



City of Seattle  
Human Services Department  
**2018 Employee Assessment**

# The 2018 Employee Assessment

- Conducted, managed and analyzed by staff
- Composed of 2 phases
  - 1) Online Survey
  - 2) Focus Groups
- Online Survey focused on 5 areas
  - 1) Communication
  - 2) Department Culture
  - 3) Career Development/Training
  - 4) Employee Value
  - 5) RSJI
- Focus groups were randomly selected based on
  - 1) Division
  - 2) Level
  - 3) Tenure
  - 4) Location

## Phase 1: Online Survey

Digital survey distributed through Survey Monkey software

Open to all Human Services Staff during the selected time frame

Open to staff for 1 week  
(September 17<sup>th</sup> 2018 – September 24<sup>th</sup> 2018)

Completely anonymous

Total # of Questions: 25

Completed Surveys: 247

Participation Rate: 64%

## Phase 2: Focus Groups

5 (1.5 hour) informational in-person sessions

1 (1 hour) informational in person session

Dates of Focus Groups:

November 7<sup>th</sup>, 14<sup>th</sup>, 15<sup>th</sup>, 28<sup>th</sup> 2018

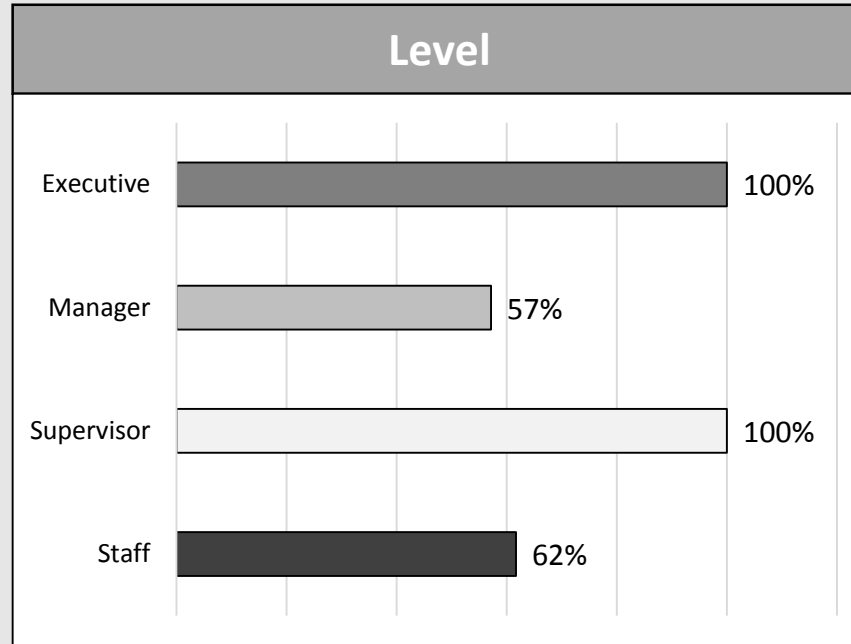
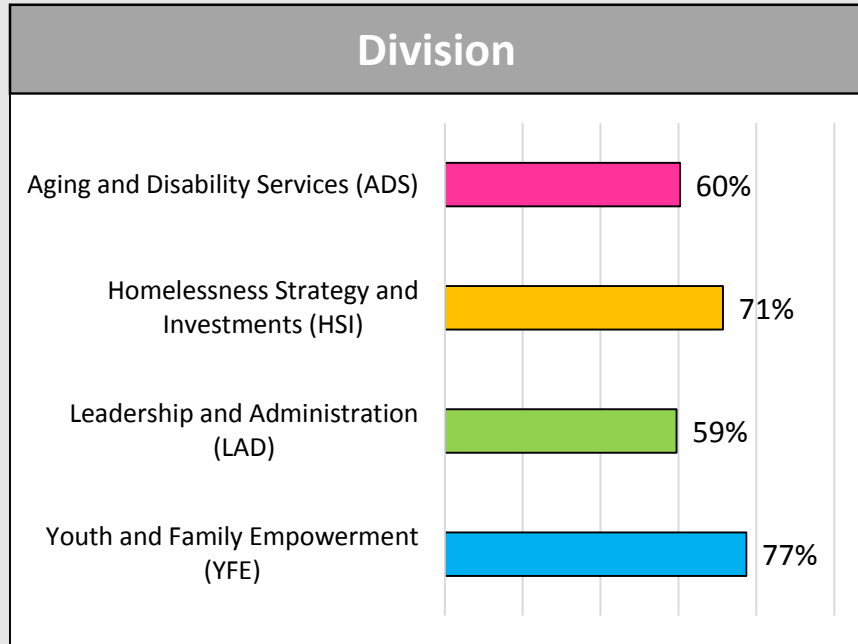
3 different locations

Total # of Questions: 12

Total # of Participants: 60

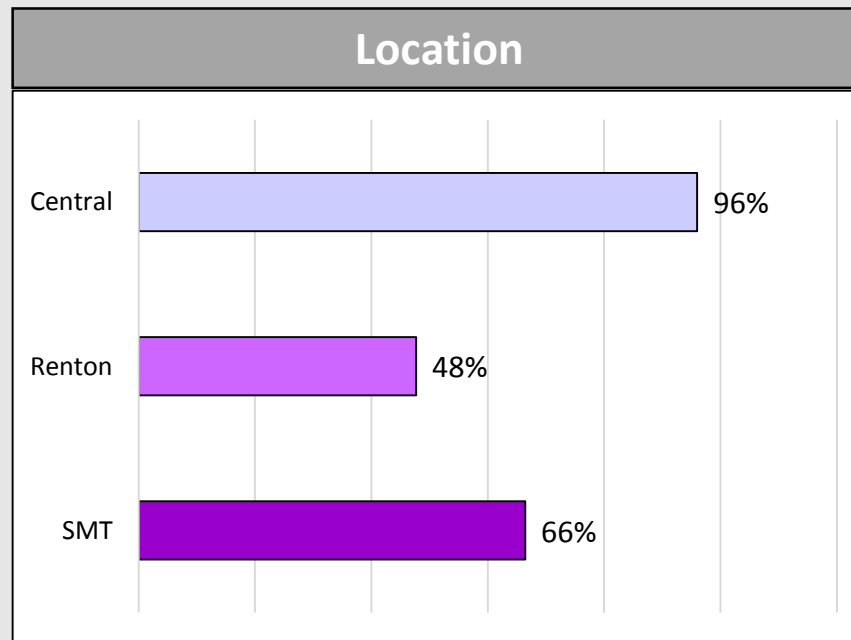
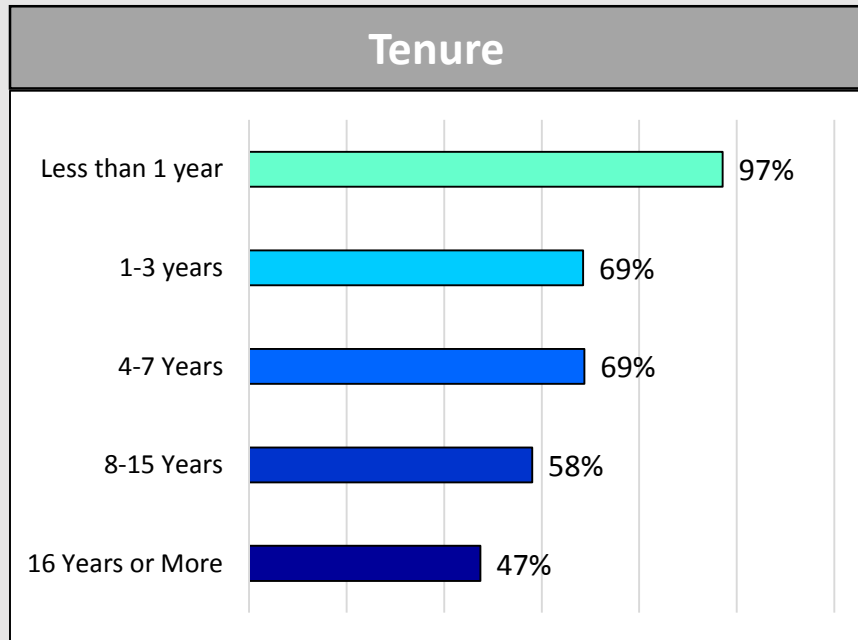


# 2018 Online Survey Participation



### Who Participated

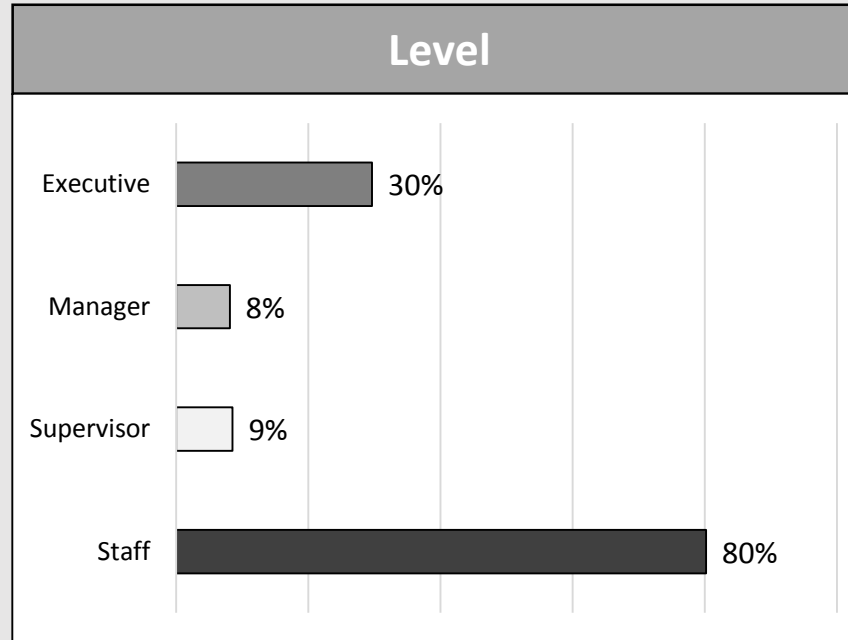
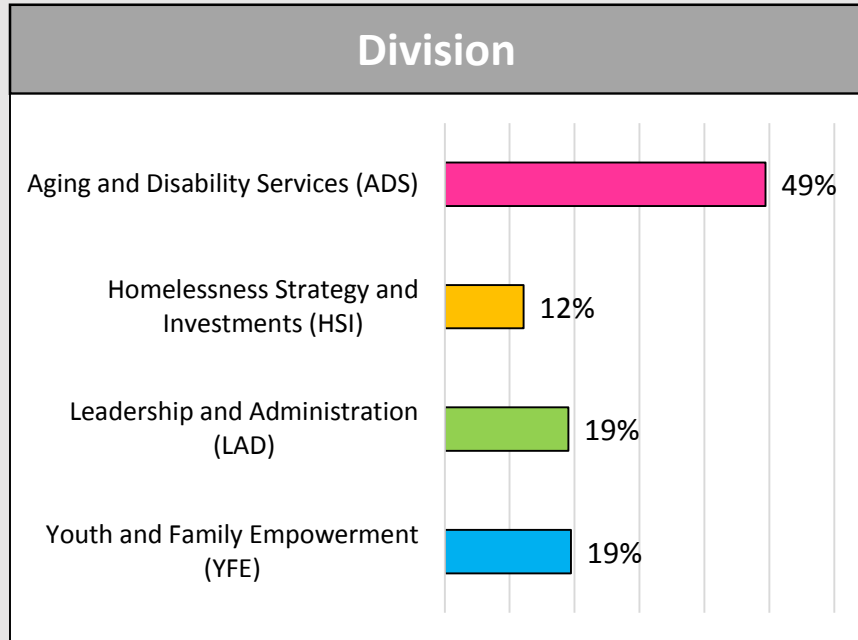
The participation percentages were calculated on the total number of employees in the Human Services Department at the time of the online survey.



