

All Staff Survey Results

2015

Tiffany Torrevillas, Planning Unit
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HUMAN SERVICES AGENCY

Acknowledgements

This report would not have been possible without the support of Christine Lou who helped code the survey data, Dan Kelly and Marc Hebert who provided guidance throughout the process, and Gayathri Sundar who developed the original survey tool and framework for the report.

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Executive Summary

The All Staff Survey is one of the many tools that the San Francisco Human Services Agency (SF-HSA) uses to better understand the experiences of employees and identify opportunities to improve its work environment. The survey includes questions related to workers' physical environment, engagement in their jobs, and organizational culture, including dimensions of communication, decision-making, and innovations. Most of the survey's elements were derived from business literature. The survey had an 82% response rate, much higher than in previous years and likely attributable to the addition of a \$25-\$500 gift card raffle incentive.

Most of the questions in the recent survey were also included in the 2008 and 2012 surveys, allowing the agency to monitor historical changes. The overall results have remained steady, but with more distinct trends within programs.

	2008	2012	2015
Physical Environment	3.4	3.5	3.4
Worker Engagement	3.6	3.7	3.7
Organizational Culture	3.4	3.5	3.5

The survey results highlight some of the agency's strengths, including employees' commitment to SF-HSA's mission as well as knowing what is expected of them at work. Employees generally agreed that someone in the workplace cared about them and would like to continue working for the agency.

The results also highlighted opportunities for improvement, which are listed below:

- Physical environment
- Customer service
- Hiring and promotions
- Employee morale
- Distrust of management
- Communication

To improve the agency, SF-HSA is recommended to take the following measures:

1. The agency should continue renovations where needed, and ensure that building facilities and common areas are well maintained. The agency should also consider better communication about renovation plans and a system where employees can more easily alert building maintenance of any issues.
2. To better serve clients, employees should be provided customer service training, client surveys should be conducted, and cross program knowledge should be supported.
3. The agency should address concerns regarding promotions by developing a succession plan that seeks to develop staff and promote from within, where possible.
4. The agency should actively address the issue of employee morale in the agency through employee recognition and appreciation efforts, worker support, workplace flexibility, and improved communication.
5. Since training was frequently proposed by staff as a means for addressing challenges and only 31% of direct client service staff agreed that they had access to training to help them do their jobs better, the agency should assess training needs for both staff and management.

6. SF-HSA should develop a communication plan to ensure that the agency's messaging is consistent and is reaching employees, while also valuing their input.
7. Survey respondents provided valuable insights into issues and ideas for improving the agency, which warrants the investment of time to thoroughly review feedback and continue process-improvement meetings and strategy development.

SF-HSA should use the findings of the 2015 All Staff Survey to build upon strengths and address weaknesses where possible. This should be an ongoing process since a healthy and dedicated workforce is critical to ensuring that SF-HSA clients are served well.

Introduction

Every three to four years, the San Francisco Human Service Agency (SF-HSA) surveys employees to learn about their experiences and cultivate ideas for improving the agency. It is one of many research tools that management uses to strengthen the agency's culture and processes. The All Staff Survey was last administered in 2012 and the agency has since undergone many changes.

The 2015 survey is timely as it is being administered as the agency's new Office of Innovation is actively engaging employees to improve agency processes. Survey results will help guide the agency's leadership and the Office of Innovation in creating more meaningful jobs, effective programs, and satisfactory experiences for employees and clients.

The 2015 survey included 31 questions related to the following areas: physical environment, employee engagement, and organizational culture, including dimensions of communication, decision-making, and commitment to quality. About two thirds of the questions (20) were repeat questions from the last survey. Two open-ended questions elicited ideas to improve the experiences of clients and staff, and another for general worker feedback. About 37% of respondents provided open-ended comments that are discussed in this report.

Methodology and Profile of Survey Respondents

The online survey was administered for a month from June to July 2015.^{1,2} All survey respondents were given the opportunity to participate in a raffle for one of 81 Visa gift cards, ranging from \$25 to \$500. This is the first time the agency offered an incentive for the All Staff Survey. Of the 1,986 employees active during the administration of the survey, 1,621 responded for a response rate of 82%.³ In 2012, 57% of employees responded (927). This is a 75% increase in the total count of respondents from 2012 to 2015, which is attributable to the higher response rate and the growth of the agency's workforce. The profile of survey respondents is closely aligned to the overall demographics of the agency's workforce, suggesting the representativeness of the survey sample.⁴ The following is a graph of survey respondents and all staff by type of work.

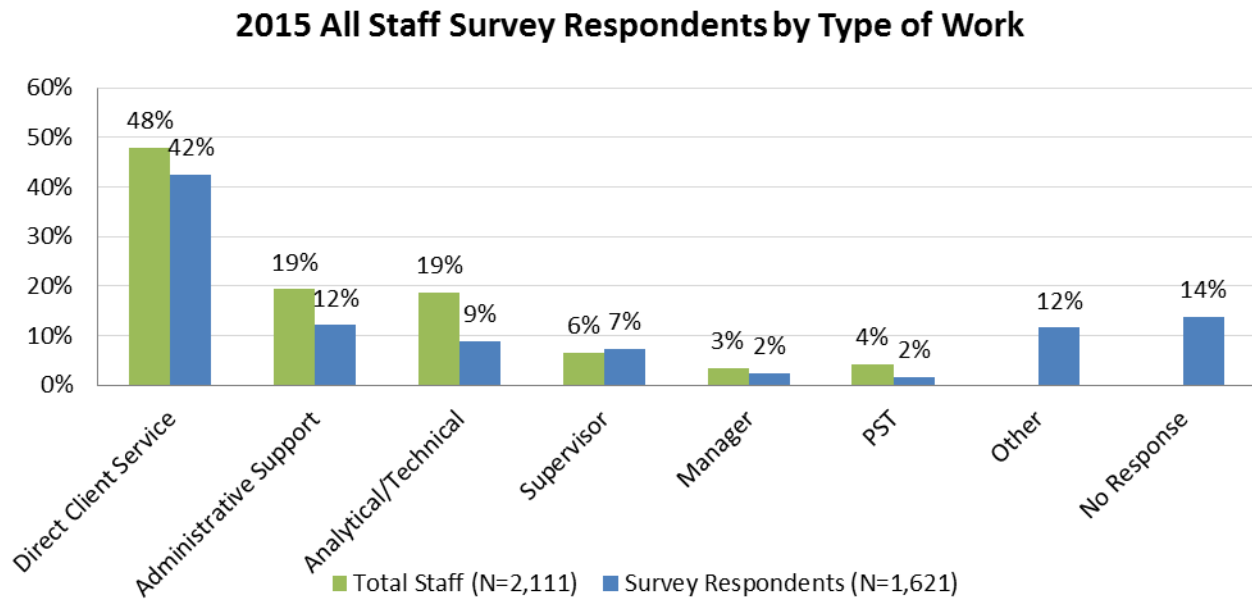
¹ 88 PSTs who were working in SF-HSA offices were also included.

² Employees received an initial email, plus three reminders prior to the final deadline. Flyers were posted on bulletin boards in each SF-HSA building, and a link was posted on the homepage of the agency's intranet page.

³ SF-HSA's Human Resources Department estimates that 125 employees were on leave for at least half of the month that the survey was administered. Employees who accessed the survey, but did not fill out any of the main survey questions, were excluded from the responses.

⁴ Total staff findings were based on May 2015 Personnel data.

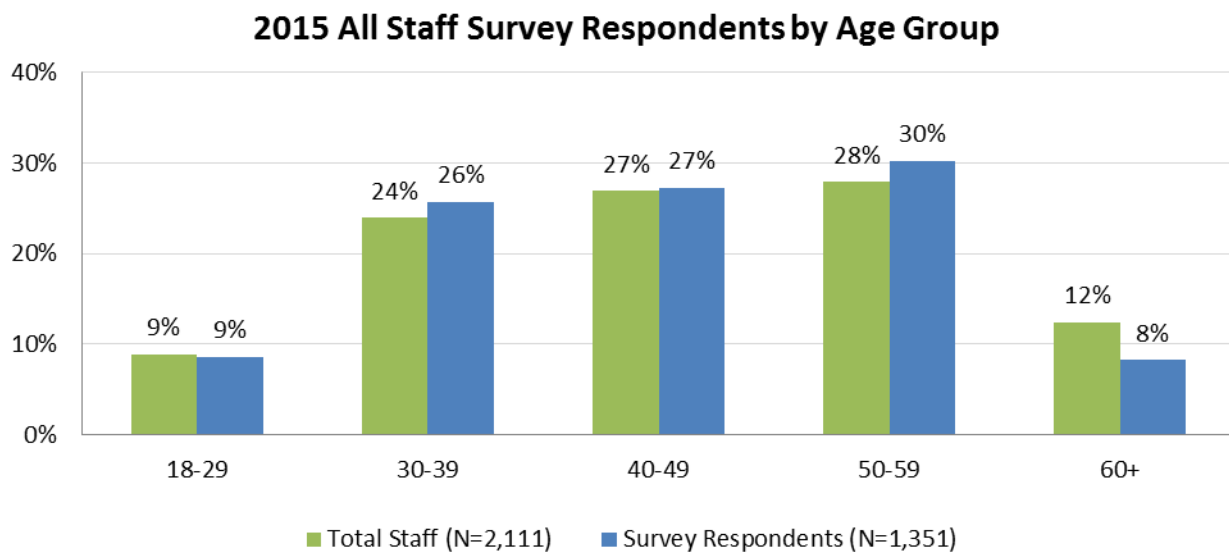
Figure 1. 2015 All Staff Survey Respondents by Type of Work



*Survey respondents had the option to skip the question (no response) or select "other program".

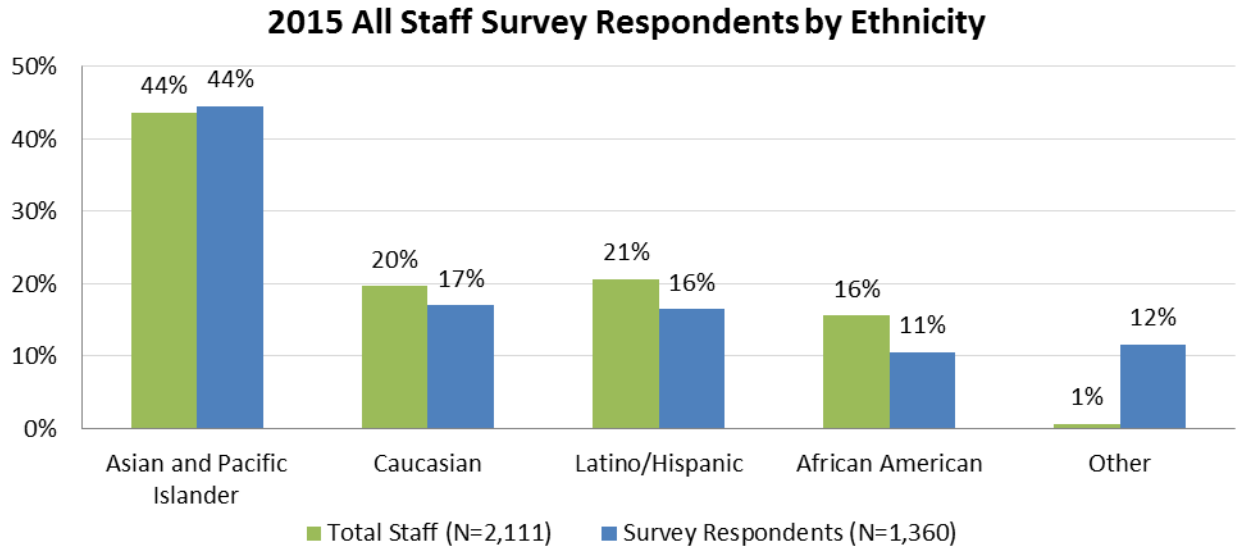
The total number of male respondents was 494 (35%), which was far fewer than female respondents (908 out of 1,427 - 64%), but this is similar to the overall gender proportions of SF-HSA at 31% male and 69% female workers. Women were slightly underrepresented. The ages of respondents were also similar to that of all staff, with seniors (60+) slightly underrepresented.

