of less than 25%.

Importance Rate

To inform the Satisfaction Rates received for the statements, the respondents are asked to select those statements they consider to be of importance. While all 50 statements were selected by at least one respondent (range 1- 22), 9 statements were identified to have importance of at least 75% of the highest number selected (17/22). A comparison to the previous year, 2018 is added to add context to the satisfaction rating.

2019 Employee Satisfaction Statements Selected as important by at least 75% of the highest number selected.	2019 Satisfaction
CCS encourages creative and innovative ideas,	77%
I feel well informed about what is going on in my department.	89%
I have sufficient information to perform my job.	97%
We use continuous quality improvement tools when processes need to be improved.	92%
CCS has high standards and ethics.	83%

I want to be working at CCS 1 year from now.	87%
CCS is innovative.	78%
I know the primary functions of my department.	98%
I am satisfied with the freedom I have to openly express my viewpoint.	76%
It is safe for me to share questions, concerns, and ideas with my co-workers.	87%
There is positive working relationship between employees and senior staff.	88%
Overall, I feel valued as an employee of CCS.	661%
CCS is a good place to work	88%
Overall, there is a spirit of cooperation among CCS employees.	87%
I have a safe environment.	98%

Comments Received

Twenty-three comments were received mentioning such items as improvements to the survey, policies and procedures, communication, connection, compensation, recognition, and climate. The comments have been forwarded to the President and Cabinet members for review.

Review and Analysis

The results of the 2019 Employee Satisfaction Survey are compiled by the Workforce Committee. In addition to this report, the results are presented in full to the CEO and board of Directors. The Workforce Committee receives a working file of results with sufficient information to determine appropriate response. The Board of Trustees will receive a formal report and presentation of the results during one of the monthly Board meetings. This report is distributed to all employees of the agency. Questions about the results can be addressed to the CEO and/or Executive Director.