### Observations/Potential Biases:

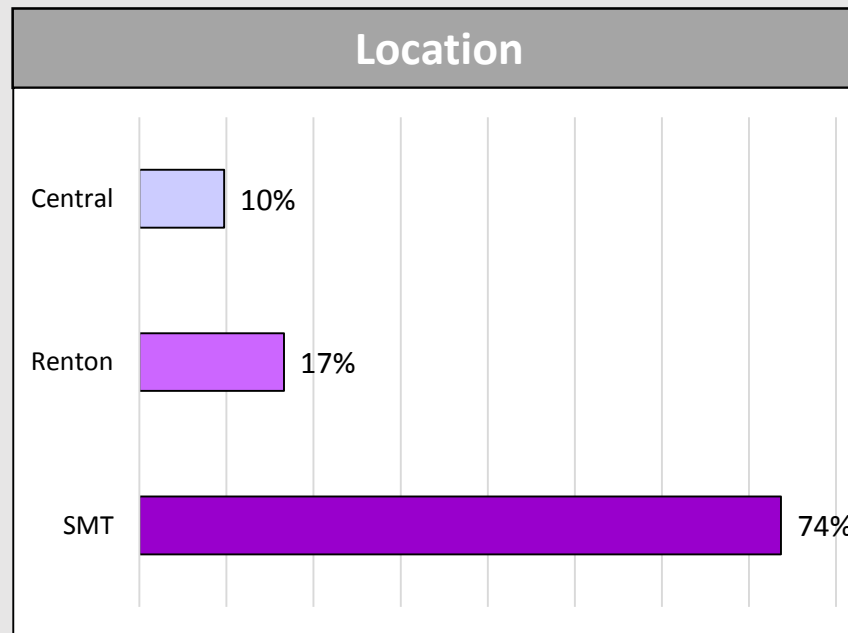
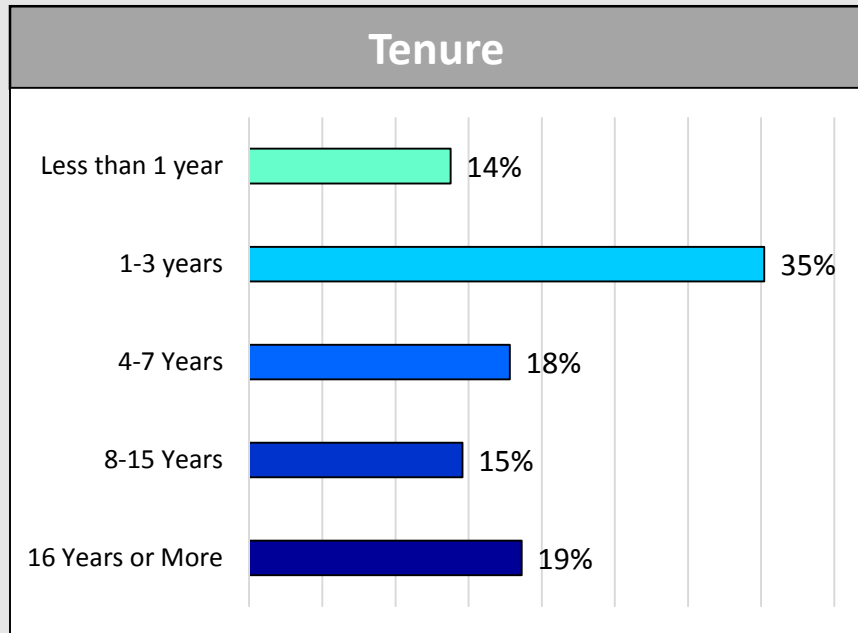
- Those with a tenure of less than 1 year had a very high participation rate in comparison to the other categories. This was also true in the 2016 Employee Assessment.
- Both the Executive and Supervisor categories had 100% participation rate.
- Most of the central building participated in the survey.

# 2018 Online Survey Responses



### Response Rate

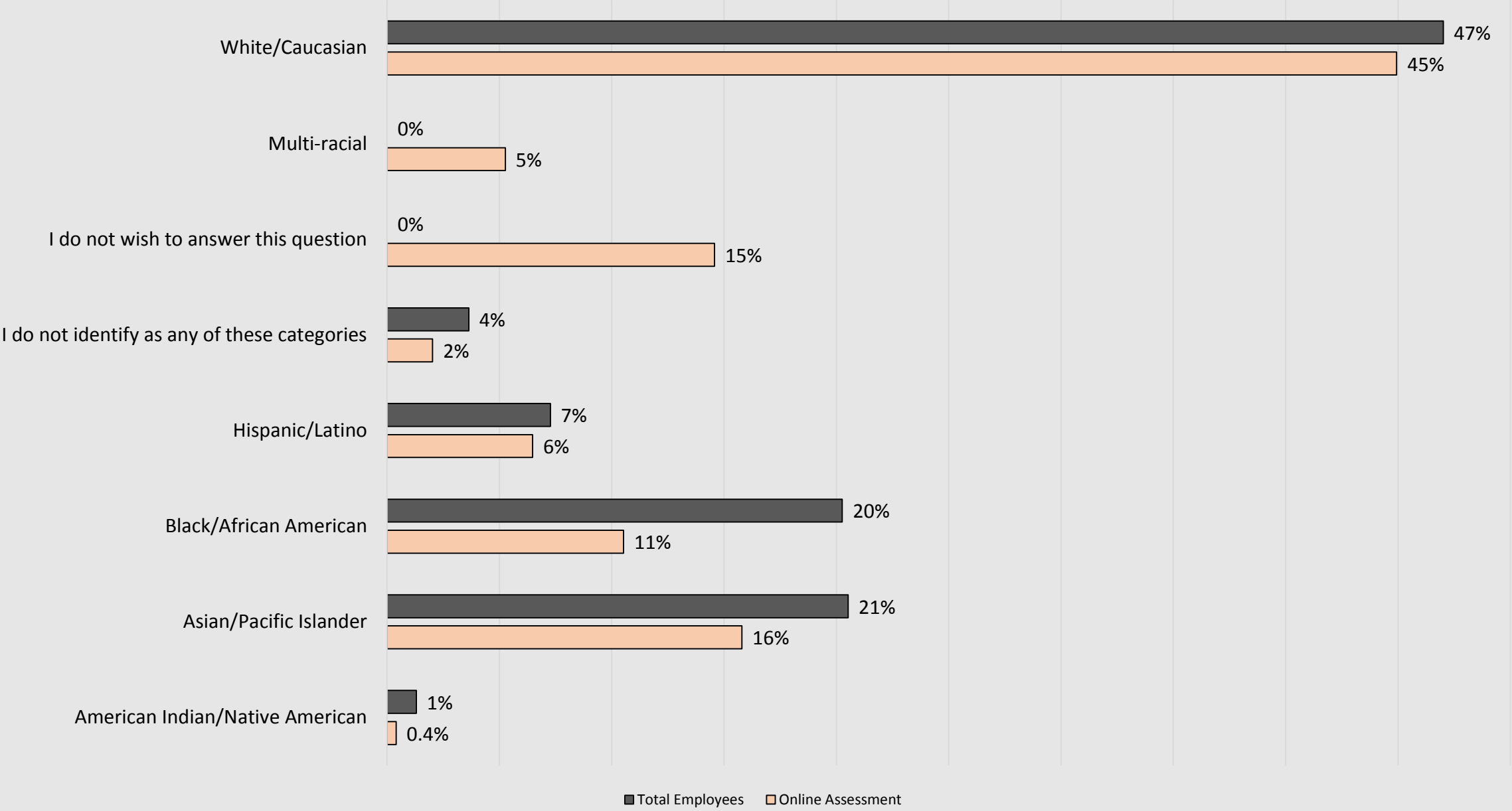
Response percentages are determined by those that participated in the online survey.



### Observations/Potential Biases

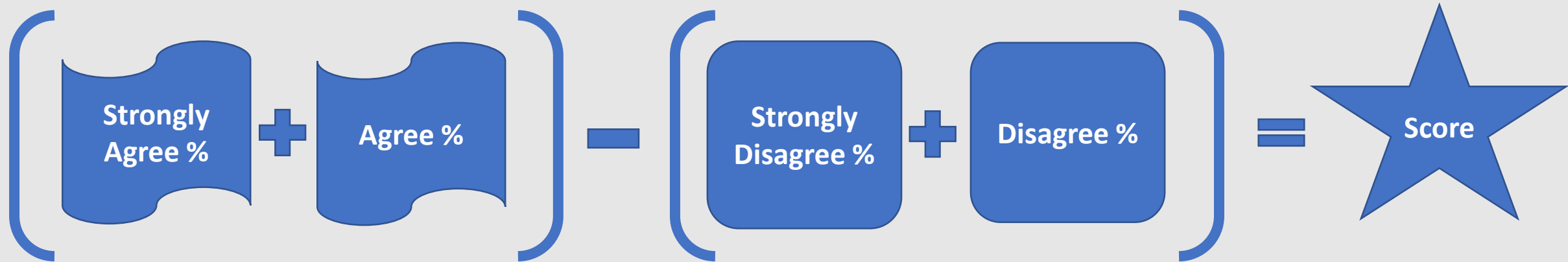
- ADS is the largest division within HSD and contributed the most to the assessment.
- Staff contributed the majority of the survey responses.
- Over 50% of the responses from the online survey were from those with 4 years or more in tenure. This was the opposite in the 2016 assessment, when those with a tenure of 3 years or less contributed more.

# 2018 Online Survey Respondents Demographics



# Calculating The Metrics

- Based on the net satisfaction metric (NSAT) used by consulting company ARRYVE now called Net Promoter Score (NPS)
- Same method used in 2014 online survey
- Takes % of those that strongly agree/agree and subtracts it from % of those that strongly disagree/disagree
- The scale for measuring the score is from -100% to 100%
- Since NPS is a number on its own, it is impossible to give you a single number that represents a good NPS when you are starting out. The best way to find out if your number is “good”, is to compare it to the ones in the past.



# 2018 Human Services Department Employee Online Survey

## Top 5 Highest/Lowest Scored Questions

The questions with the top 5 highest scores were:

Question	2018 NPS Score
Q16: I am supported / encouraged in taking RSJI trainings	78%
Q08: My Supervisor keeps me informed about matters affecting me.	65%
Q17: I am able to effectively apply RSJI within my current position.	58%
Q15: I have taken advantage of career and/or personal growth opportunities within HSD	46%
Q20: RSJI is part of HSD's culture.	44%

Observations:

- 3 of the top 5 highest scores were about Race and Social Justice within the Department
- Questions 16 and 17 were ranked in the top 5 scores in the 2016 Employee Assessment

The questions with the top 5 lowest scores were:

Question	2018 NPS Score
Q25: Recognition is distributed equitably at HSD.	-36%
Q12: Changes with staffing, including temporary and out of class changes are successfully communicated out to staff	-19%
Q07: Communication at the Human Services Department is a two-way street; management talks and listens	3%
Q11: The Executive Team keeps employees informed about matters effecting us.	4%
Q22: HSD values people as its most important resource.	13%

Observations:

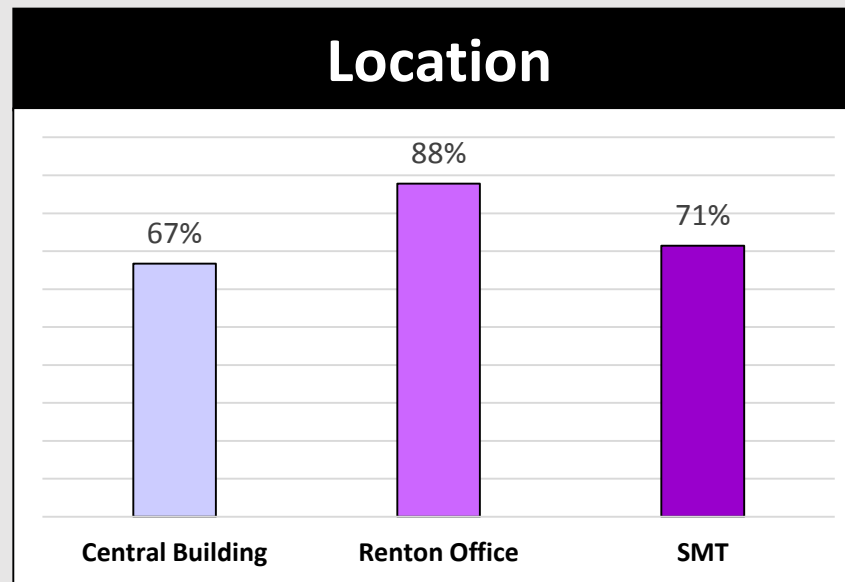
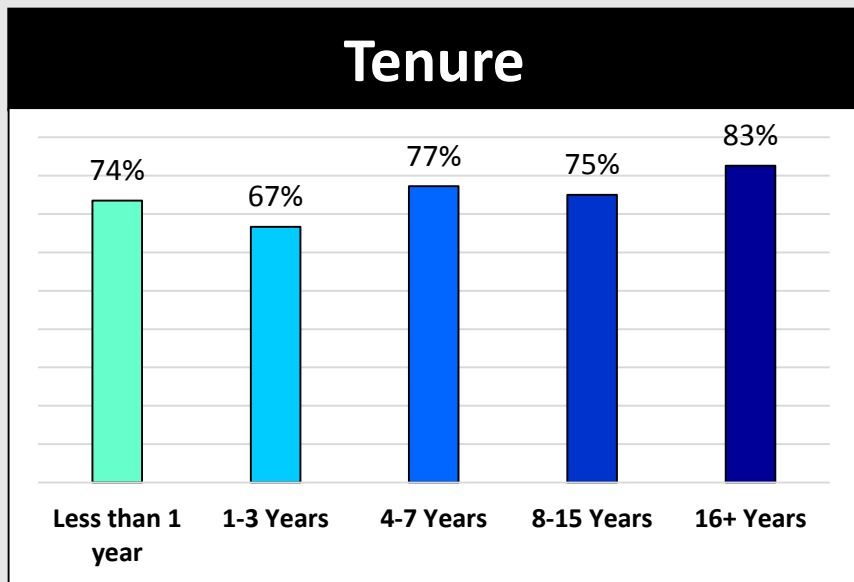
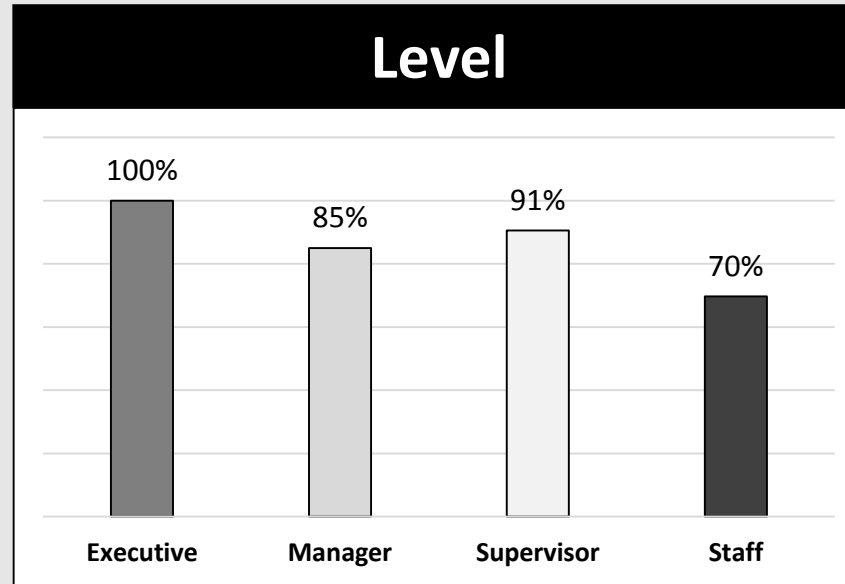
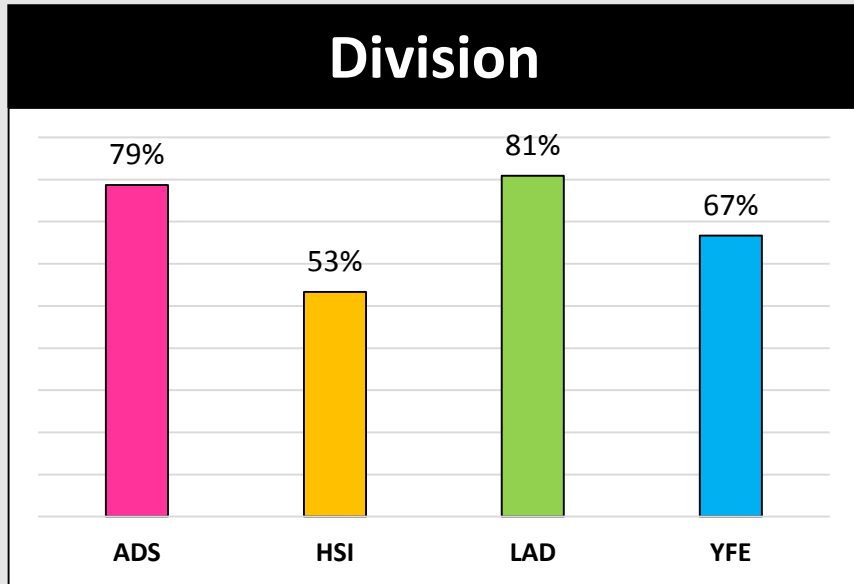
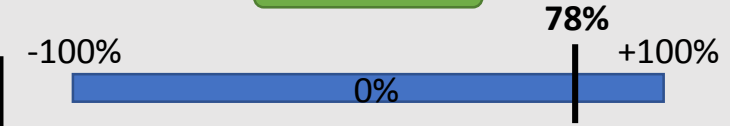
- 3 of the 5 questions (questions 7,11, and 22) were among the lowest scores in both the 2014 and the 2016 Employee Assessments
- Question 25 was also the lowest score in the 2016 Employee Assessment



# Q16: I am supported / encouraged in taking RSJI trainings

RSJI

HSD NPS



#### Observations:

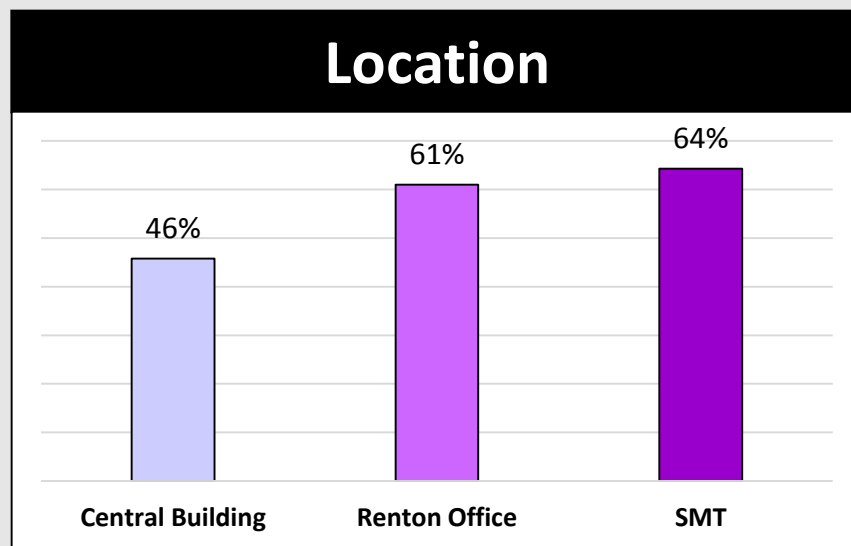
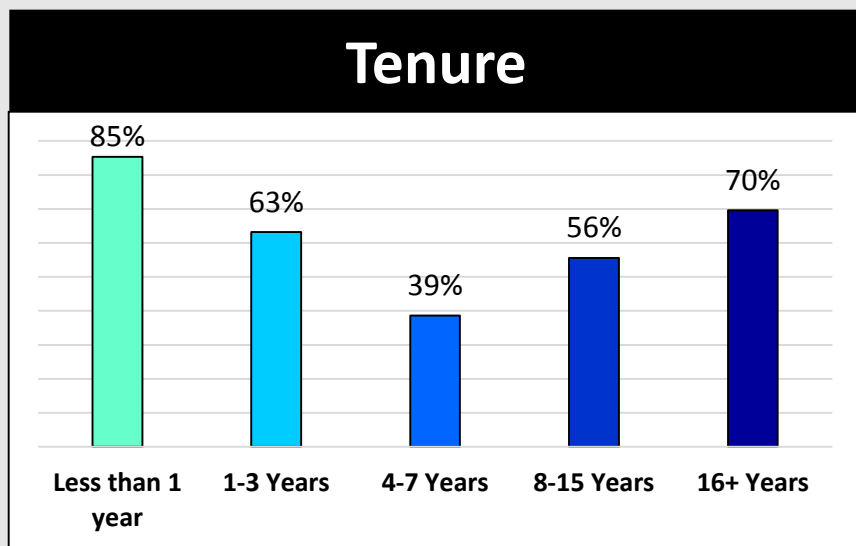
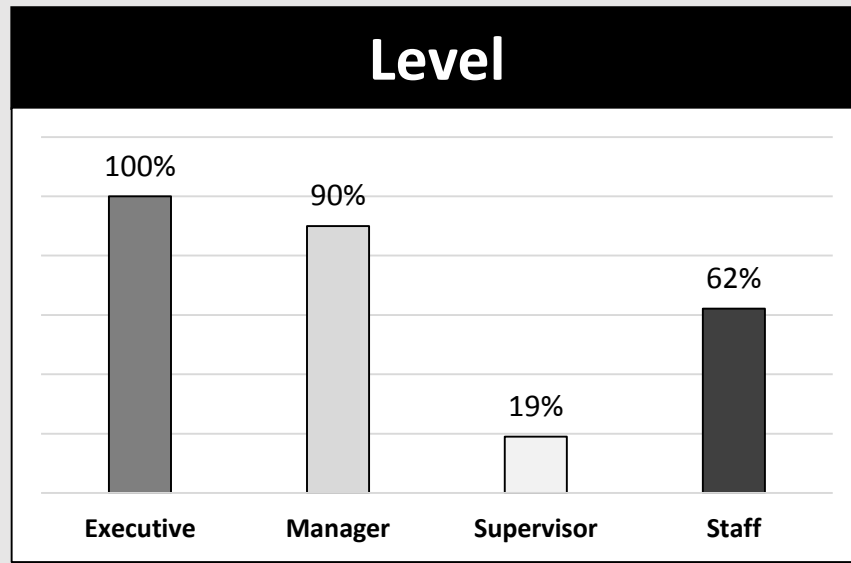
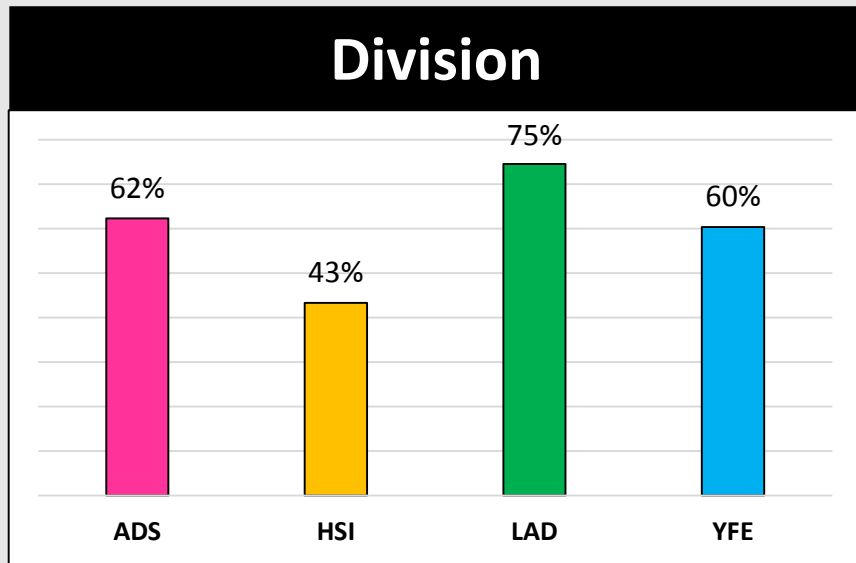
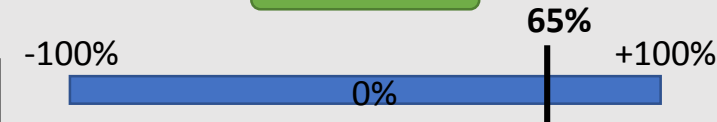
- Most staff at all levels feel that they are supported/encouraged in taking RSJ trainings.
- According to the focus groups, staff feel most supported because of colleagues and because it is on their workplans.
- This question improved from the 2016 assessment by 6%.