Figure 2. 2015 All Staff Survey Respondents by Age Group



Among the survey respondents who indicated their ethnicity (N = 1,360), 44% were Asian or Pacific Islander, 17% were White, 16% were Hispanic or Latino, 11% were African American, and 12% were other. As Figure 3 depicts, this compares somewhat favorably with the overall ethnic proportions of the agency’s workforce which is 44% Asian or Pacific Islander, 20% White, 21% Hispanic or Latino, 16% African American workers, and 1% other.⁵

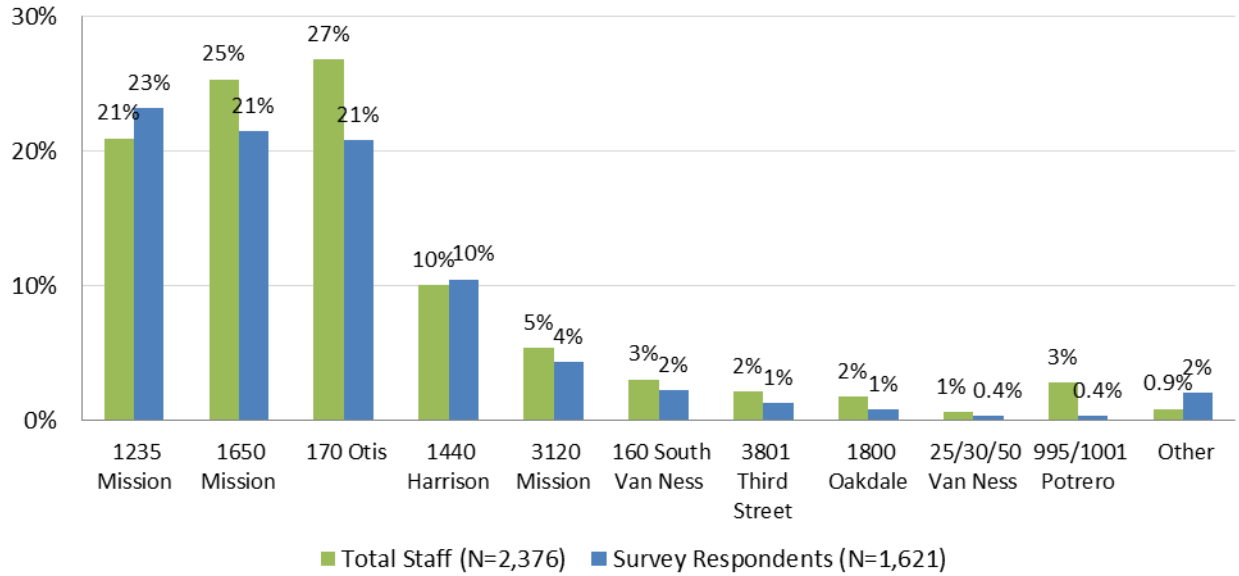
Figure 3. 2015 All Staff Survey Respondents by Ethnicity



⁵ The overrepresentation of survey respondents who are “other” may be a result of how personnel data is categorized or of survey respondents’ reluctance to provide identifying information despite the confidential nature of the survey.

Figure 4 for responses by location which again was fairly representatively of the overall distribution of employees by location.

Figure 4. 2015 All Staff Survey Respondents by Location



Source: Intranet Phone Directory for location as of May 2015

Figure 5 describes responses by individual programs that indicate the proportion of respondents relative to total responses, and total staff within each program. The Family and Children Services (FCS) program had the highest number of responses (17%). CalFresh had the highest response rate: 97%.

Figure 5. 2015 All Staff Survey Respondents by Program

2015 All Staff Survey Respondents by Program

Program	Total Staff		Survey Respondents		Response Rate
	#	%	#	%	%
CalFresh	176	8%	171	11%	97%
CalWORKs	179	8%	128	8%	72%
Contracts	30	1%	11	1%	37%
County Adult Assistance Program (CAAP)	169	8%	145	9%	86%
Department of Aging & Adult Services (DAAS)	178	8%	116	7%	65%
Executive Staff	27	1%	0	0%	0%
Family & Children Services (FCS)	358	17%	229	14%	64%
Fiscal	55	3%	37	2%	67%
Housing & Homeless	30	1%	25	2%	83%
Human Resources	58	3%	42	3%	72%
Information Technology	59	3%	46	3%	78%
In-Home Support Services (IHSS)	161	8%	88	5%	55%
Investigations	70	3%	41	3%	59%
Medi-Cal	184	9%	166	10%	90%
The Office of Early Care and Education (OECE)	13	1%	8	0%	62%
Planning/Budget & Operations (Includes Support Services)	152	7%	75	5%	49%
Public Service Trainee (PST)	88	4%	PST survey respondents selected the program they worked in		--
Workforce Development Division (WDD)	124	6%	71	4%	57%
Other	0	0%	17	1%	--
Declined to State	0	0%	205	13%	--
Total	2,111	100%	1,621	100%	77%

*"Other" survey respondents were those who selected "other" program, but either did not specify their program or did not fall into the program categories.

*To be consistent with Personnel data, Planning, Budget, and Operations were grouped together.

* Response rates are based on total staff counts, whereas the overall survey response rate, mentioned earlier, is based on all employees active during the administration of the survey (excludes employees who were out for at least half of the time the survey was administered).

Survey Data Analysis

The 2015 All Staff Survey consists of five point Likert scale questions to assess worker agreement with 28 statements on a 1 to 5 point scale (Strongly disagree = 1 and Strongly Agree = 5). This report discusses findings based on percent of workers who agree and rating scale averages. For the purpose of analysis, the 5-point Likert scale is collapsed to a 3-point scale as follows:

- a. 1.0 to 2.5 Disagree
- b. 2.6 to 3.5 Neutral
- c. 3.6 to 5.0 Agree

Detailed tables by program/location can be found in Appendix 2. These tables include rating scale averages and percent of agreement for each of the 28 statements used in the survey by cross tabulating with program respondents. Findings are compared across survey years to monitor trends (2008, 2012, and 2015).

The survey data is discussed along the following dominant themes:

1. Physical environment
2. Worker engagement
3. Organizational culture
4. A comparison of managers, supervisors, and direct client service workers responses
5. A comparison of DHS, Administration, DAAS, and OECE responses
6. Service center findings
7. Demographic cross tabulations
8. Program profiles
9. Summary of comments
10. Overarching themes and recommendations

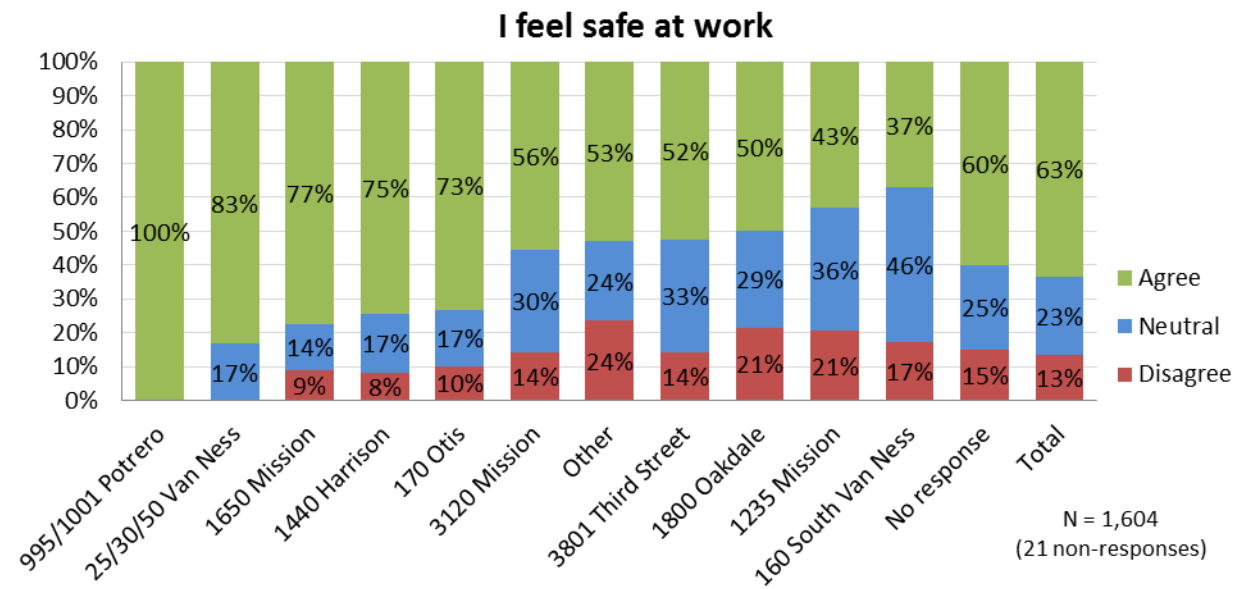
Please refer to Appendix 1 at the end of the report, which is a reference guide for survey questions and themes.

Physical Environment

Sixty-three percent of respondents agreed with the statement “I feel safe at work”, a decline of six percentage points from 2012.

1. Twenty-three percent of respondents were neutral and 13% disagreed with the statement, “I feel safe at work.”
2. Twenty-one percent of the respondents at 1235 Mission and 1800 Oakdale disagreed with the statement, “I feel safe at work,” the highest percentages of all locations.
3. On the other end of the scale, all of the respondents at 995/1001 Potrero, 83% of the respondents at 25/30/50 Van Ness, and 77% at 1650 Mission agreed with the statement “I feel safe at work.”
4. The rating scale average for this statement was high at 3.7 (consistent with 2012 average scores).

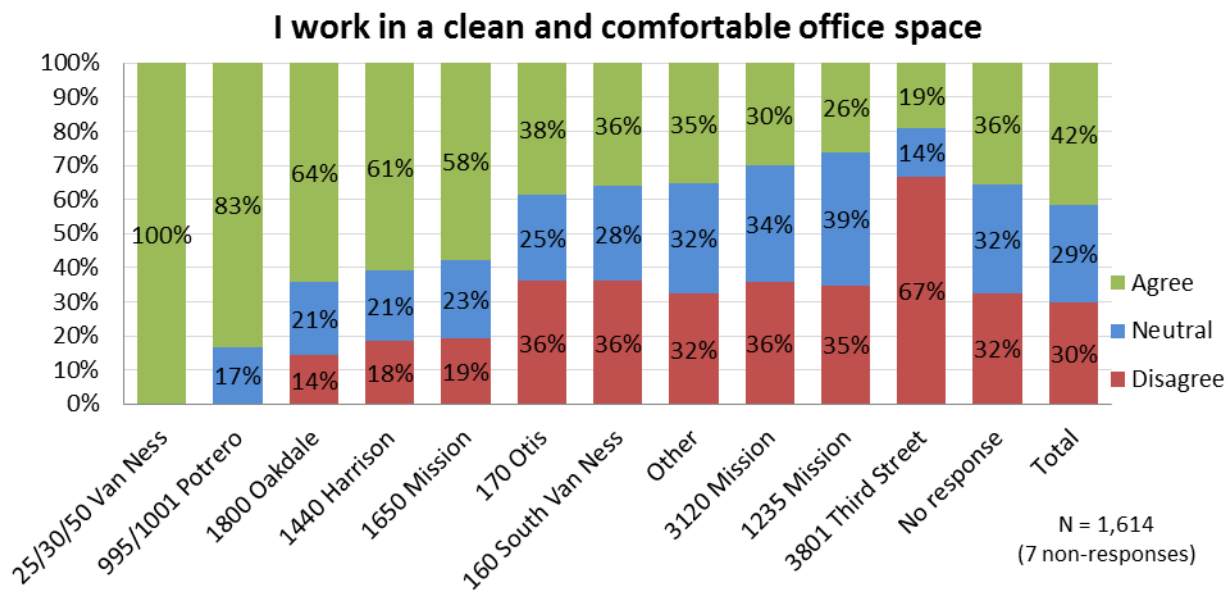
Figure 6. I feel safe at work.



Forty-two percent of respondents agreed with the statement, “I work in a clean and comfortable office space”.

1. Twenty-nine percent of respondents were neutral and 30% disagreed with the statement.
2. All of the respondents at 25/30/50 Van Ness , 83% of the respondents at 995/1001 Potrero, and 64% of the respondents at 1800 Oakdale agreed with the statement, “I work in a clean and comfortable office space.”
3. By far, the highest percentage (67%) of respondents at the Third Street office reported that they disagreed with the statement, “I work in a clean and comfortable office space.”
4. A higher proportion of respondents at the 1440 Harrison office, which underwent a large-scale renovation, agreed with the statement, “I work in a clean and comfortable office space” in 2015 (61%) than in 2012 (25%).

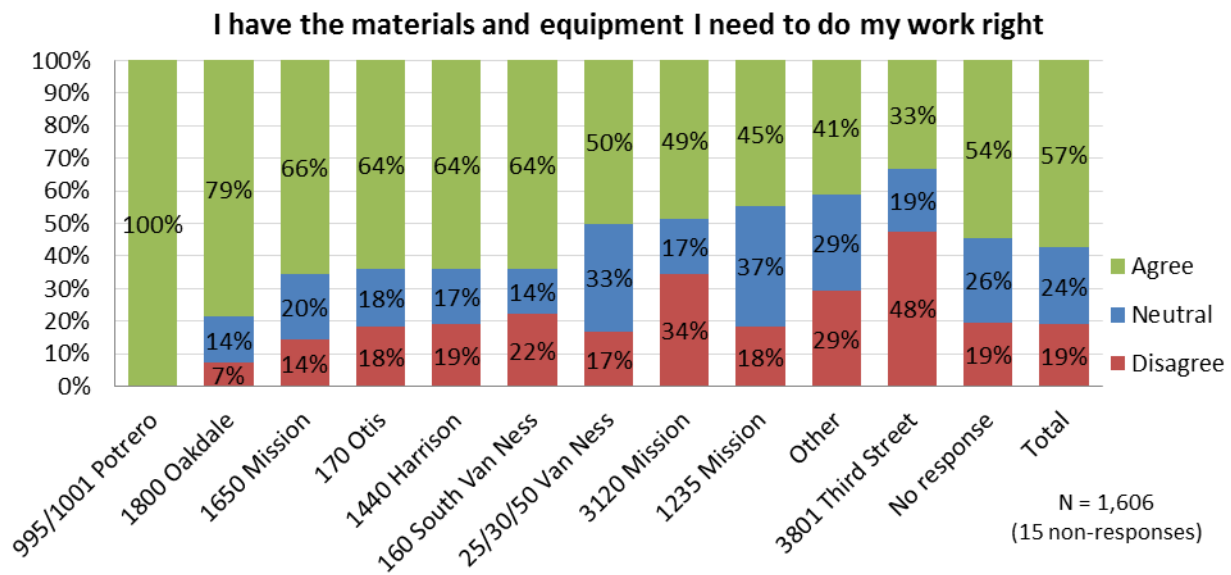
Figure 7. I work in a clean and comfortable office space.



Beginning with this year’s survey, employees were asked if they had the materials and equipment needed to do their work right, and fifty-seven percent of respondents agreed.

1. The 995/1001 Potrero, 1800 Oakdale, and 1650 Mission offices had the highest percentage of respondents reporting that they agreed with the statement, “I have the materials and equipment I need to do my work right” (100%, 79% and 66% respectively).⁶
2. The 3801 Third Street and 3120 Mission offices had the highest percentage of respondents reporting that they disagreed with the statement, “I have the materials and equipment I need to do my work right” (48% and 34% respectively).

Figure 8. I have the materials and equipment I need to do my work right.



⁶1001 Potrero is SFGH.

Worker Engagement

Business literature suggests that a highly functioning work environment requires an engaged workforce.^{7,8} Organizations that thrive are continuously making adjustments to adapt to workers' needs and aspirations and tap into their workers' commitment to deliver their best performance. Such organizations support workers' creativity and productivity by connecting their contributions to the organization's vision, mission, and goals. Overall, SF-HSA scores relatively well on questions related to worker engagement.

- Eighty-three percent of respondents agreed with the statement, "I know what is expected of me at work," and the same proportion agreed with the statement, "I understand the mission of the program I work in."
- Seventy-five percent of workers agreed with the statement, "The mission of the Human Services Agency (HSA) makes me feel that my job is important."
- About half of respondents, however, agreed with the statement "At work my opinion seems to count," slightly higher than in previous years (51%).
- Fifty-seven percent of workers agreed with the statement, "Overall, my workload is manageable."

⁷ Harvard Business Review. "The Impact of Employee Engagement on Performance." HBR. 2013.

⁸ Sorenson, Susan. "How Employee Engagement Drives Growth." Gallup Business Journal. 2013.

Figure 9. Worker engagement questions and response trends

Question	2008			2012			2015		
	Total	% Agreed	Avg Rating	Total	% Agreed	Avg Rating	Total	% Agreed	Avg Rating
I know what is expected of me at work.	738	85%	4.1	826	87%	4.1	1,565	83%	4.1
I have access to training that will help me to do my job better.	715	65%	3.6	814	70%	3.7	1,553	59%	3.6
At work, I have the opportunity to do what I do best every day.	731	63%	3.6	816	70%	3.8	1,569	61%	3.6
There is someone at work who encourages my development.	722	56%	3.3	786	55%	3.4	1,474	57%	3.6
At work my opinion seems to count.	733	47%	3.2	807	47%	3.3	1,583	51%	3.4
I understand the mission of the program I work in.							1,587	83%	4.1
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	731	74%	3.9	813	77%	3.9	1,561	75%	4.0
My co-workers are committed to doing good quality work.	725	69%	3.8	805	71%	3.8	1,582	62%	3.7
My supervisor provides useful performance feedback.							1,483	64%	3.7
This last year I have had opportunities to learn and grow.	822	65%	3.6	796	65%	3.6	1,560	67%	3.7
My supervisor, or someone at work, seems to care about me as a person.							1,600	72%	3.9
Overall, my workload is manageable.							1,562	57%	3.4

The following charts highlight mean scores for each worker engagement question by program. Please note that smaller programs will have more volatile scores because smaller samples yield less reliable results.

Figure 10. I know what is expected of me at work.

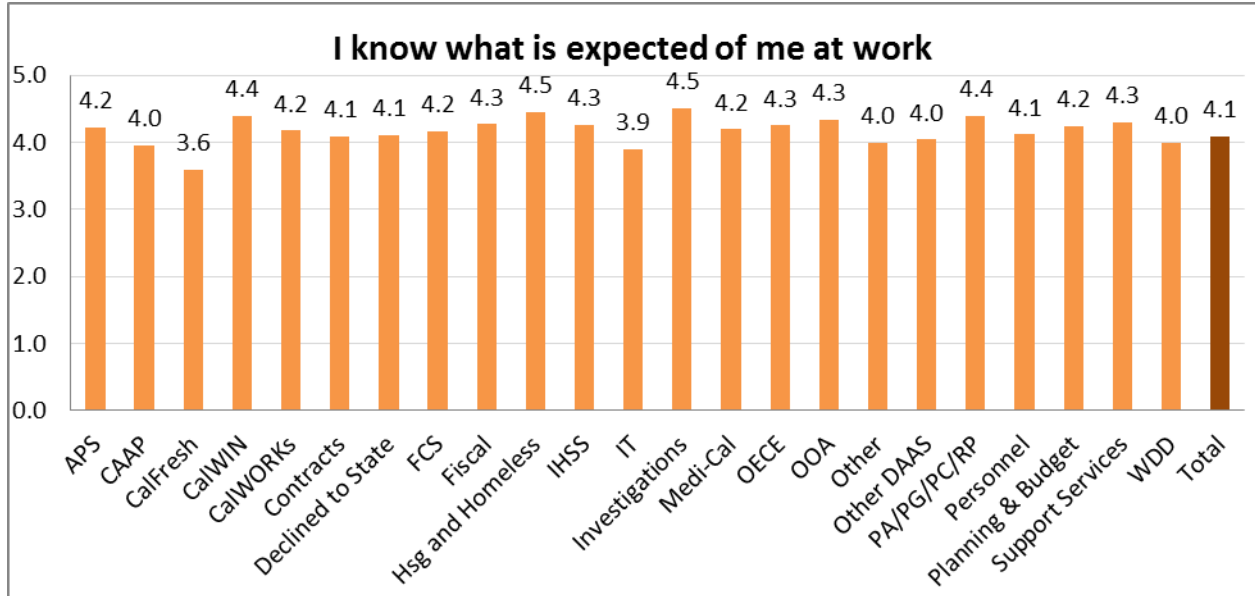


Figure 11. I have access to training that will help me to do my job better.



Figure 12. At work I have the opportunity to do what I do best every day.

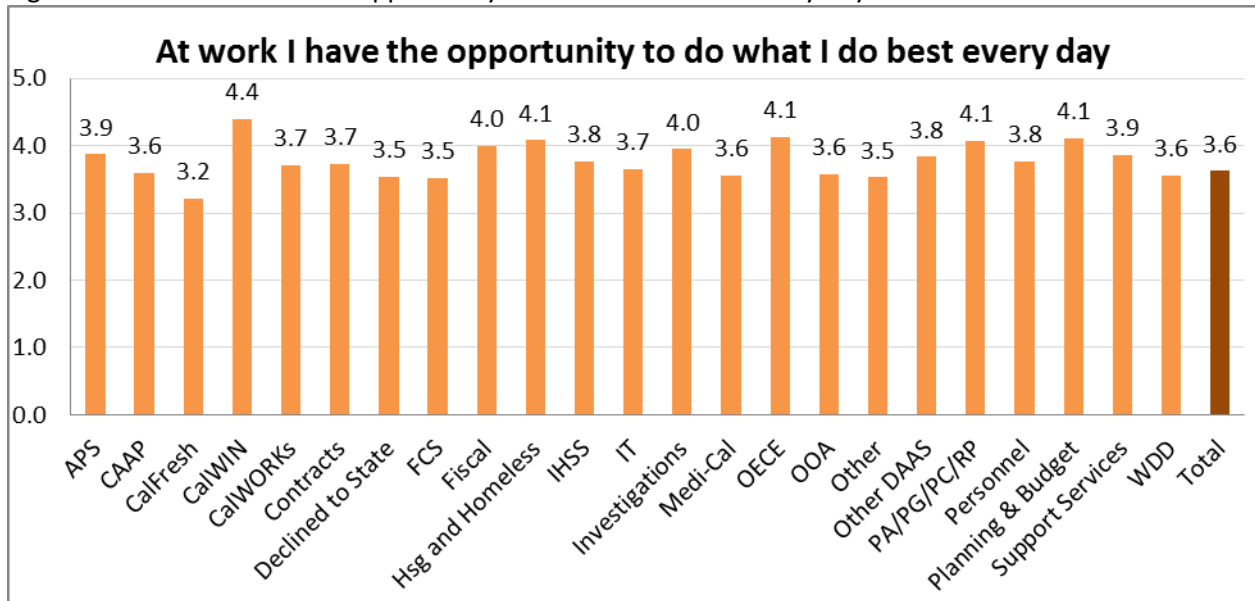


Figure 13. There is someone at work who encourages my development.

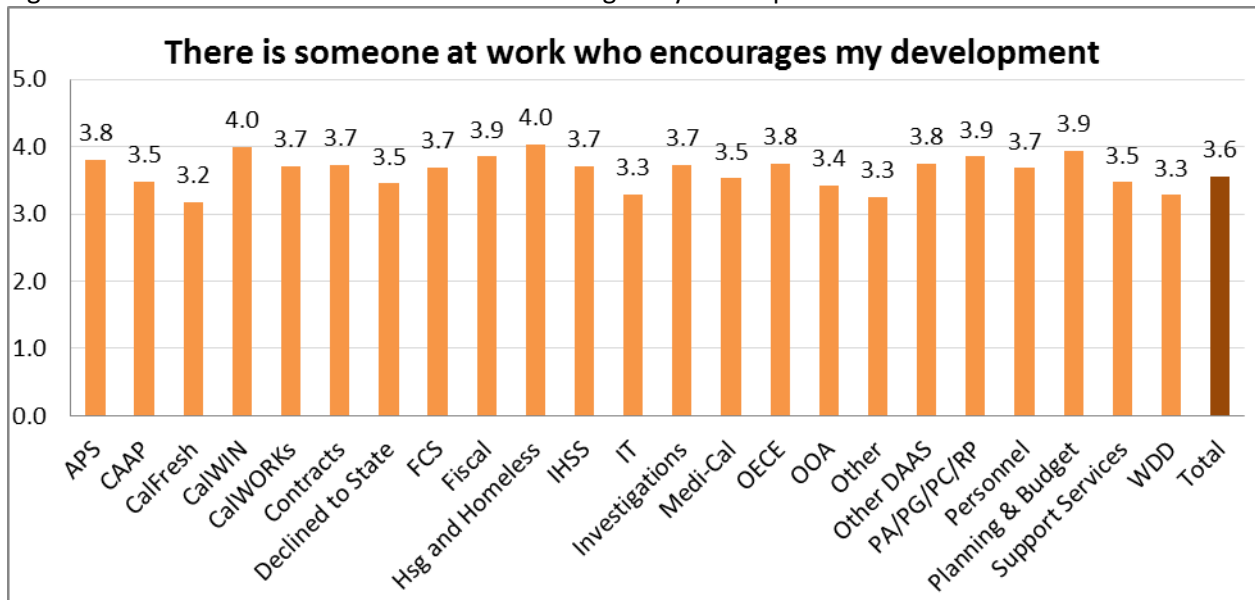


Figure 14. At work my opinion seems to count.

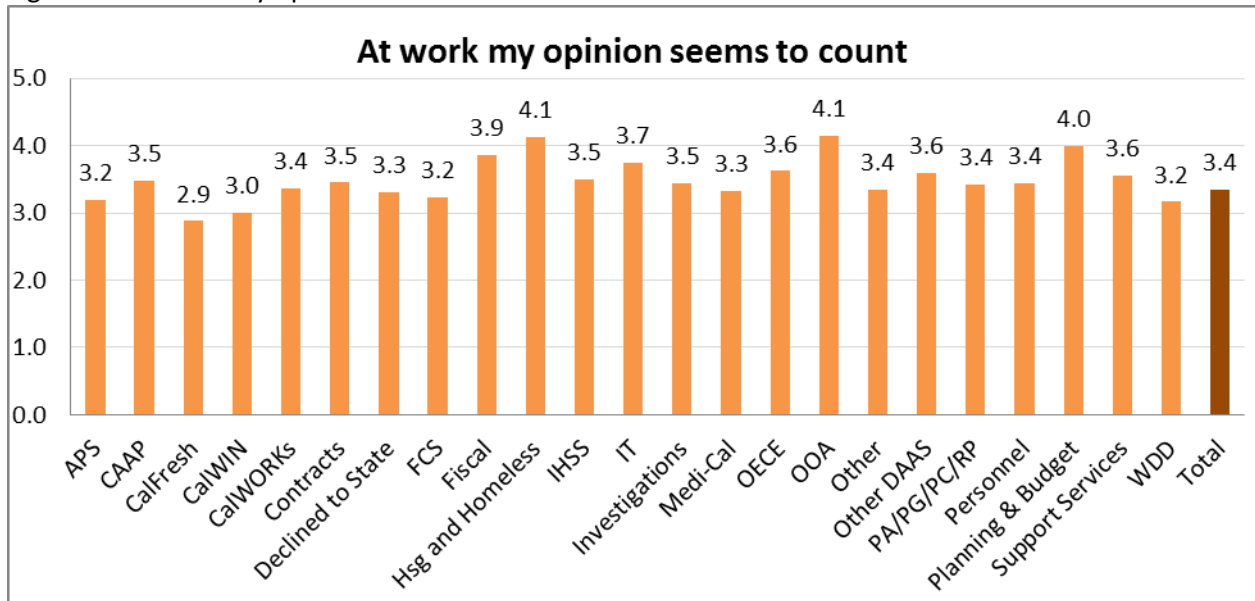


Figure 15. I understand the mission of the program I work in.