# Q08: My Supervisor keeps me informed about matters affecting me.

Communication

HSD NPS

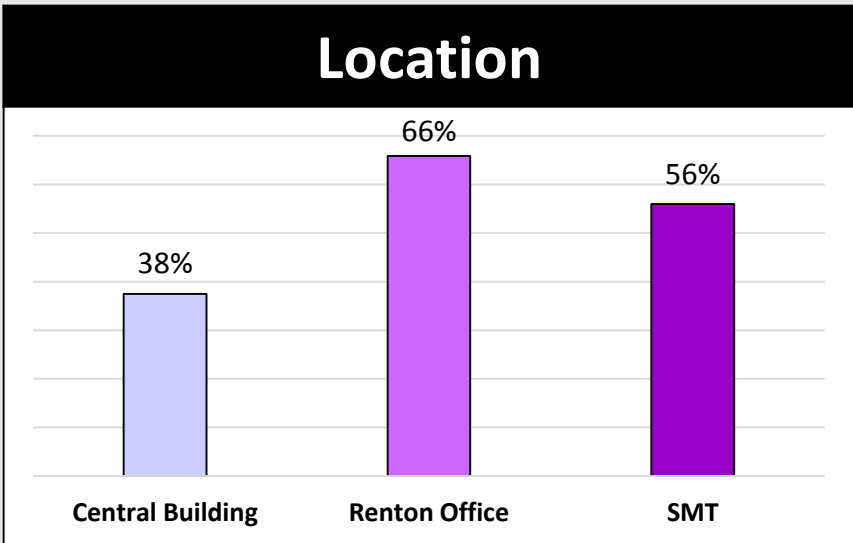
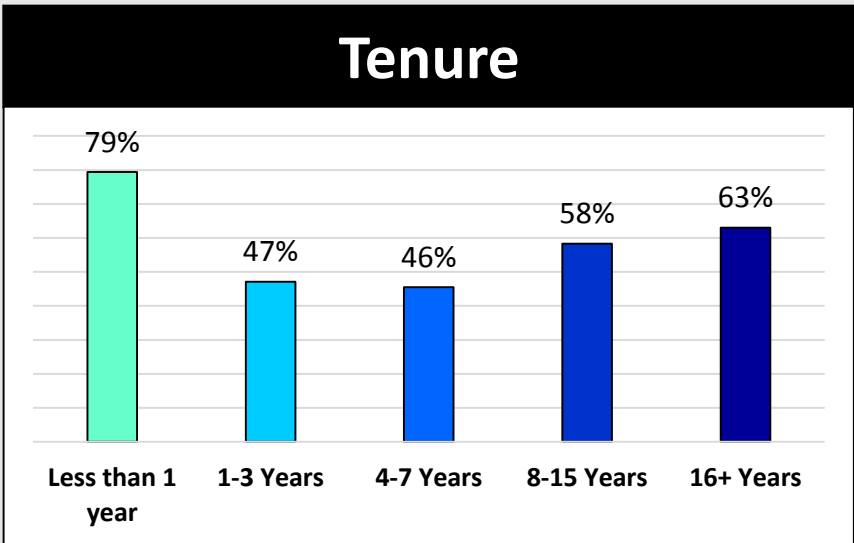
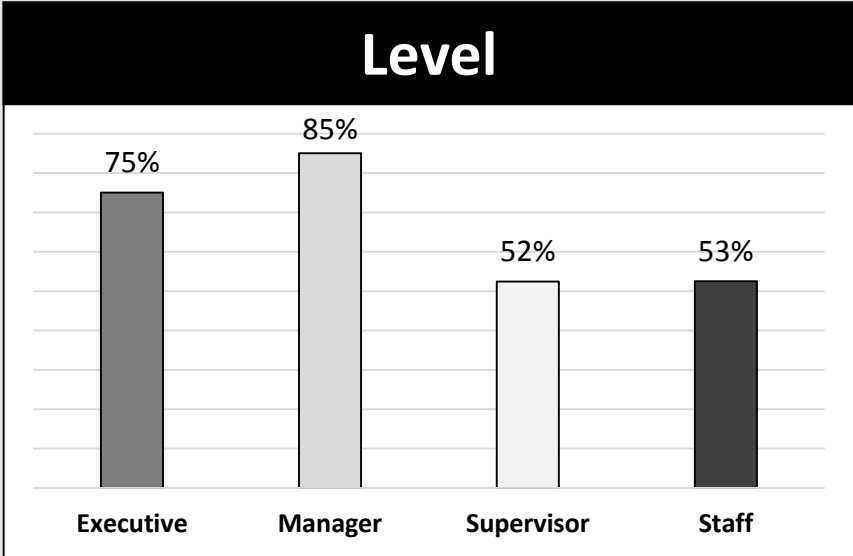
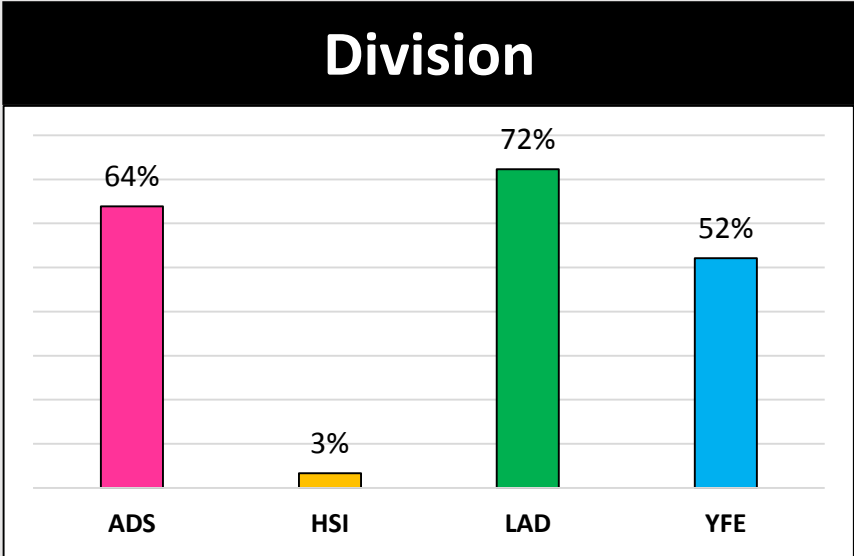
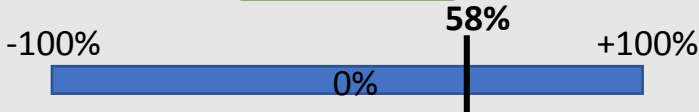


- Observations:**
- Although most of HSD feel like supervisors keep them informed, the supervisors perspective differs with that category having the lowest percentage out of all the different levels.
  - The NPS for the Supervisor category dropped from 54.5% in 2016 to 19% in 2018.
  - The YFE NPS percentage increased from 40% to 60% while the HSI division (previously CSA) dropped from 76.2% to 43%.

# Q17: I am able to effectively apply RSJI within my current position.

RSJI

HSD NPS



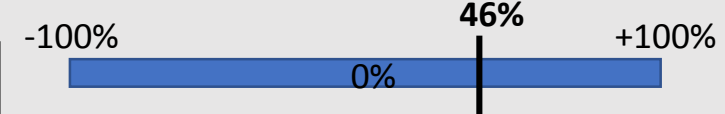
#### Observations:

- In the level category, the executive subcategory dropped from 100% in 2016 to 75% in 2018 but at the manager subcategory it went up from 77% to 85%.
- In the division category, all of the separate divisions percentages went up with the exception of HSI that went from 28.6% in 2016 to 3%.

# Q15: I have taken advantage of career and/or personal growth opportunities within HSD

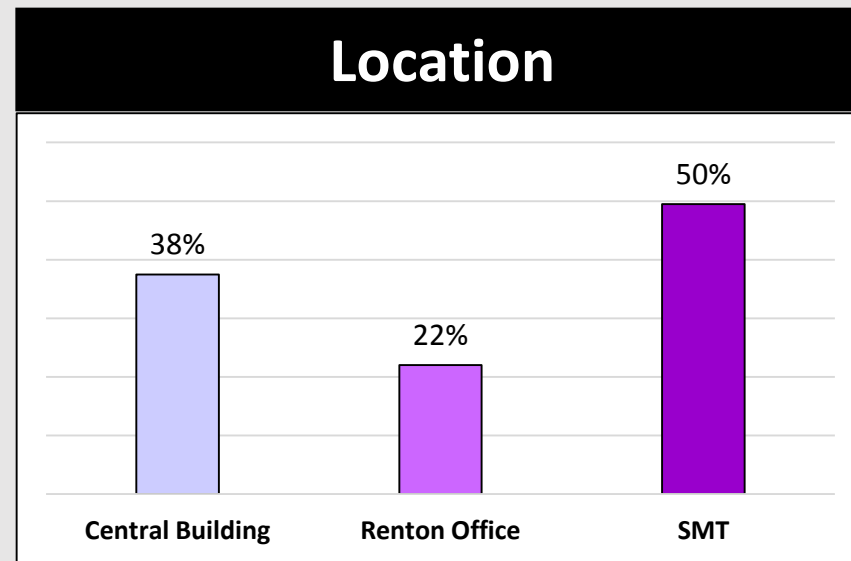
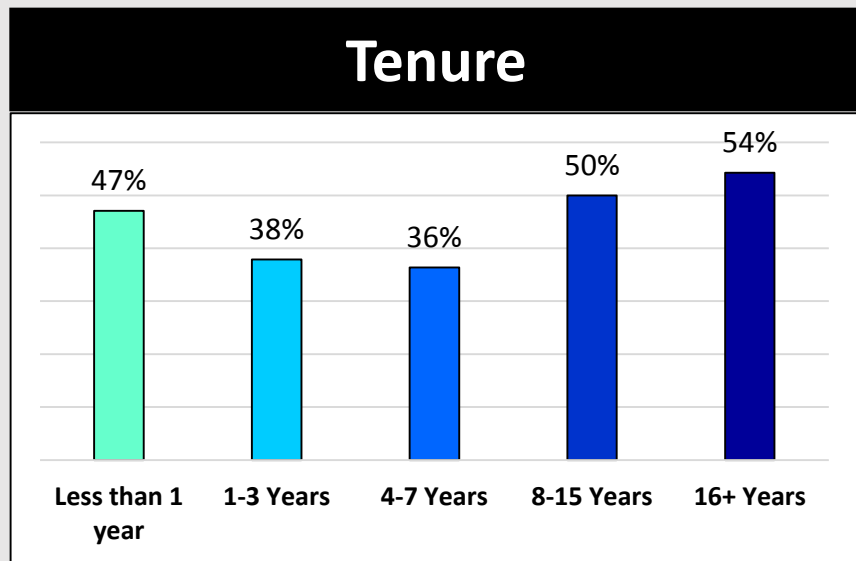
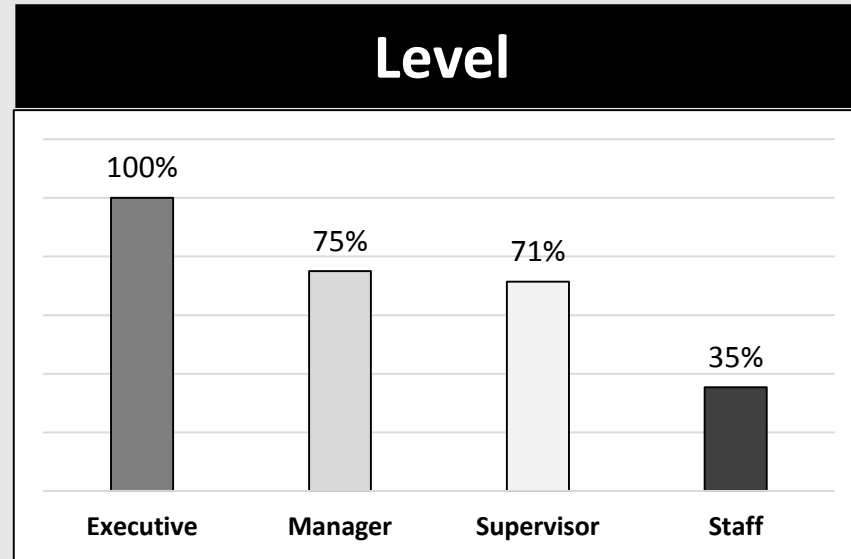
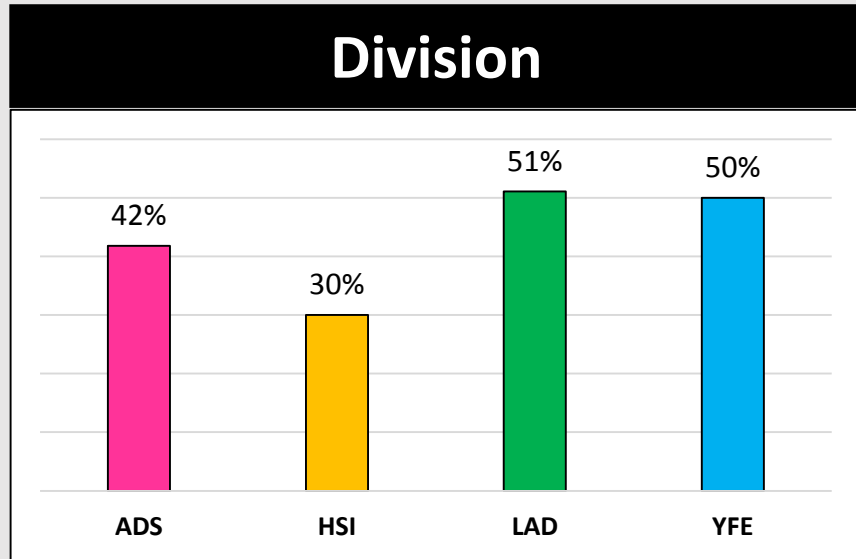
Career Development