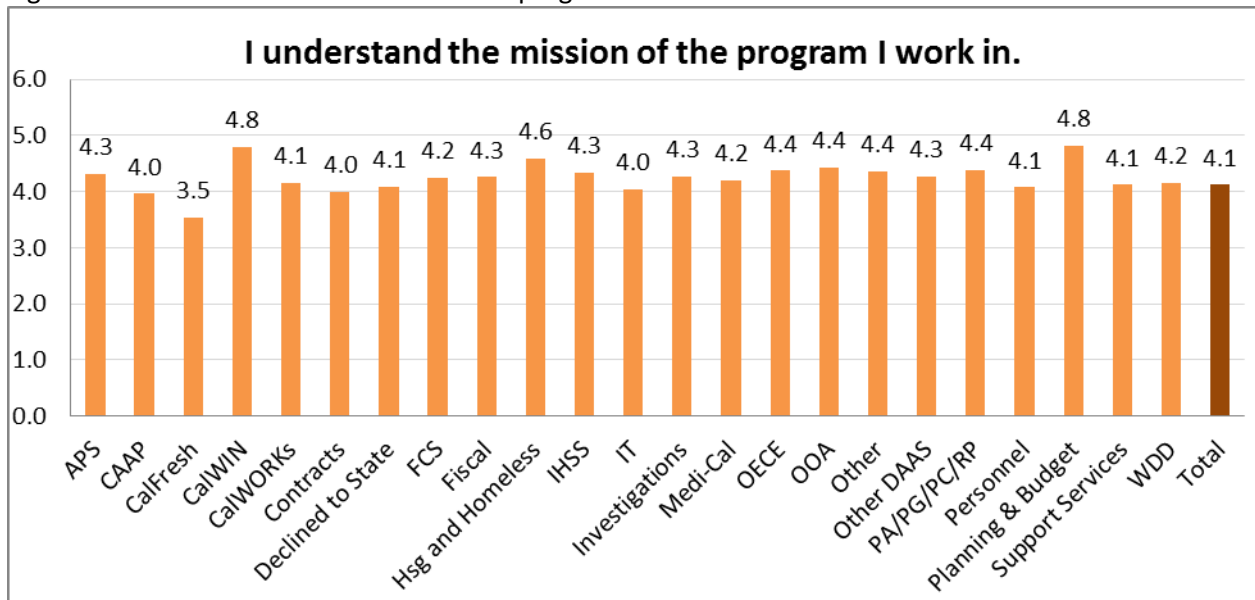


Figure 16. The mission of HSA makes me feel that my job is important.

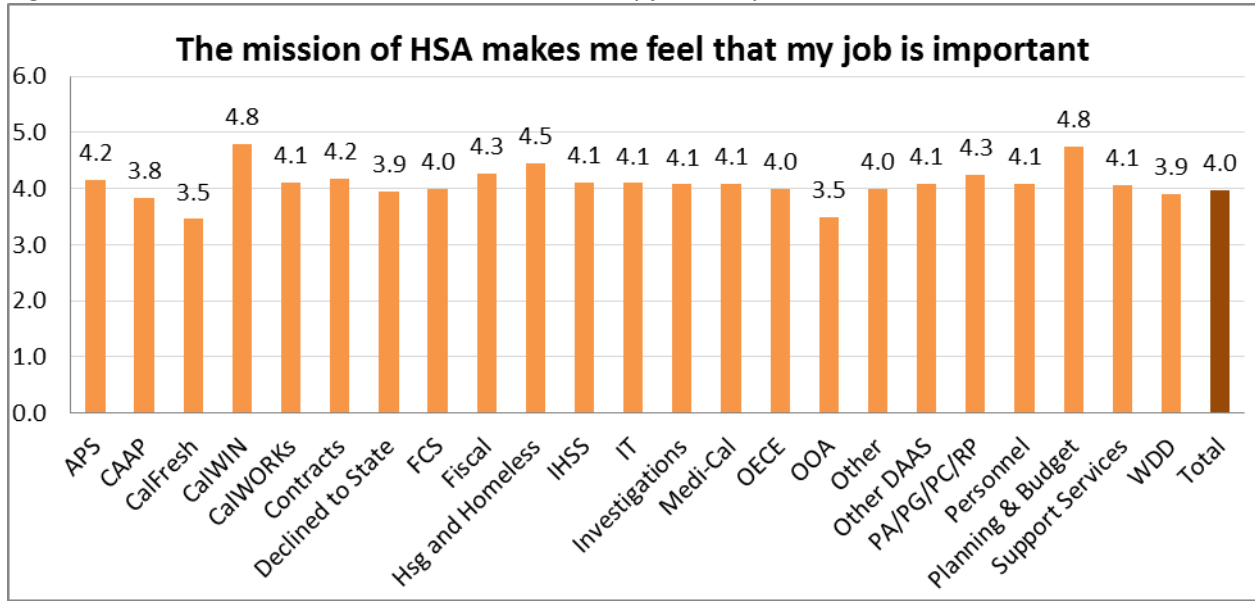


Figure 17. My co-workers are committed to doing good quality work.

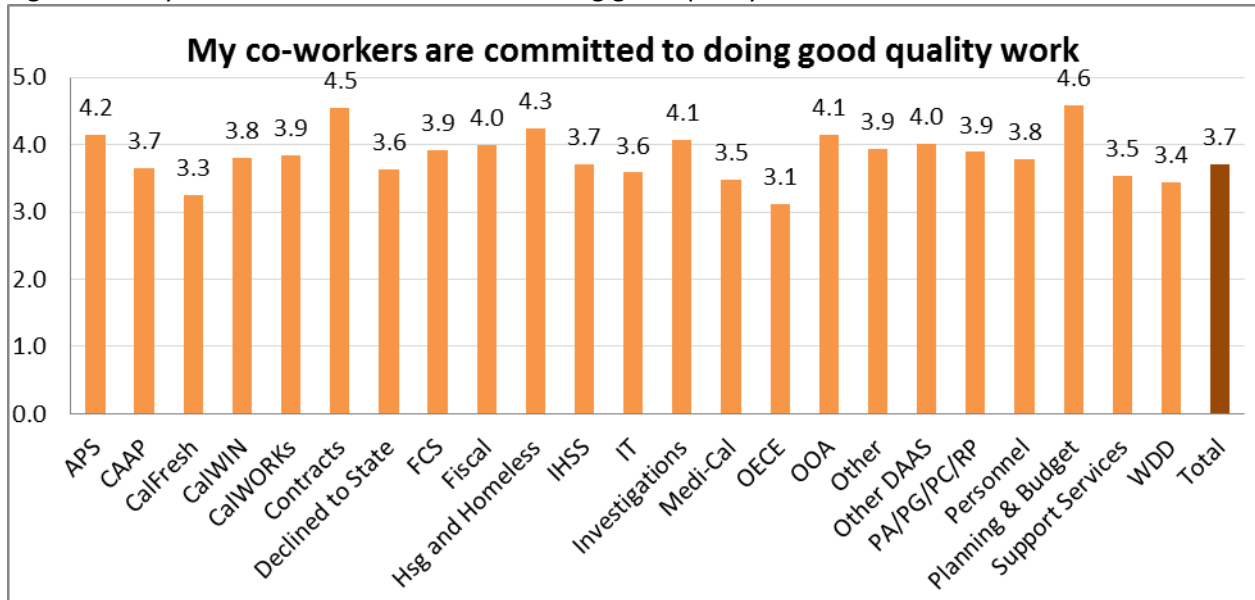


Figure 18. My supervisor provides useful performance feedback.

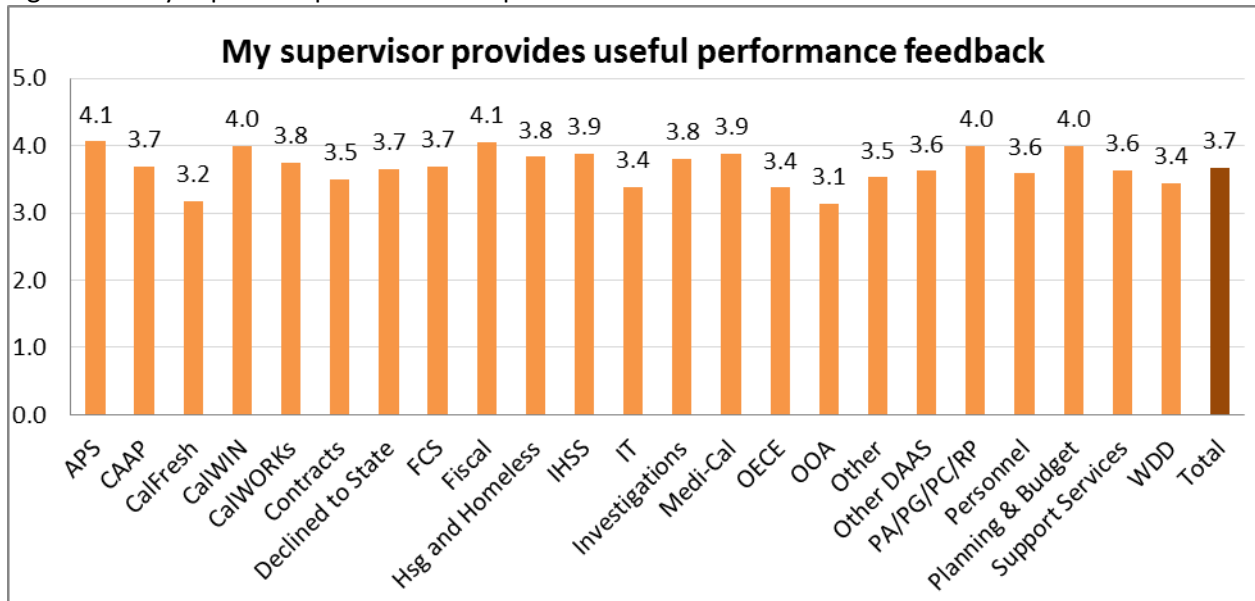


Figure 19. This last year I have had opportunities to learn and grow.

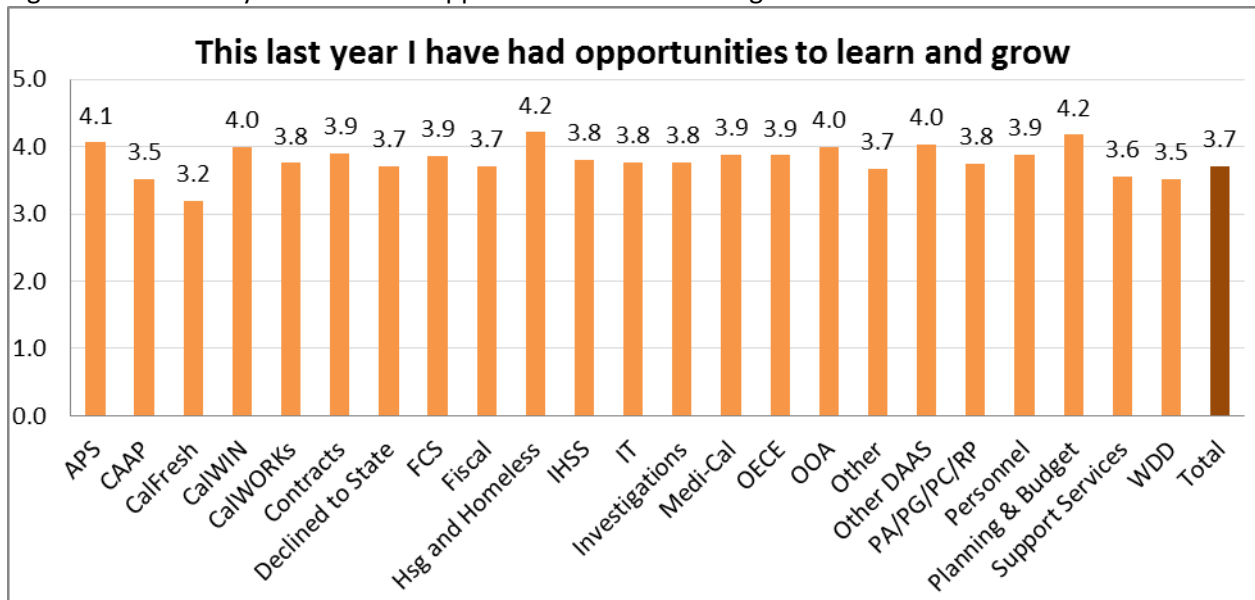


Figure 20. My supervisor, or someone at work, seems to care about me as a person.

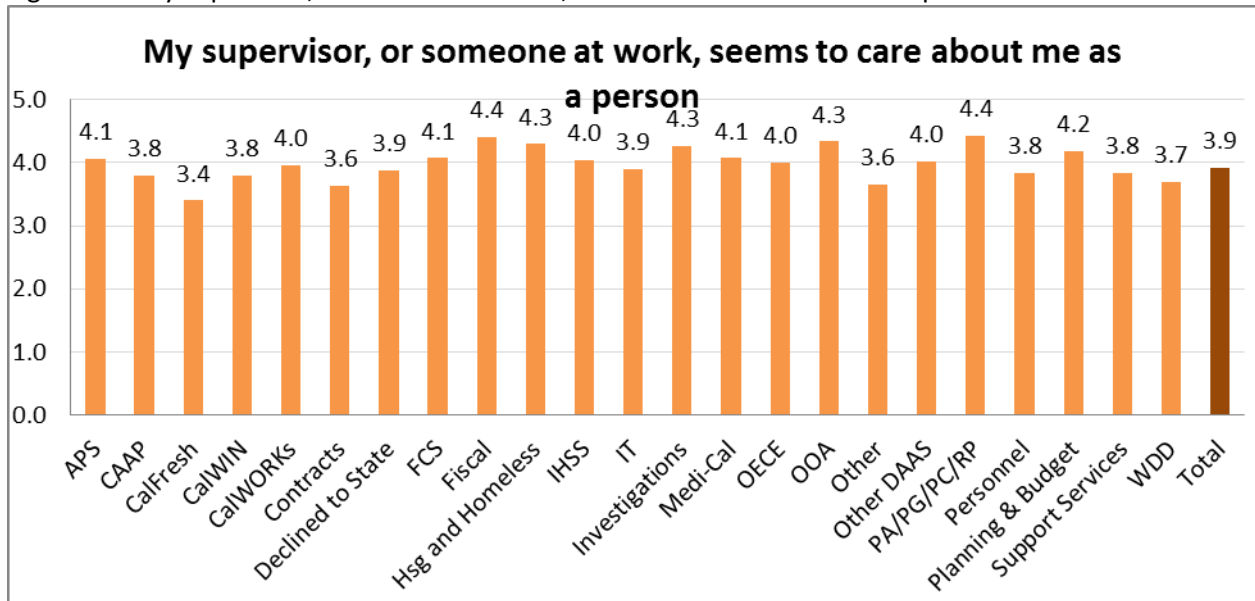
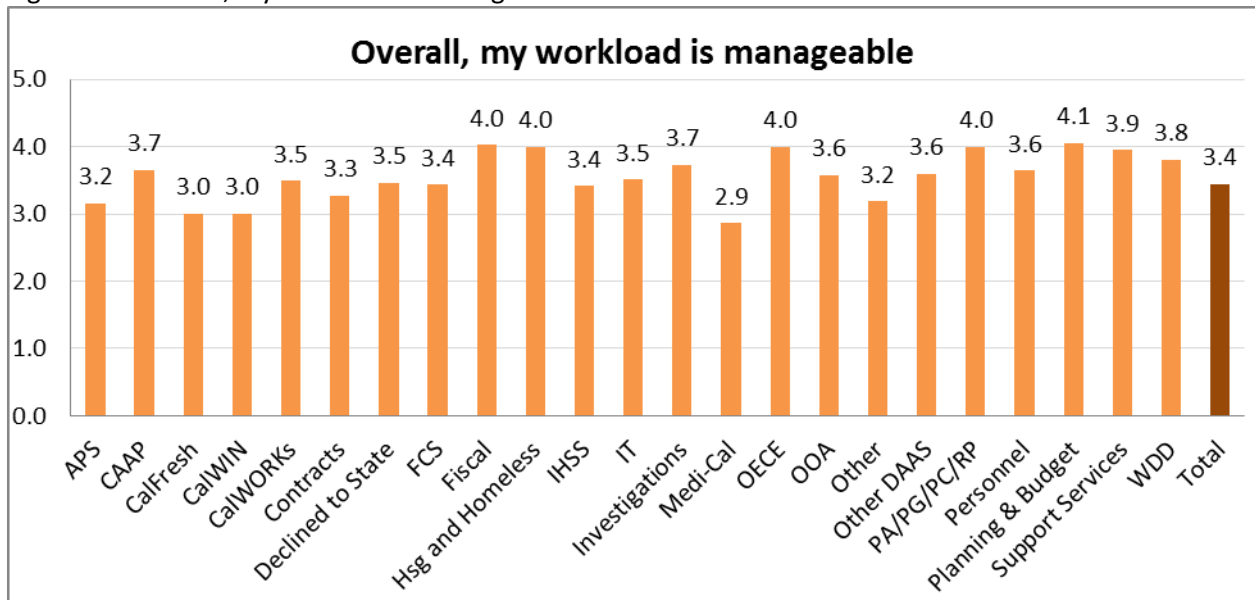


Figure 21. Overall, my workload is manageable.



Most employees work for SF-HSA because they want to help people. Sixty-eight percent of respondents ranked “to help people” in their top three reasons for working for the agency, and 40% as their primary reason. In the “other main reasons” section, most workers echoed their rankings. Almost every respondent mentioned their passion to help people. Some workers expressed frustration where they may have come to the agency to help people, but felt that the current nature of their work does not allow for meaningful interactions. Other reasons, not included in the survey categories, were opportunities for growth, challenging work, diversity, friendships, and ease of commute.

“I was once homeless myself and received all the wide range of benefits which helped me get back on my feet.”

“I work at HSA because it makes me know that my contribution to society will not go unnoticed.”

Figure 22. Main reasons for working at HSA.

Please rank the main reasons you work at HSA (1 being the highest reason and 5 being the lowest reason).								
Answer Options	1	2	3	4	5	6	Rating Average	Response Count
To help people	568	207	189	202	164	79	2.6	1,409
Paycheck	284	309	267	230	167	136	3.1	1,393
Job security	267	229	324	265	184	116	3.2	1,385
Pension/benefits	113	308	321	272	233	139	3.5	1,386
Work-life balance	126	173	182	240	333	344	4.1	1,398
Being a part of the San Francisco community	108	184	122	165	292	503	4.4	1,374
Answered Question								1,503

Figure 23. Top reason for working at HSA

Answer Options	# Ranked 1	% Ranked 1
To help people	568	40%
Paycheck	284	20%
Job security	267	19%
Pension/benefits	113	8%
Work-life balance	126	9%
Being a part of the San Francisco community	108	8%

Organizational Culture

While there is no universal agreement on what organizational culture is, literature suggests that organizations set up formal and informal rules, procedures and standards, which play a crucial role in shaping employee behavior to achieve organizational goals.^{9, 10}

Organizations with strong culture have clear guidelines for workers and inspire consistency, cohesion, and purpose across the agency to better execute strategy. Such values are most effective when integrated into the various elements of the organization such as hiring, communication, recognition, and celebration, and can help guide the organization during difficult times and decision-making.

“Request more input and ask for more feedback. Let [workers] see their input is valued by using some of their suggestions...Revisit the situation by consulting with the contributors after implementation of a policy or procedure and see if the new process has improved productivity, morale or efficiency of the worker.”

- Scores for organizational culture were generally low for most measures.
- Forty-three percent of respondents agreed with the statement, “I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors).”
- Fifty-six percent of respondents agreed with the statement, “I have a high level of trust and confidence in my program manager.”
- Sixty-eight percent of respondents agreed with the statement, “I have a high level of trust and confidence in my supervisor.”
- Questions related to the change process received low levels of agreement:
 - Half of respondents agreed with the statement, “My program manager seeks input before making decisions that affect my work.”
 - Half of respondents agreed that when the statement, “When my program changes policies and procedures I understand the reason for change.”
 - Slightly more than half of respondents agreed with the statement, “When my program changes policies and procedures I am informed in a timely manner” (54%).
- Half of respondents agreed with the statement, “I get recognized when I do good work.”
- Seventy-four percent of respondents agreed with the statement, “In my program the clients are treated fairly and with respect.”

⁹ Tjan, Anthony. “6 Rules for Building and Scaling Company Culture.” Harvard Business Review. 2015.

¹⁰ Kilmann, R. H., Saxton, M. J., & Serpa, R. “Issues in Understanding and Changing Culture.” California Management Review. 1986.

Figure 24. Organizational culture questions and response trends

Question	2008			2012			2015		
	Total	% Agreed	Avg Rating	Total	% Agreed	Avg Rating	Total	% Agreed	Avg Rating
In my program the clients are treated fairly and with respect.	737	74%	3.8	774	85%	4.2	1,537	74%	3.9
My program tries to implement "best practices" to improve services.	732	63%	3.6	810	70%	3.8	1,584	63%	3.6
Five years from now, I would like to be working for HSA.	705	63%	3.7	767	67%	3.7	1,555	64%	3.8
My program manager seeks input before making decisions that affect my work.	704	39%	3.0	786	51%	3.3	1,565	50%	3.3
When my program changes policies and procedures I am informed in a timely manner.	704	41%	3.0	807	56%	3.4	1,570	54%	3.4
I get recognized when I do good work.	694	47%	3.1	809	50%	3.3	1,572	50%	3.3
When my program changes policies and procedures I understand the reason for change.	711	47%	3.2	799	51%	3.3	1,559	50%	3.4
I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors).							1,534	43%	3.3
I have a high level of trust and confidence in my program manager.							1,529	56%	3.6
I have a high level of trust and confidence in my supervisor.							1,546	68%	3.9
In my program staff are held accountable for their performance.				797	60%	3.5	1,482	51%	3.3
My supervisor is open to using new ideas from staff to improve program operations.	725	68%	3.7	799	64%	3.6	1,448	65%	3.7
The way my work is evaluated is reasonable.							1,558	55%	3.5

The following charts highlight mean scores for each organizational culture question by program. Please note that smaller programs will have more volatile scores because smaller samples yield less reliable results.

Figure 25. In my program the clients are treated fairly and with respect.

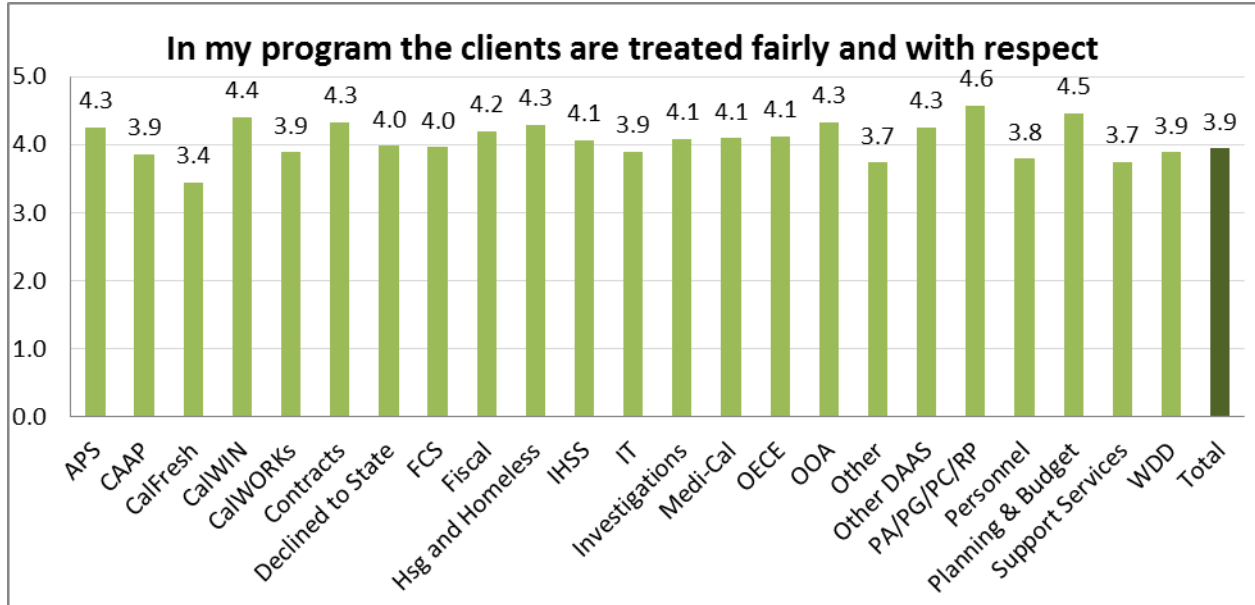


Figure 26. My program tries to implement "best practices" to improve services.