HSD NPS



**Observations:**

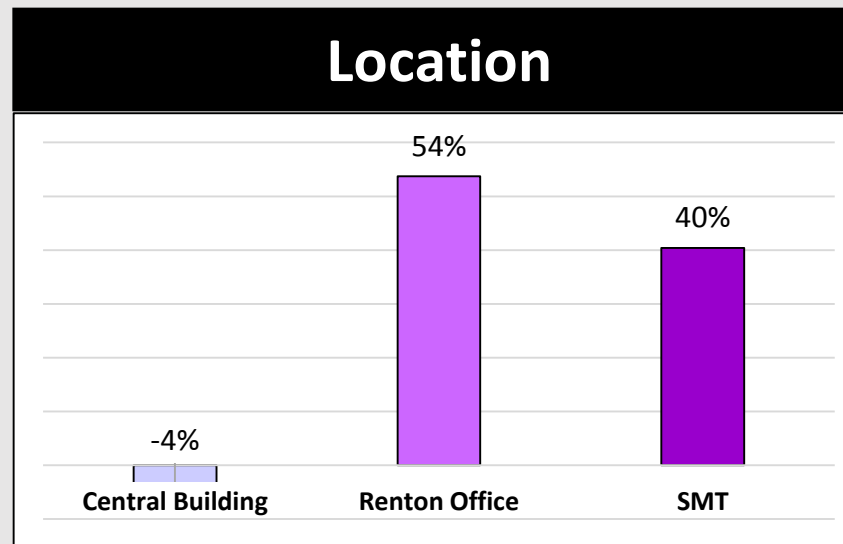
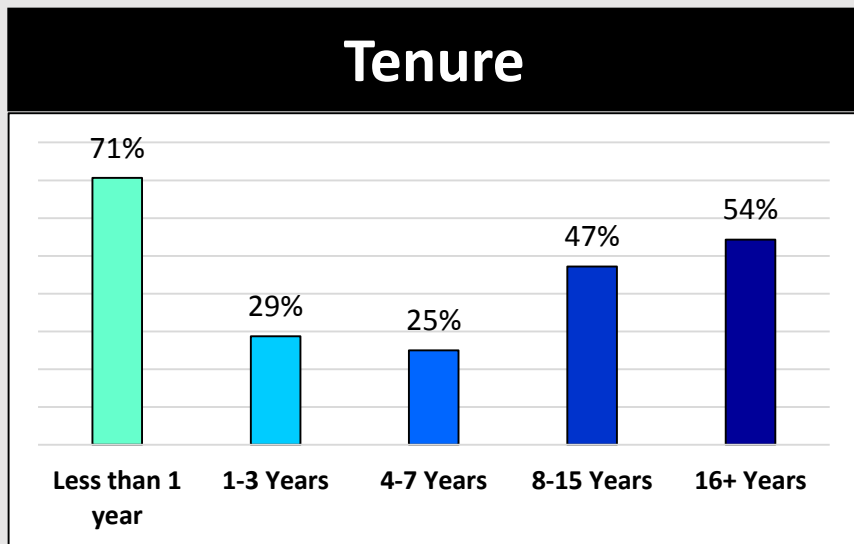
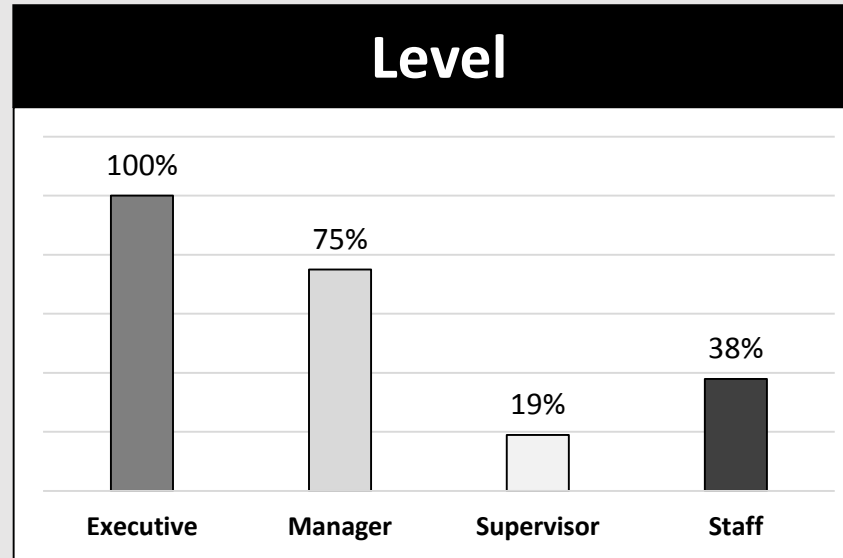
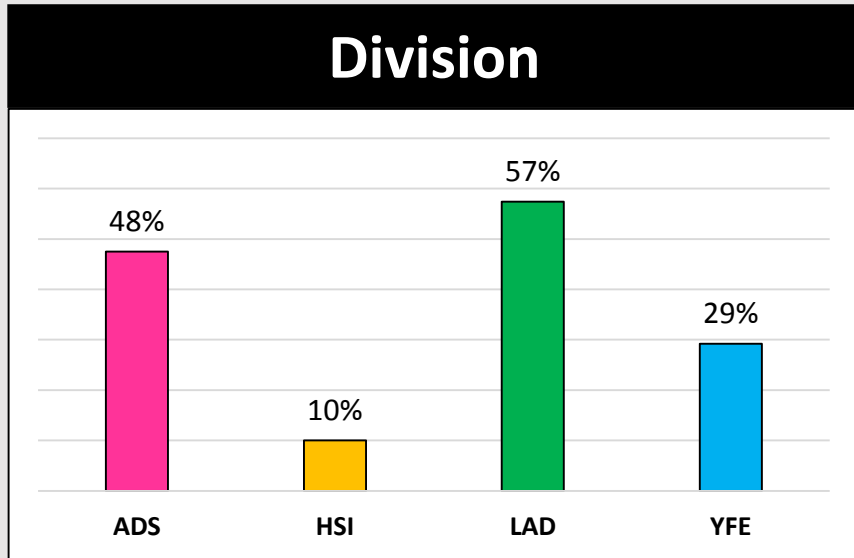
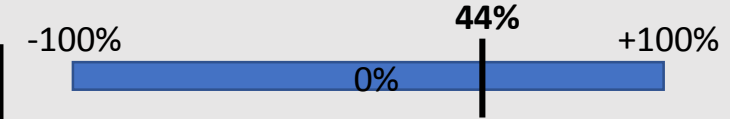
- This question stayed in the upper forty percentile for the overall NPS score for both the 2016 and the 2018 employee assessments.



# Q20: RSJI is part of HSD's culture.

RSJI

HSD NPS



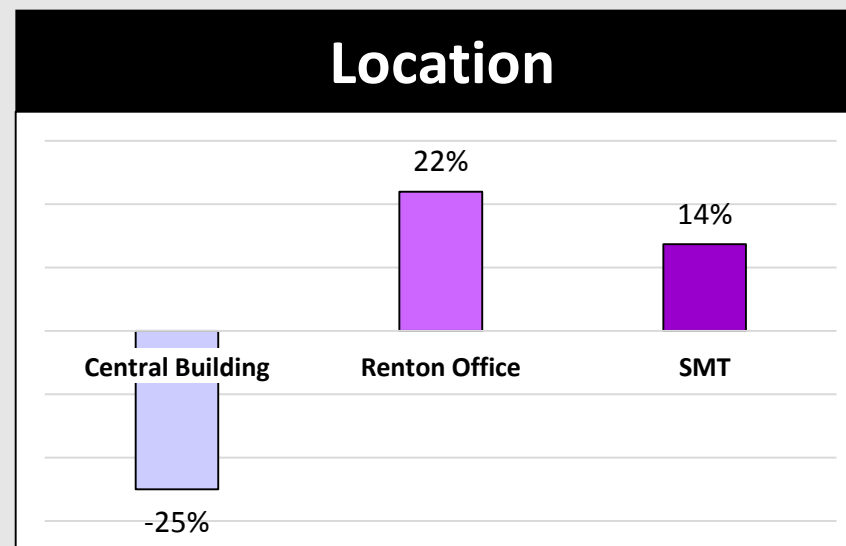
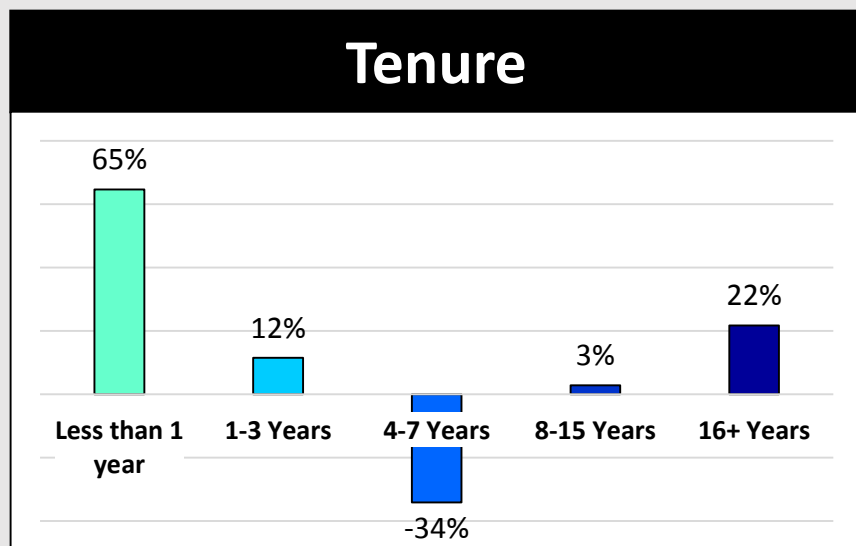
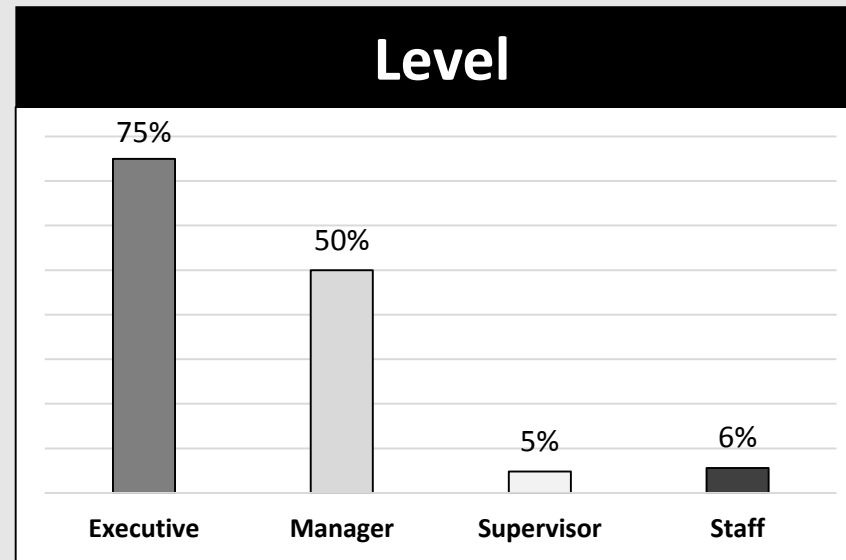
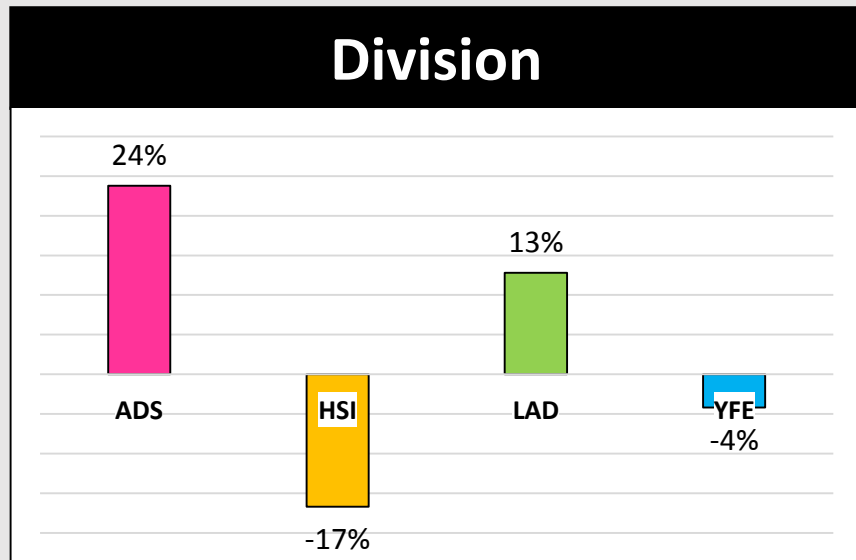
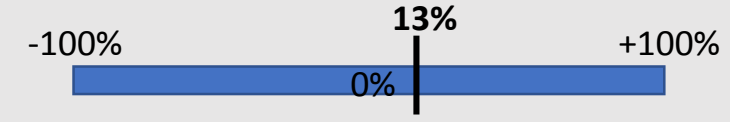
### Observations:

- For this question, we see from the data that there are 3 areas that could use attention. At the division sub-category it is HSI, at the level subcategory it is the supervisors and at the location sub-category it is the Central Building with a -4%.
- According to the focus groups, those located at the central building feel like they do not have the opportunity to participate in different RSJI events or teams held in the department due to the structure of their jobs.

# Q22: HSD values people as its most important resource.

Value

HSD NPS



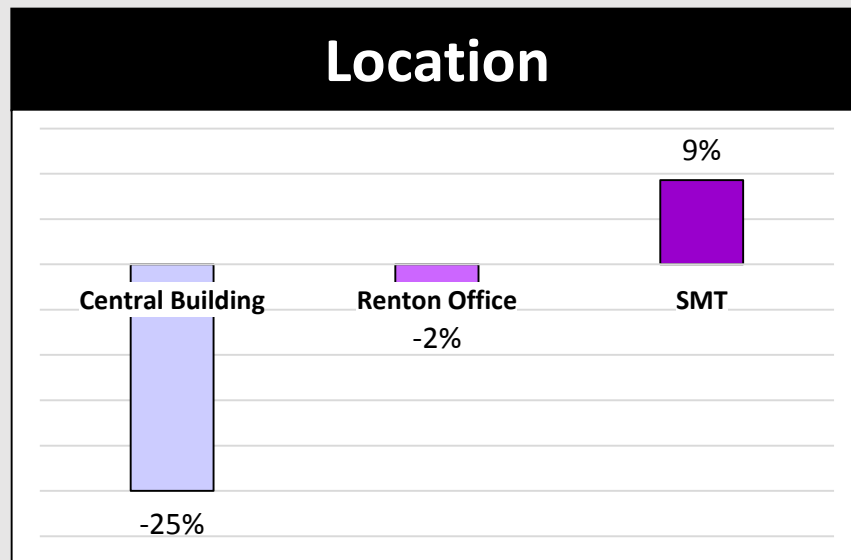
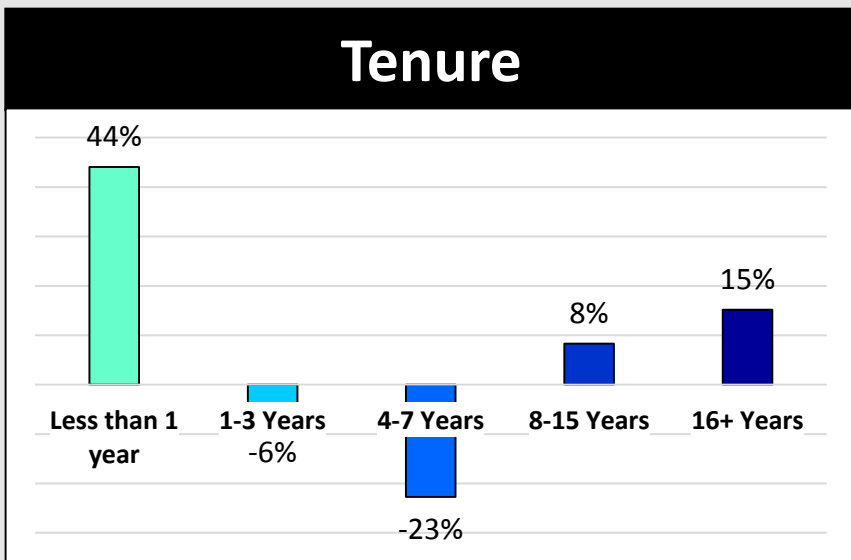
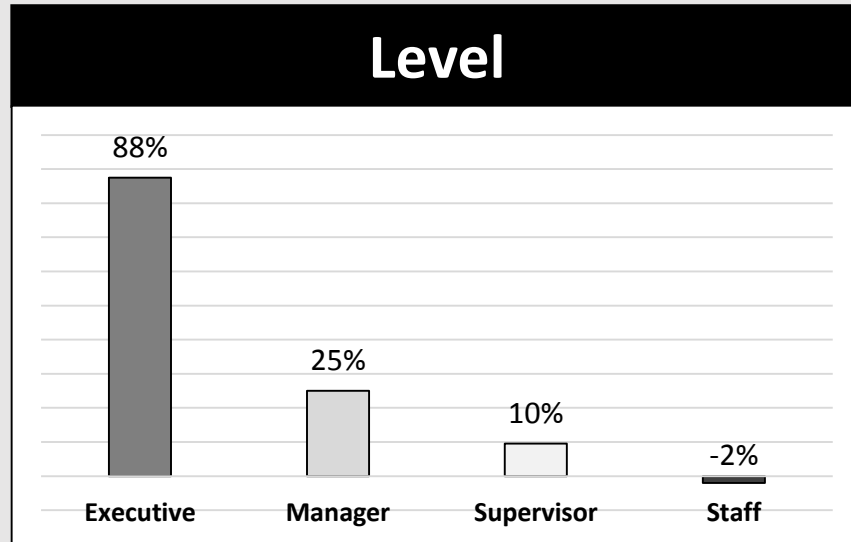
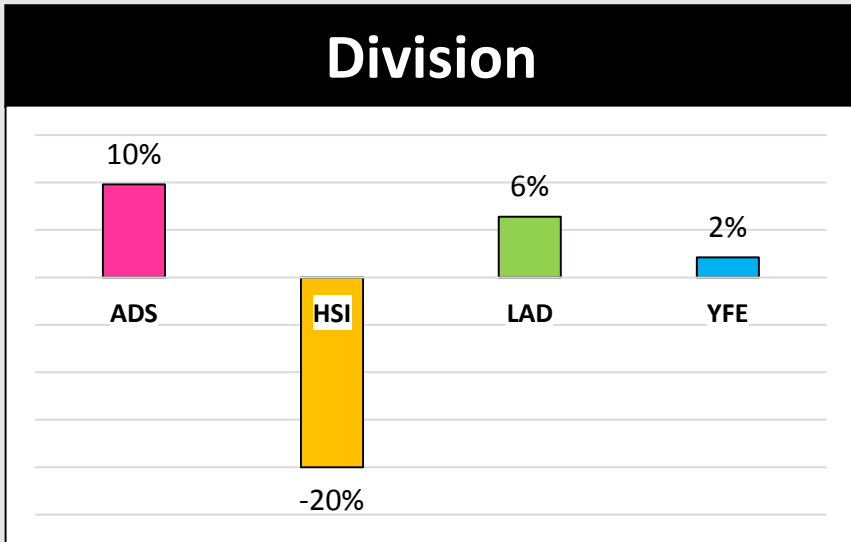
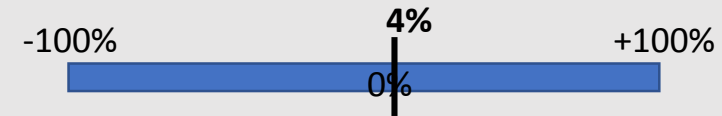
### Observations:

- It is important to note that there can be NO cross comparisons between the different areas of analysis.
- The overall NPS score stayed the same in both the 2016 and the 2018 Employee Assessments.
- According to the data, there were improvements made in LAD and YFE divisions but both ADS and HSI dropped in comparison to the 2016 Employee Assessment.
- The Central Building continues to be an area for improvement.

# Q11: The Executive Team keeps employees informed about matters effecting us.

## Communication

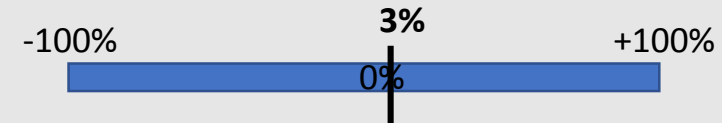
HSD NPS



### Observations:

- The NPS score for this question dropped significantly from 42% to 4%.
- According to the focus groups, many see that email is the main method of communication for the executive team. This form of communication can be difficult for staff because of the vigorous work that they do and is often over looked.
- In HSI, many feel that they are not informed about the current state of their division and is in relation to the many changes happening with the MOU.
- In both the satellite locations of the department, they feel that the proximity often means that they get information later than those in SMT.

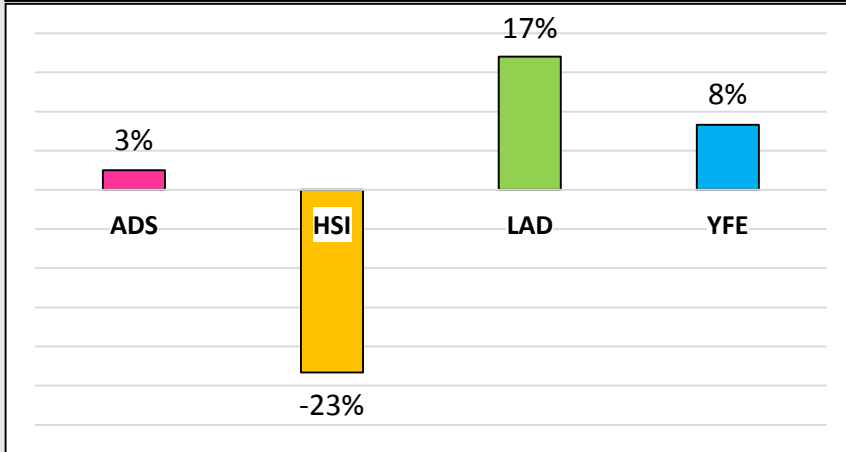
# Q07: Communication at the Human Services Department is a two-way street; management talks and listens



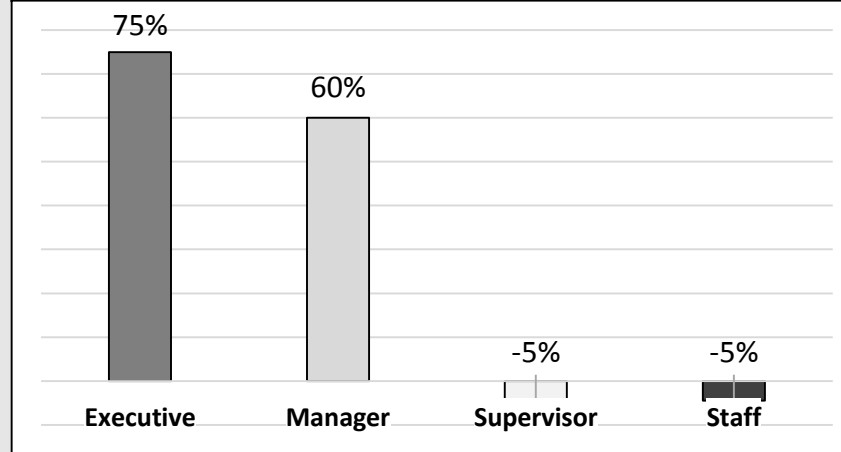
### Observations:

- This question was seen as an improvement area in both the 2014 and the 2016 employee assessments.
- The overall NPS score dropped from 31% in 2016 to 3% in 2018.
- The area that had a significant improvement was in YFE that went from a -22% to 8%; however, HSI had a large drop from 29% to -23%.
- There was also a drop in both the supervisor and staff subcategories and those with a tenure of 1-15 years.
- The Central Building also dropped from -6.9% to -17%.