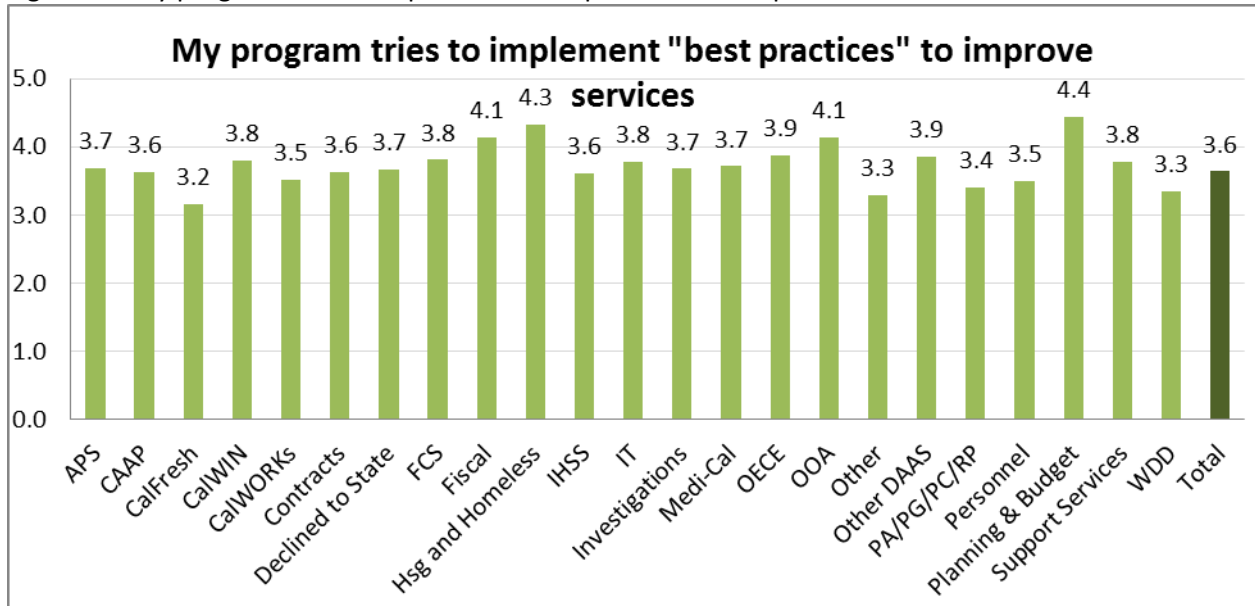


Figure 27. Five years from now, I would like to be working for HSA.

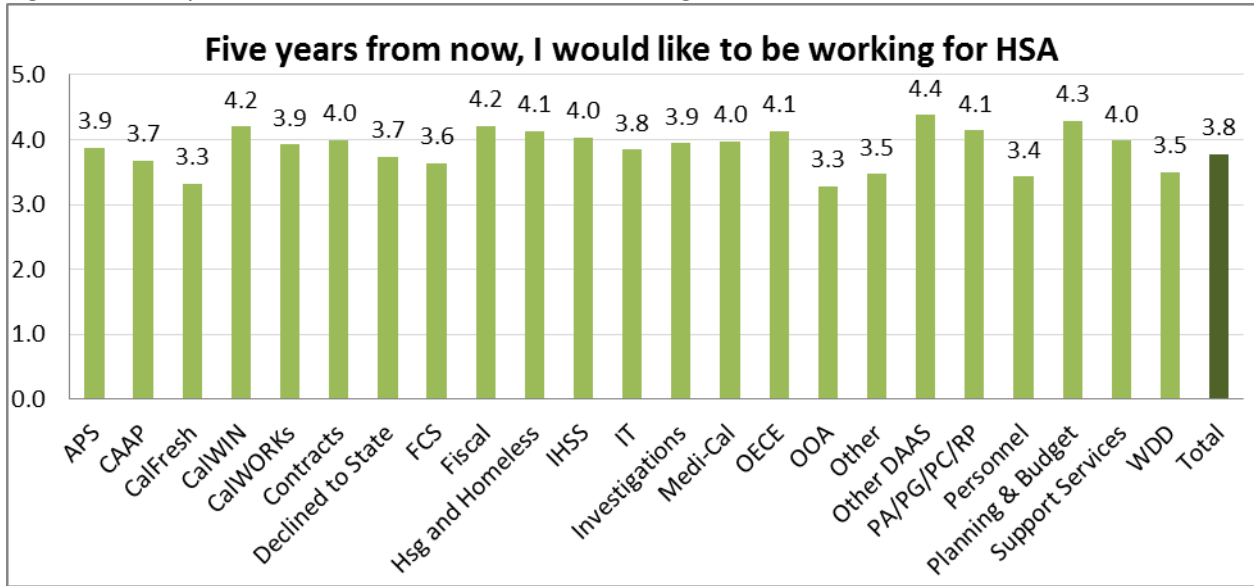


Figure 28. My program manager seeks input before making decisions that affect my work.

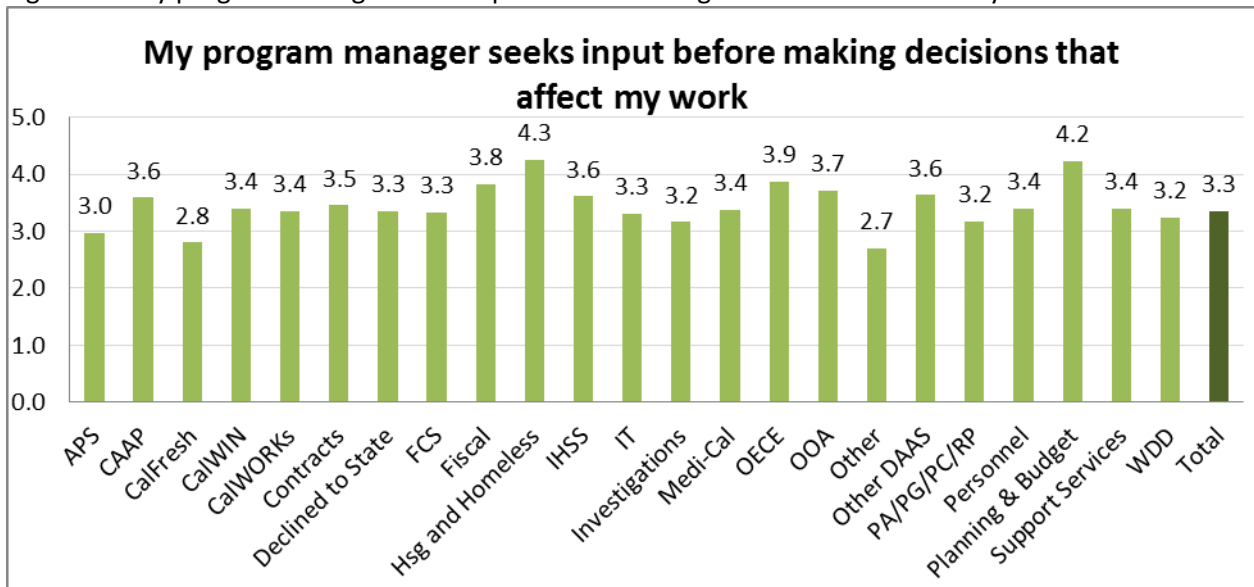


Figure 29. When my program changes policies and procedures I am informed in a timely manner.

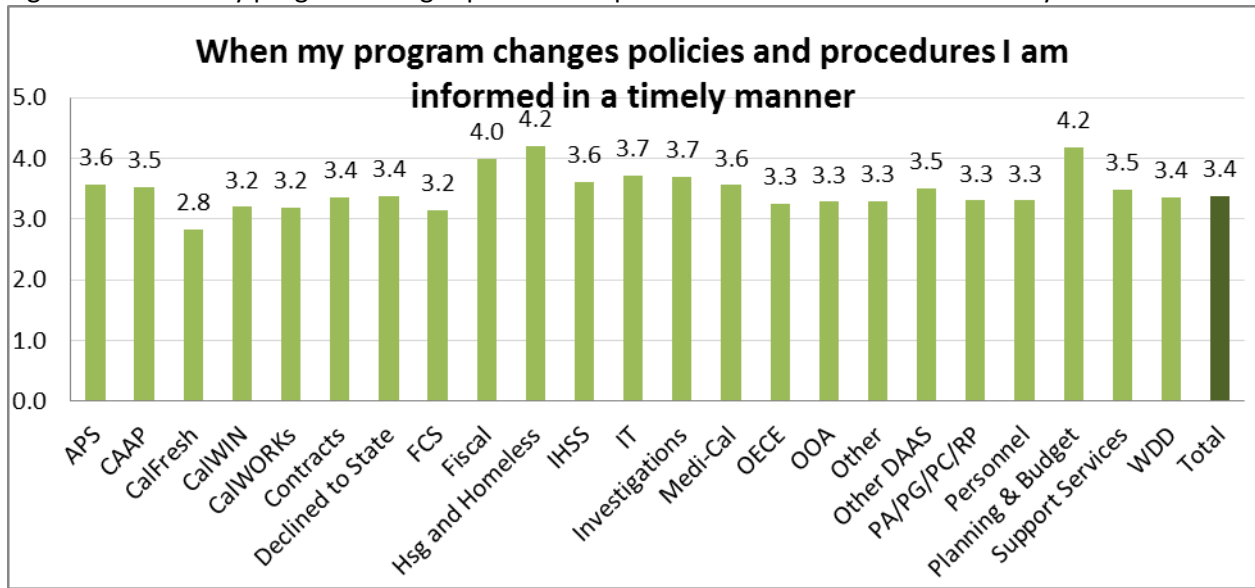


Figure 30. I get recognized when I do good work.

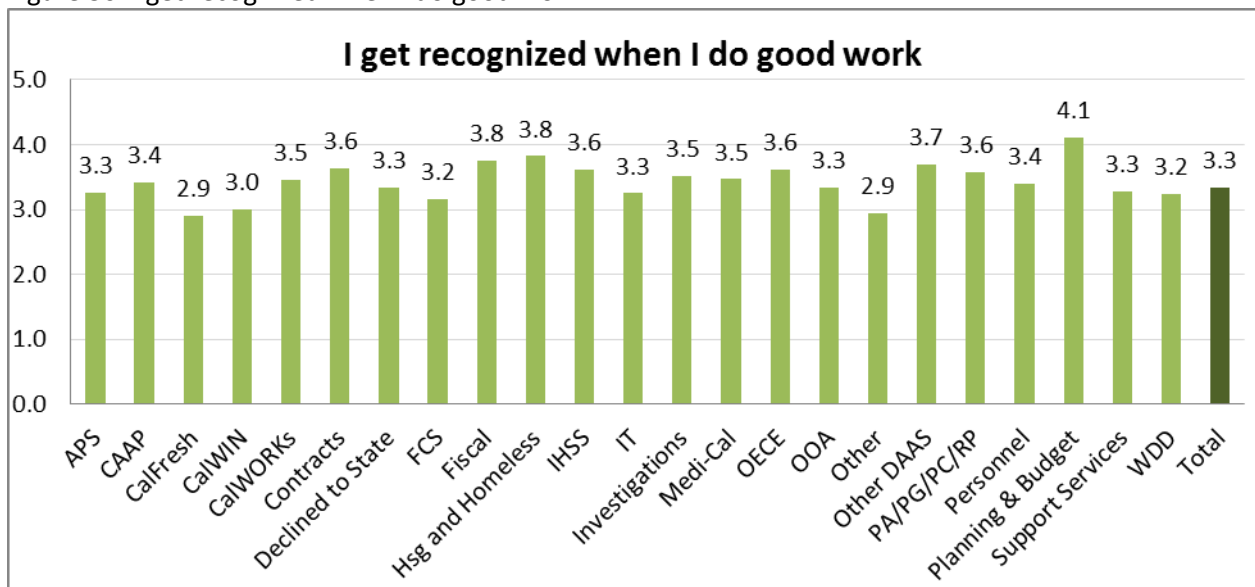


Figure 31. When my program changes policies and procedures I understand the reason for change.

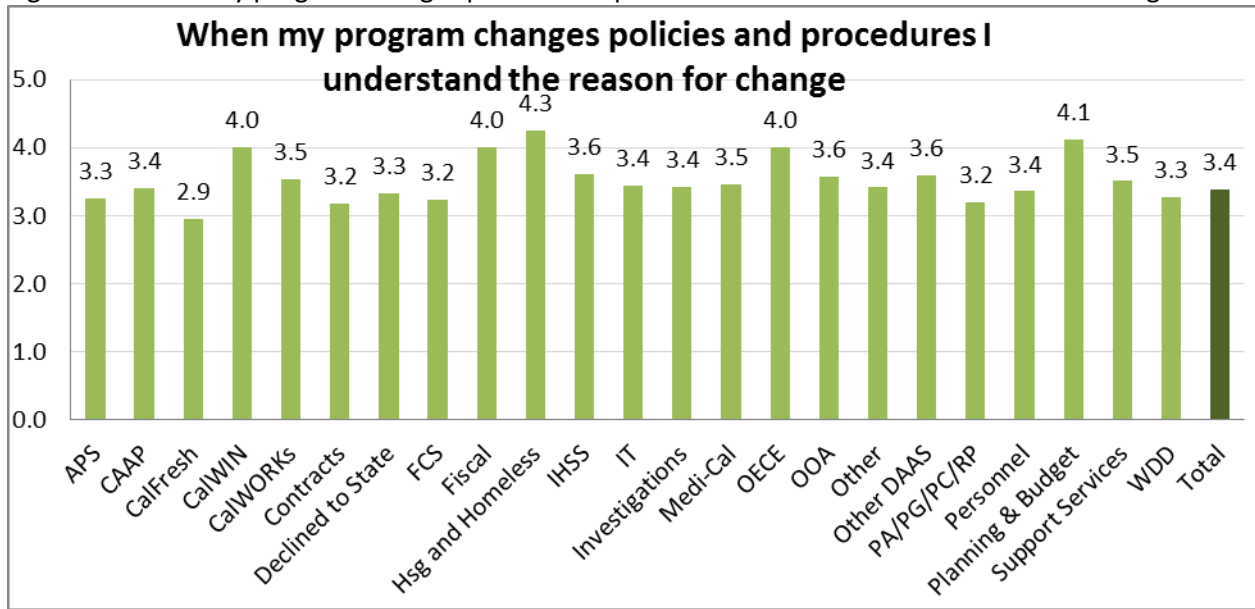


Figure 32. I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors).

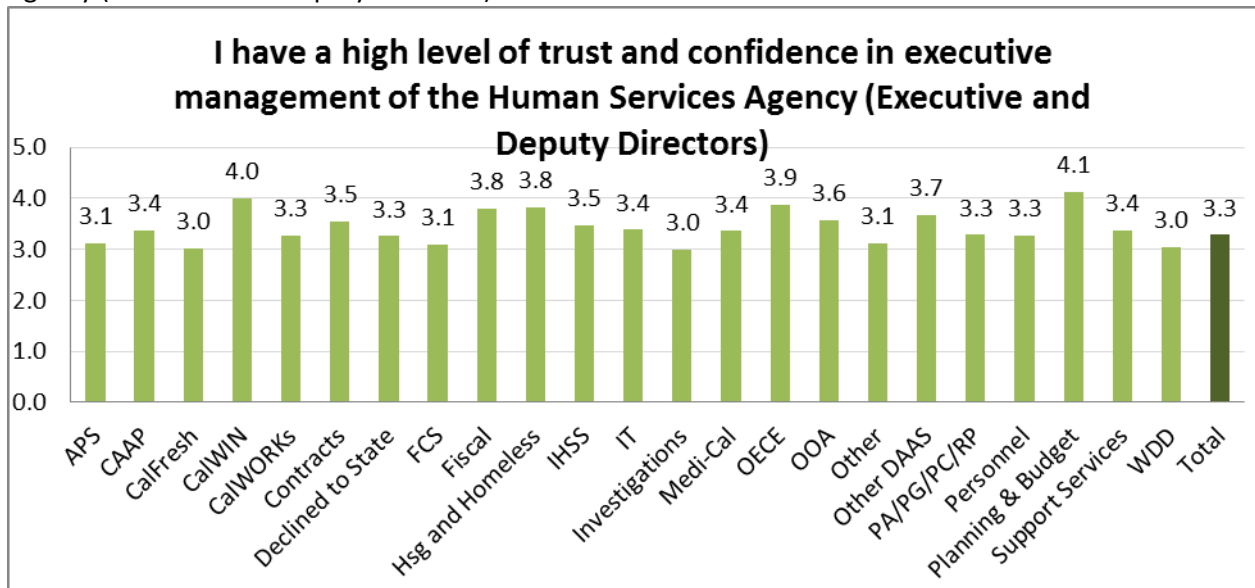


Figure 33. I have a high level of trust and confidence in my program manager.

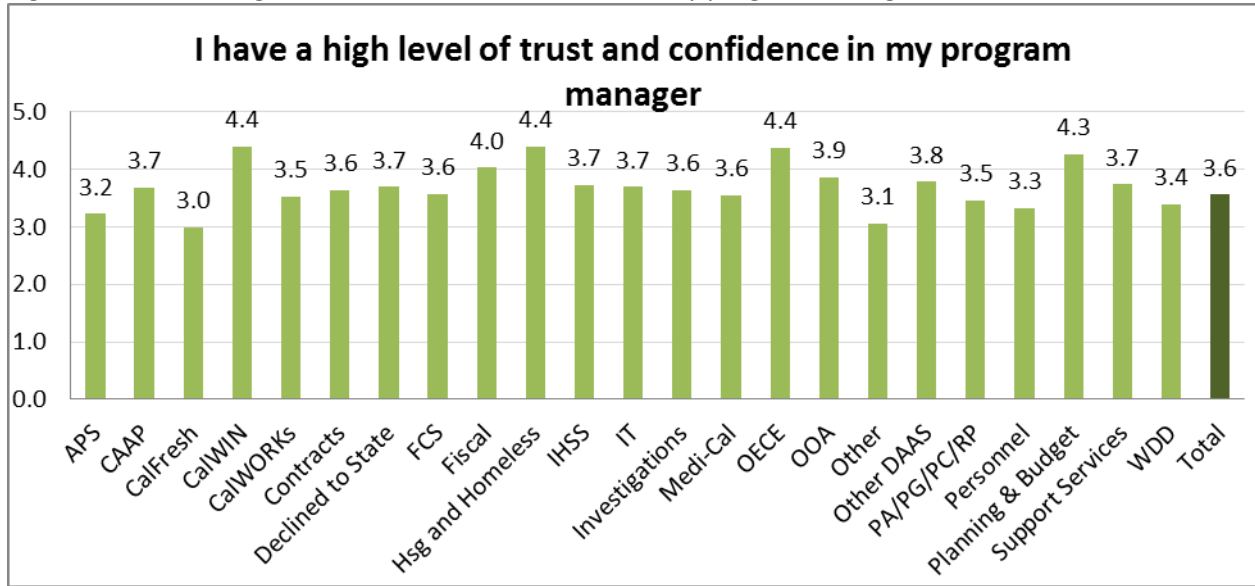


Figure 34. I have a high level of trust and confidence in my supervisor.

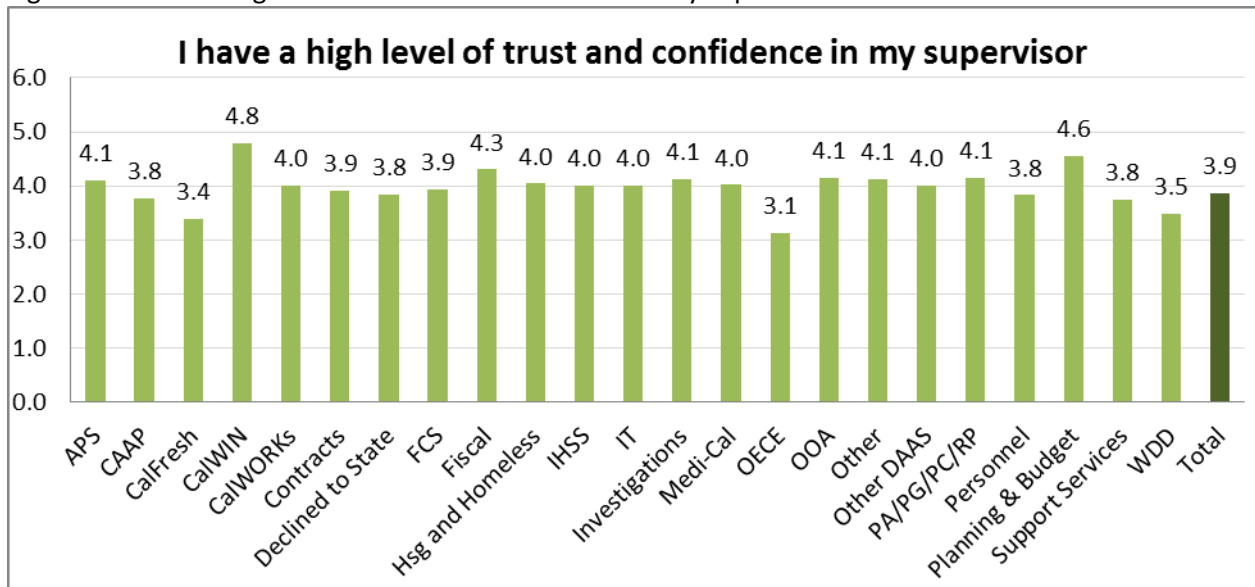


Figure 35. In my program staff are held accountable for their performance.

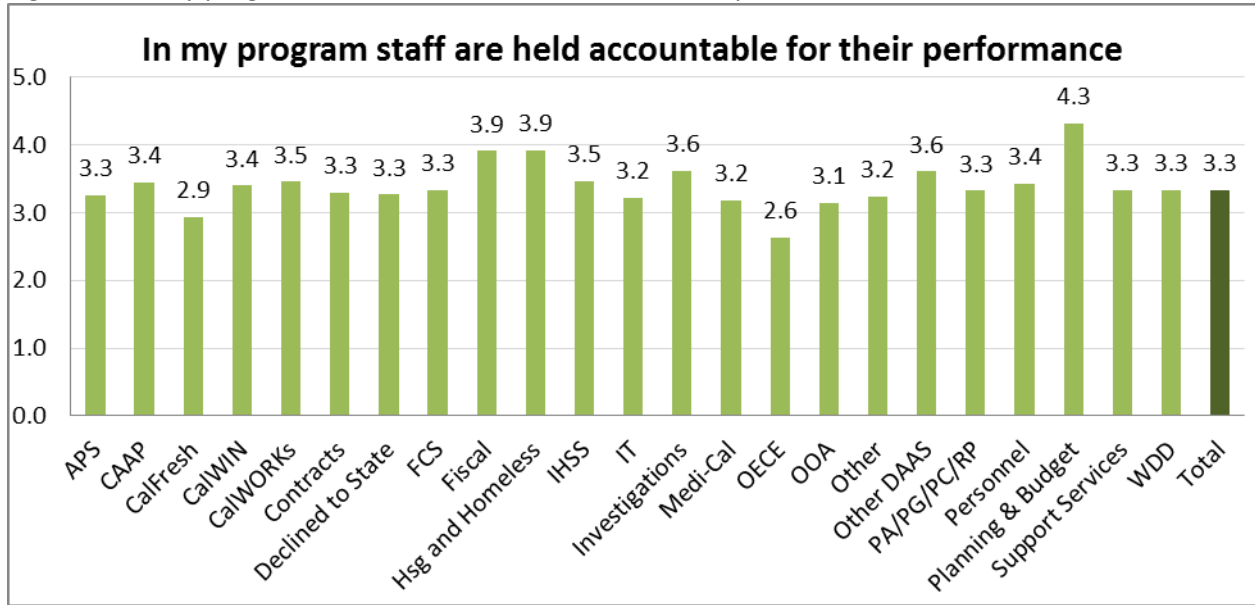


Figure 36. My supervisor is open to using new ideas from staff to improve program operations.

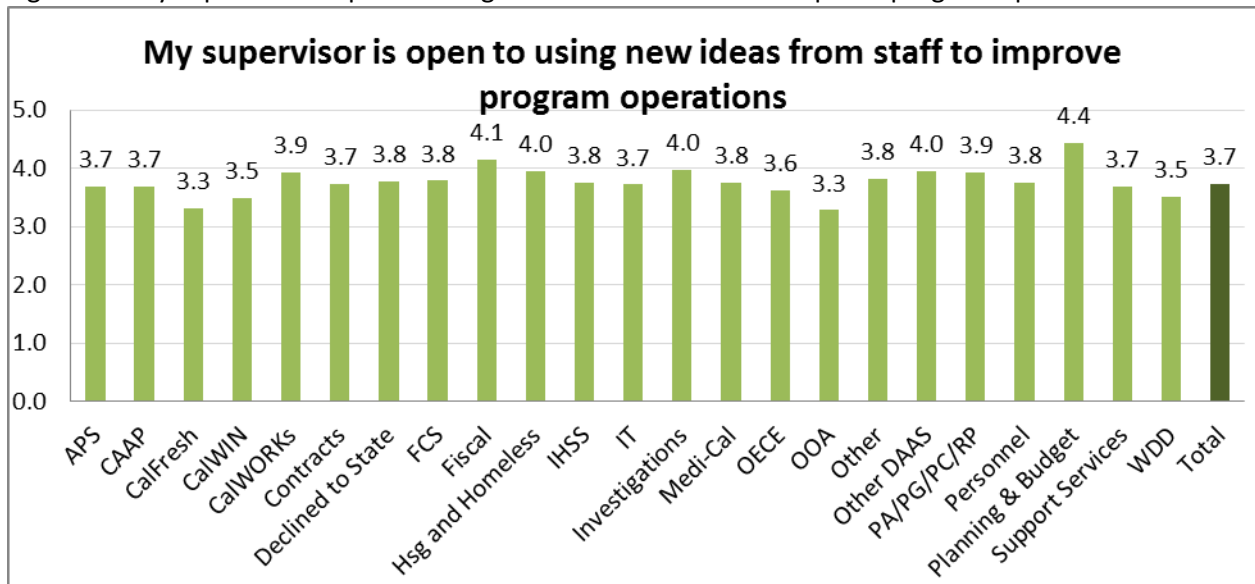
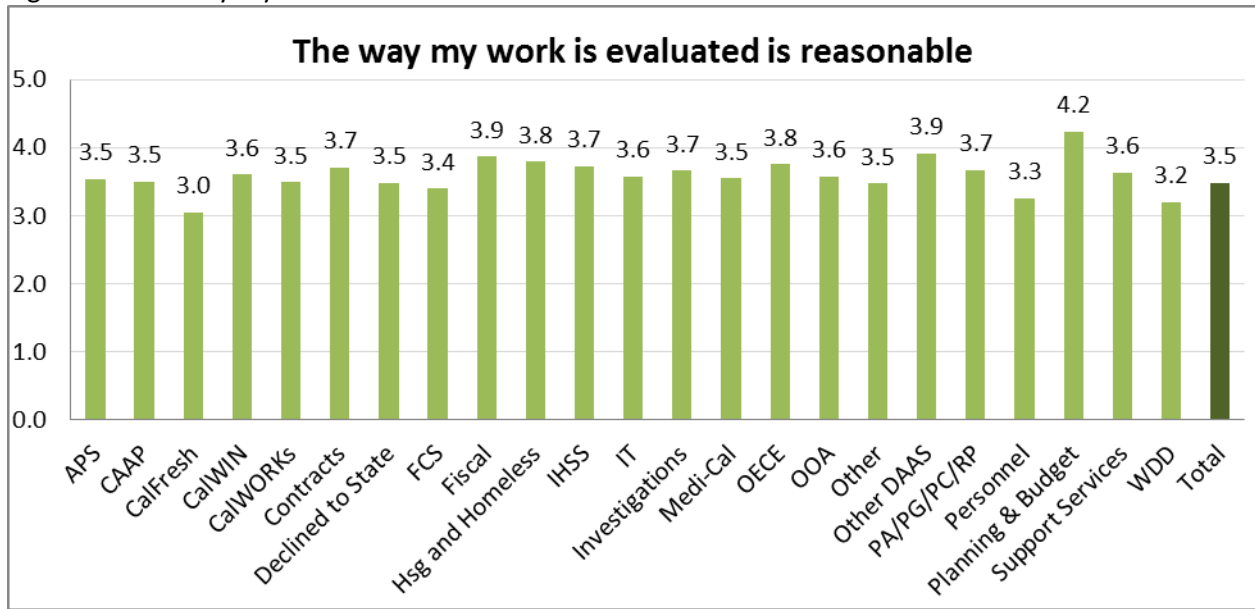


Figure 37. The way my work is evaluated is reasonable.