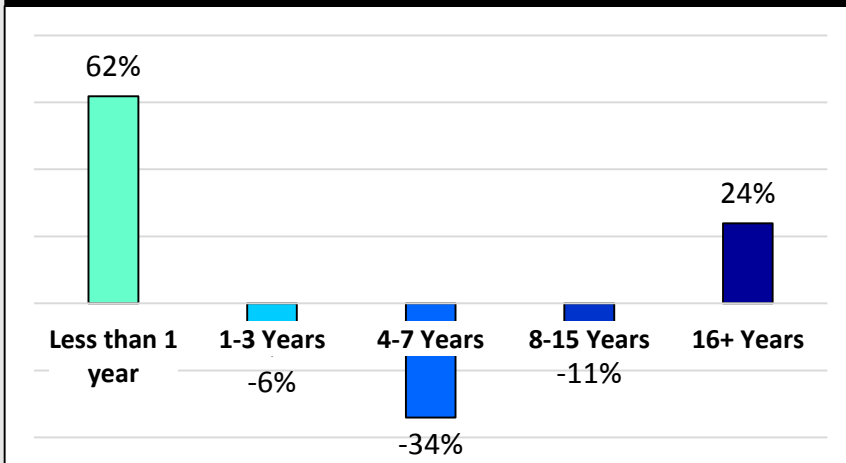
## Division



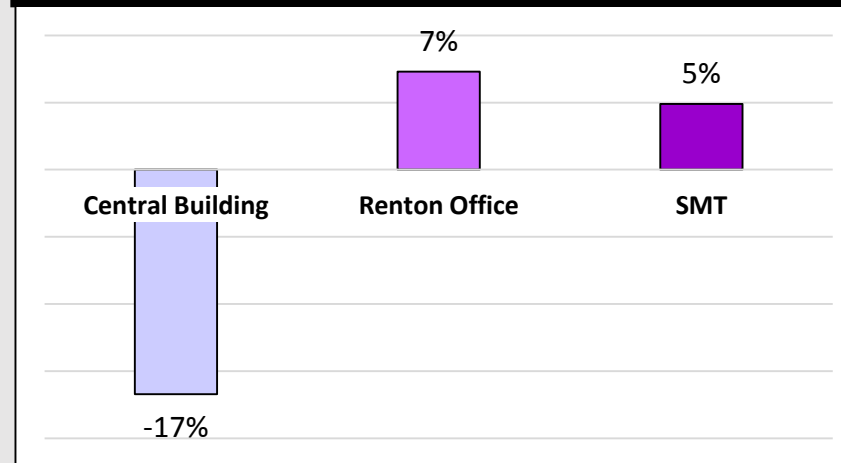
## Level



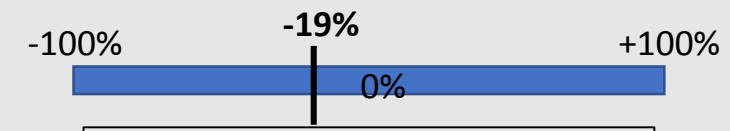
## Tenure



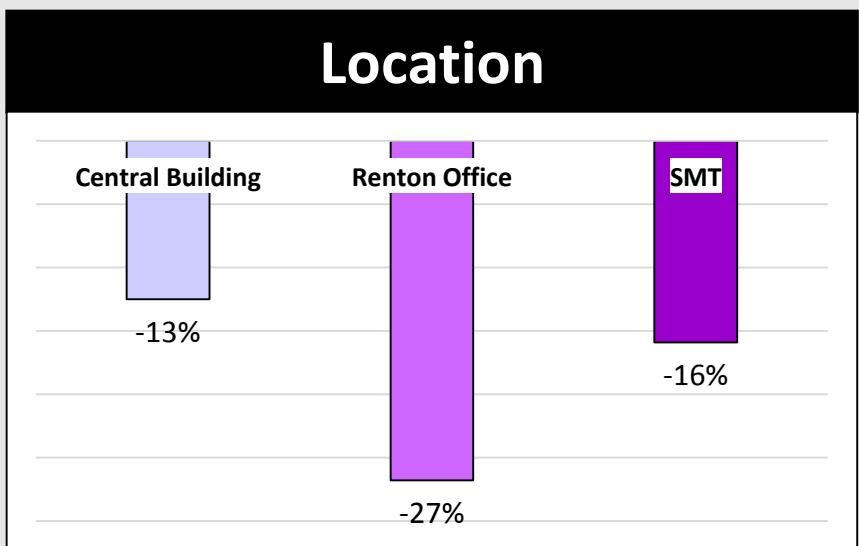
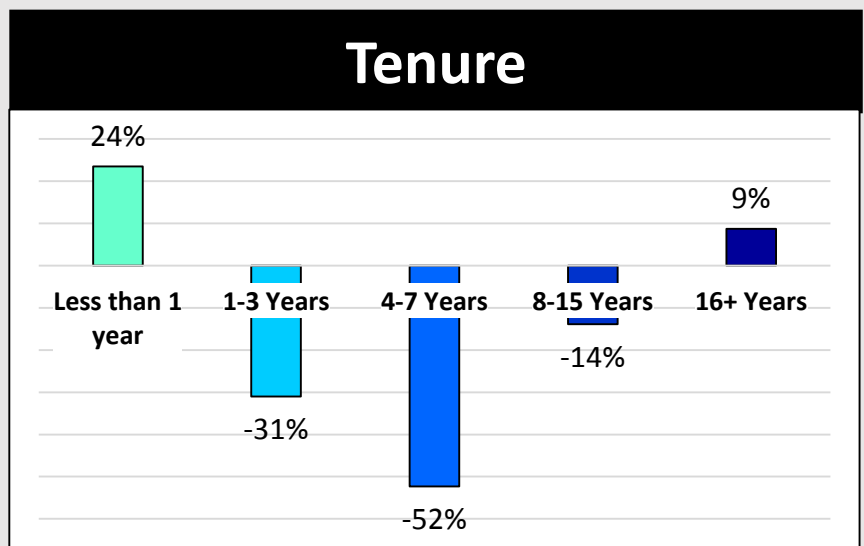
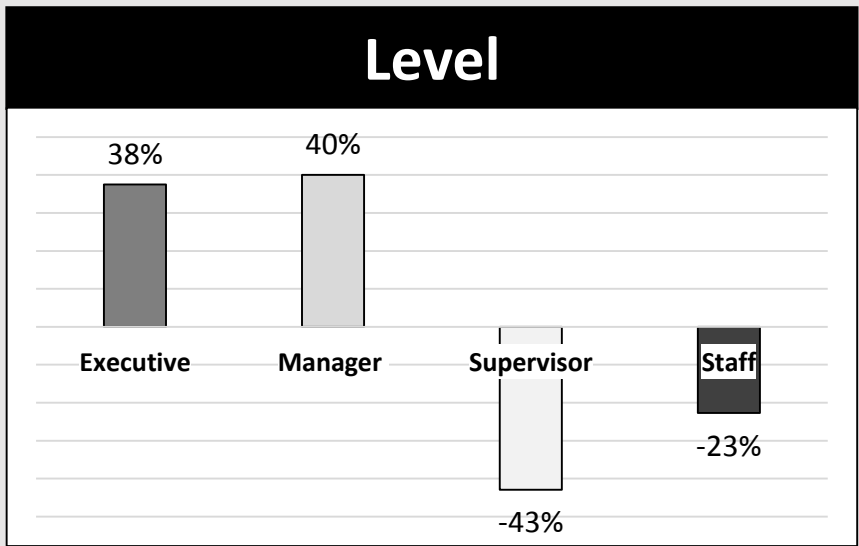
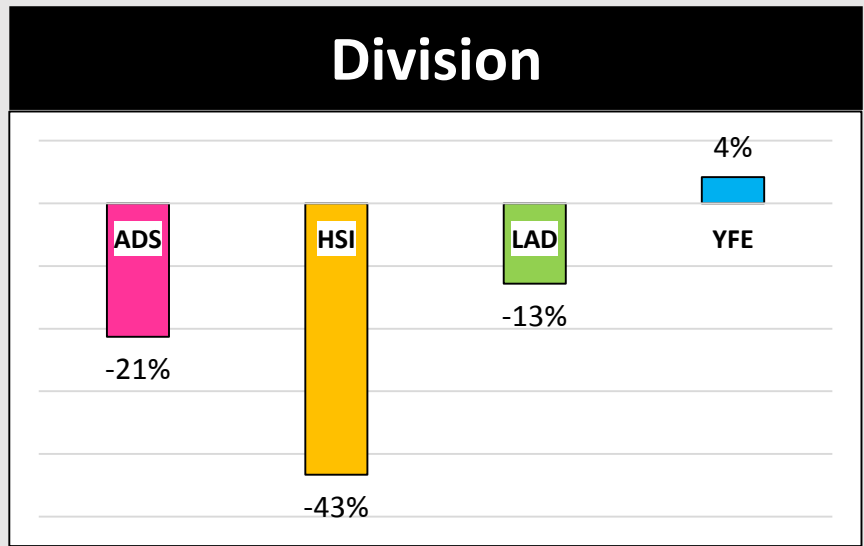
## Location



# Q12: Changes with staffing, including temporary and out of class changes are successfully communicated out to staff



- Observations:**
- The overall NPS score had the largest drop in the employee assessment and went from 22% to -19%.
  - According to the focus groups, many felt that the HSD on the move communication was helpful and should return. They also stated that they would like to know when an employee has left the department and should be informed.
  - The two subcategories that had an improvement was the YFE division and those at the Manager level, the rest all dropped in percentage.

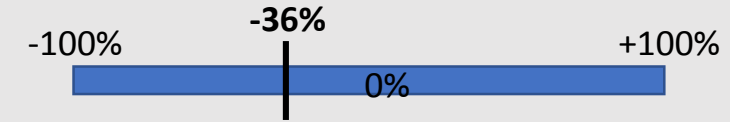




# Q25: Recognition is distributed equitably at HSD.

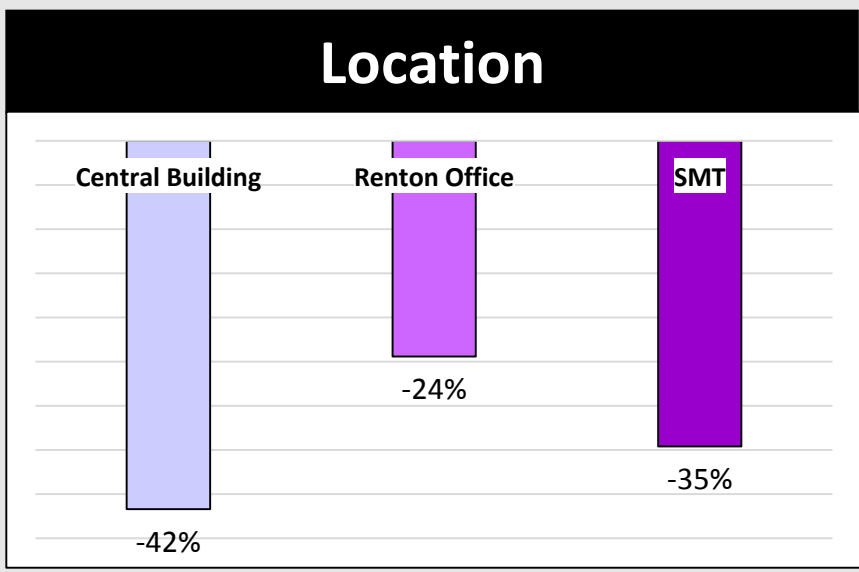
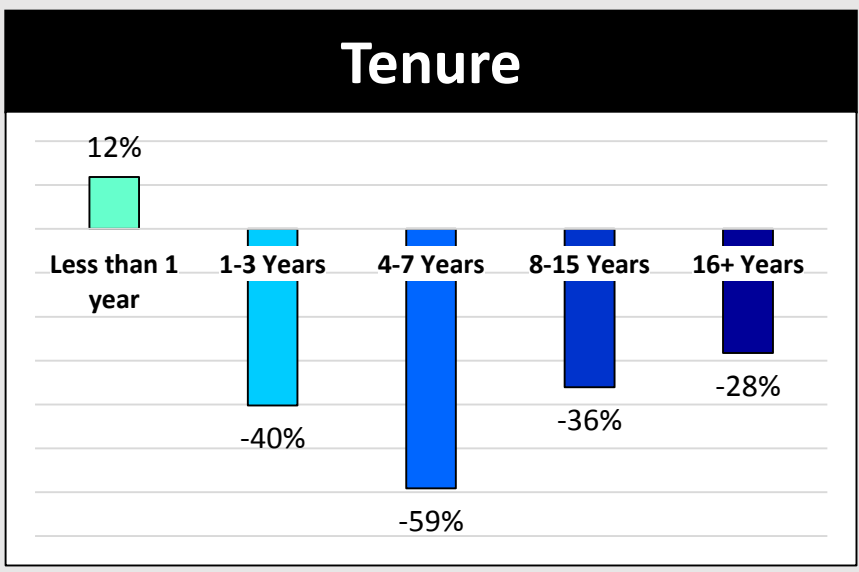
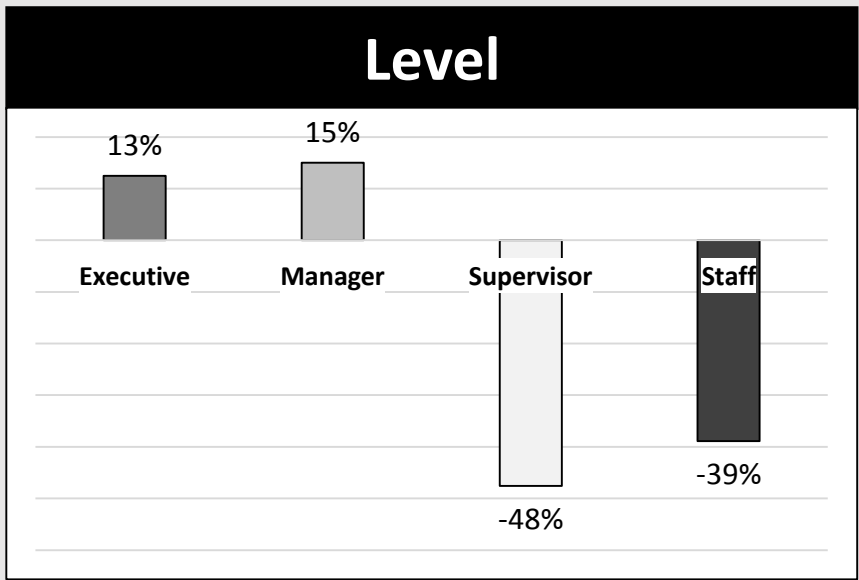
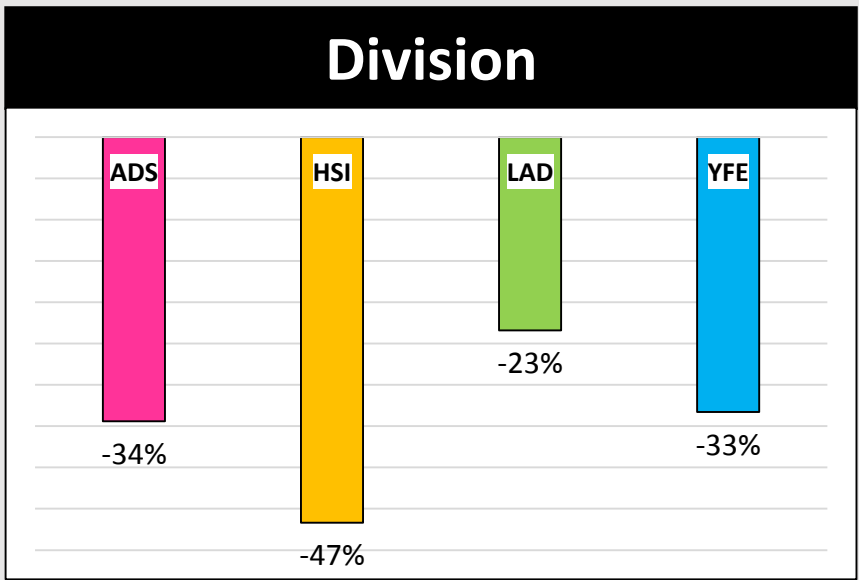
RSJI

HSD NPS

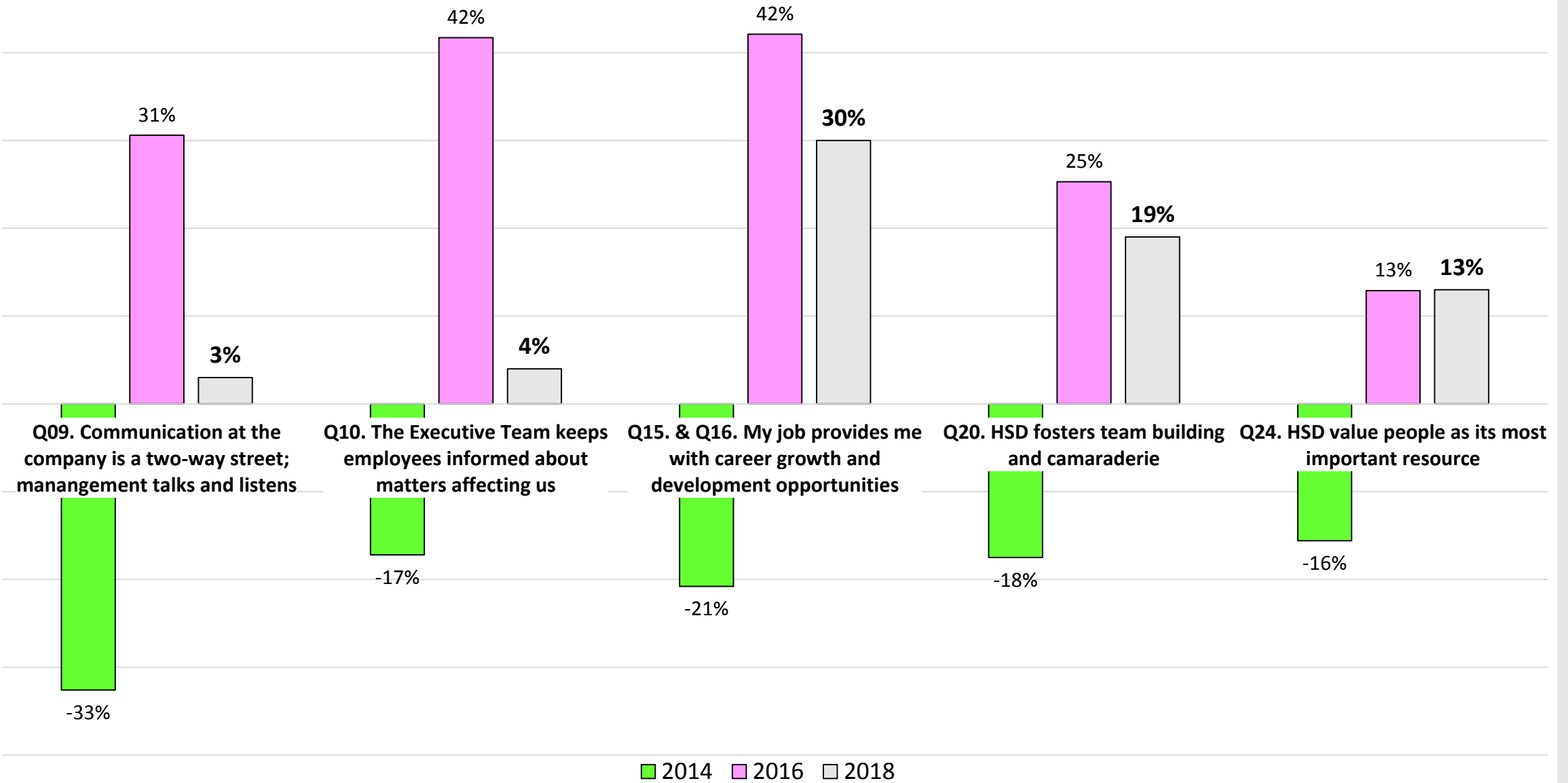


Observations:

- This question was asked in the 2016 employee assessment and the overall HSD NPS score was -11%, showing a drop by 25%.
- This question scored the lowest in all categories.



# 2014 Employee Low Score Comparison to 2016 & 2018 Online Survey



# 2016 & 2018 HSD Employee Assessment Total NPS Scores & Difference

Question	2016 NPS Score	2018 NPS Score	Difference from 2016 to 2018
Q07: Communication at the Human Services Department is a two-way street; management talks and listens	31%	3%	-28%
Q08: My Supervisor keeps me informed about matters affecting me.	67%	65%	-2%
Q09: My Manager keeps employees informed about matters effecting us.	60%	40%	-20%
Q10: The Division Director keeps employees informed about matters effecting us.	53%	41%	-12%
Q11: The Executive Team keeps employees informed about matters effecting us.	42%	4%	-38%
Q12: Changes with staffing, including temporary and out of class changes are successfully communicated out to staff	22%	-19%	-41%
Q13: My job provides me with opportunities for career growth	46%	39%	-7%
Q14: My job provides me with opportunities for personal development	38%	20%	-18%
Q15: I have taken advantage of career and/or personal growth opportunities within HSD	49%	46%	-3%
Q16: I am supported / encouraged in taking RSJI trainings	72%	78%	+6%
Q17: I am able to effectively apply RSJI within my current position.	60%	58%	-2%
Q18: HSD fosters team building and camaraderie	25%	19%	-6%
Q19: HSD is a great place to work.	56%	42%	-14%
Q20: RSJI is part of HSD's culture.	49%	44%	-5%
Q21: I am supported in ways that help me effectively implement RSJI in my current role.	41%	37%	-4%
Q22: HSD values people as its most important resource.	13%	13%	0%
Q23: I feel valued as a person at HSD.	32%	32%	0%
Q24: I feel my work is valued at HSD.	44%	37%	-7%
Q25: Recognition is distributed equitably at HSD.	-11%	-36%	-25%



# Recommendations From The Focus Groups

1. Allow for staff at the Central Building to rotate opportunities to attend Change Team, Caucuses and other RSJ events.
2. Need a way for constructive feedback at the management level.  
Examples include:
  1. Forums
  2. 360 evaluations
3. Send communication out to all staff at the same time, rather than in a hierarchal way.
4. Bring back the HSD on the move and inform everyone of when staff leaves.
5. Need to have dialogue about forecasting expectations and turn arounds from the Mayors Office.
6. Need to celebrate our “wins” and talk about the things our department does other than just Homelessness.
7. Need to have more community involvement with decision making.
8. Need to be better and more consistent at implementing RSJ policies.  
Ways to do it include but are not limited to:
  1. Using the strategy chart
  2. Attending Change Team