A Comparison of Managers, Supervisors, and Direct Client Service Workers Responses

Managers had more positive responses as compared to direct client service staff and supervisors. Direct client service staff gave consistently lower ratings on average for each question compared to managers and supervisors.

- A lower proportion of respondents who were direct client service workers (37%) agreed with the statement, “I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors),” than respondents who were supervisors (47%) or managers (82%).
- A higher proportion of direct client service worker respondents agreed with the statement, “I have a high level of trust and confidence in my supervisor,” (64%) than with the statement, “I have a high level of trust and confidence in my program manager,” (48%) and the statement, “I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors)” (37%).
- Sixty-eight percent of direct client service worker respondents agreed with the statement, “In my program the clients are treated fairly and with respect,” compared to 83% of supervisors and 94% of managers.
- Only 40% of direct client service worker respondents agreed with the statement, “At work my opinion seems to count,” compared to 69% of supervisors, and 92% of managers.
- Forty-one percent of direct client service worker respondents agreed with the statement, “I get recognized when I do good work,” compared to 65% of supervisors, and 86% of managers.
- Only 37% of direct client service worker respondents agreed with the statement, “The way my work is evaluated is reasonable,” compared to 70% of supervisors, and 86% of managers.

Figure 38. A Comparison of Managers, Supervisors, and Direct Client Service Workers Responses
 Mean Score: 1.1-2.5 = Disagree; 2.6-3.5 = Neutral; 3.6-5 = Agree
 Parenthesis – () – indicate percentage of respondents who agreed or strongly agreed

Question	Direct Client Service	Supervisors	Managers	All Respondents	Microchart of Mean (Direct-Sups Mgrs-All)
I feel safe at work.	3.6 (59%)	3.8 (72%)	4.2 (84%)	3.7 (63%)	
I work in a clean and comfortable office space.	3.0 (38%)	3.3 (54%)	3.3 (58%)	3.1 (42%)	
My program tries to implement "best practices" to improve services.	3.5 (57%)	4.0 (79%)	4.4 (95%)	3.6 (63%)	
At work my opinion seems to count.	3.2 (40%)	3.7 (69%)	4.4 (92%)	3.4 (51%)	
My supervisor, or someone at work, seems to care about me as a person.	3.9 (68%)	4.1 (82%)	4.2 (86%)	3.9 (72%)	
In my program the clients are treated fairly and with respect.	3.9 (68%)	4.1 (83%)	4.4 (94%)	3.9 (74%)	
My program manager seeks input before making decisions that affect my work.	3.1 (40%)	3.9 (72%)	4.2 (83%)	3.3 (50%)	
This last year I have had opportunities to learn and grow.	3.6 (62%)	4.1 (81%)	4.3 (89%)	3.7 (67%)	
When my program changes policies and procedures I am informed in a timely manner.	3.2 (46%)	3.6 (66%)	4.0 (74%)	3.4 (54%)	
I get recognized when I do good work.	3.2 (41%)	3.6 (65%)	4.1 (86%)	3.3 (50%)	
My fellow employees are committed to doing good quality work.	3.6 (57%)	3.9 (73%)	4.4 (92%)	3.7 (62%)	
When my program changes policies and procedures I understand the reason for change.	3.2 (42%)	3.7 (68%)	4.3 (86%)	3.4 (50%)	
The way my work is evaluated is reasonable.	3.3 (47%)	3.8 (70%)	4.0 (86%)	3.5 (55%)	
I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors).	3.2 (37%)	3.4 (47%)	4.1 (82%)	3.3 (43%)	
I have a high level of trust and confidence in my program manager.	3.4 (48%)	4.0 (74%)	4.2 (83%)	3.6 (56%)	
I have a high level of trust and confidence in my supervisor.	3.8 (64%)	4.1 (79%)	4.3 (86%)	3.9 (68%)	
At work I have the opportunity to do what I do best every day.	3.5 (53%)	3.8 (70%)	4.2 (87%)	3.6 (61%)	
My supervisor is open to using new ideas from staff to improve program operations.	3.6 (59%)	3.9 (78%)	4.4 (95%)	3.7 (65%)	

A Comparison of DHS, Administration, DAAS, and OECE Responses

DHS received lower scores than the Administration Division, DAAS, and OECE on most measures. DAAS received comparatively high scores. OECE received comparatively high scores for most measures, but noticeably lower scores for a select few, which may be due to its smaller sample size that makes survey results more volatile.

- Only 36% of DHS respondents agreed with the statement, “I work in a clean and comfortable office space,” compared to 63% of OECE respondents, 62% of DAAS respondents, and 49% of Administration Division respondents,
- Forty-five percent of DHS respondents agreed with the statement, “At work my opinion seems to count,” compared to 66% of Administration Division respondents, 63% of OECE respondents, and 58% of DAAS respondents.
- Less than half of DHS respondents agreed with the statement, “When my program changes policies and procedures I understand the reason for change,” (47%) compared to 88% of OECE respondents, 58% of Administration Division respondents, and 58% of DAAS respondents.
- Thirty-nine percent of DHS respondents agreed with the statement, “I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors),” compared to 63% of OECE respondents, 53% of DAAS respondents, and 52% of Administration Division respondents.
- Fifty-one percent of DHS respondents agreed with the statement, “I have a high level of trust and confidence in my program manager,” compared to 88% of OECE respondents, 65% of Administration Division respondents, and 62% of DAAS respondents.
- Seventy-eight percent of DAAS respondents agreed with the statement, “Five years from now, I would like to be working for HSA,” compared to 72% of Administration Division respondents, 63% of OECE respondents, and 59% of DHS respondents.

Figure 39. A Comparison of DHS, Administration, DAAS, and OECE Responses

Mean Score: 1.1-2.5 = Disagree; 2.6-3.5 = Neutral; 3.6-5 = Agree

Parenthesis – () – indicate percentage of respondents who agreed or strongly agreed

Question	DHS N = 935	Admin N = 252	DAAS N = 204	OECE N = 8	Microchart of Mean (DHS-Admin- DAAS-OECE)
I work in a clean and comfortable office space.	3.0 (36%)	3.3 (49%)	3.5 (62%)	3.8 (63%)	
I have the materials and equipment I need to do my work right.	3.4 (52%)	3.8 (75%)	3.5 (60%)	3.4 (50%)	
At work my opinion seems to count.	3.3 (45%)	3.6 (66%)	3.5 (58%)	3.6 (63%)	
Five years from now, I would like to be working for HSA.	3.7 (59%)	3.9 (72%)	4.1 (78%)	4.1 (63%)	
My program manager seeks input before making decisions that affect my work.	3.3 (46%)	3.5 (57%)	3.5 (56%)	3.9 (63%)	
When my program changes policies and procedures I am informed in a timely manner.	3.3 (48%)	3.6 (70%)	3.5 (61%)	3.3 (63%)	
I get recognized when I do good work.	3.3 (47%)	3.5 (56%)	3.6 (60%)	3.6 (75%)	
My fellow employees are committed to doing good quality work.	3.6 (59%)	3.9 (68%)	3.9 (74%)	3.1 (50%)	
When my program changes policies and procedures I understand the reason for change.	3.3 (47%)	3.6 (58%)	3.5 (58%)	4.0 (88%)	
I understand the mission of the program I work in.	4.1 (79%)	4.2 (87%)	4.3 (92%)	4.4 (88%)	
The way my work is evaluated is reasonable.	3.4 (49%)	3.6 (67%)	3.7 (67%)	3.8 (75%)	
I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors).	3.2 (39%)	3.4 (52%)	3.4 (53%)	3.9 (63%)	
I have a high level of trust and confidence in my program manager.	3.5 (51%)	3.7 (65%)	3.6 (62%)	4.4 (88%)	
Overall, my workload is manageable.	3.3 (52%)	3.8 (72%)	3.5 (62%)	4.0 (75%)	
At work I have the opportunity to do what I do best every day.	3.5 (56%)	3.9 (75%)	3.8 (70%)	4.1 (75%)	
In my program staff are held accountable for their performance.	3.3 (47%)	3.5 (64%)	3.4 (59%)	2.6 (25%)	

Service Center Findings

Medi-Cal, CalFresh, and CalWORKs have adopted the service center model to expedite services for clients. This has resulted in major changes to business processes. Programs have made continuous adjustments to fit their specific program needs and employee reactions have varied.

- Although only 35% of Medi-Cal respondents agreed with the statement, “Overall, my workload is manageable,” they had more positive responses overall, followed by CalWORKs respondents.
- All three programs received low average scores for the statement, “My program manager seeks input before making decisions that affect my work.”
- Only 27% of CalFresh respondents agreed with the statement, “When my program changes policies and procedures I am informed in a timely manner,” compared to 42% of CalWORKs respondents, and 64% of Medi-Cal respondents.
- Less than half of CalFresh respondents agreed with the statement, “In my program the clients are treated fairly and with respect,” (49%) compared to 77% of CalWORKs respondents, and 83% of Medi-Cal respondents.

Figure 40. Comparison of service center staff responses by program

Mean Score: 1.1-2.5 = Disagree; 2.6-3.5 = Neutral; 3.6-5 = Agree

Parenthesis – () – indicate percentage of respondents who agreed or strongly agreed

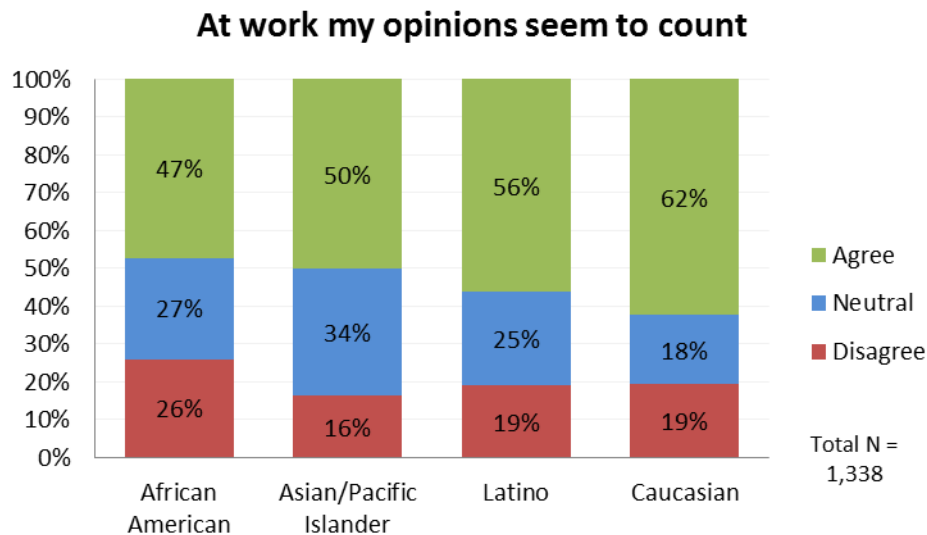
Question	CalFresh	CalWORKs	Medi-Cal	Non-Service Center	Microchart of Mean (CF-CW-MC-Non Svc Ctr)
In my program the clients are treated fairly and with respect.	3.61 (49%)	3.97 (77%)	4.13 (83%)	4.05 (76%)	
My program manager seeks input before making decisions that affect my work.	2.88 (28%)	3.16 (50%)	3.21 (48%)	3.30 (53%)	
When my program changes policies and procedures I am informed in a timely manner.	3.05 (27%)	3.10 (42%)	3.37 (64%)	3.33 (58%)	
I get recognized when I do good work.	2.96 (28%)	3.32 (54%)	3.42 (59%)	3.36 (52%)	
When my program changes policies and procedures I understand the reason for change.	3.09 (27%)	3.31 (62%)	3.33 (56%)	3.33 (51%)	
The way my work is evaluated is reasonable.	3.05 (33%)	3.49 (54%)	3.55 (59%)	3.53 (58%)	
I have access to training that will help me to do my job better.	3.25 (31%)	3.43 (61%)	3.46 (59%)	3.68 (63%)	
I have a high level of trust and confidence in my program manager.	2.98 (28%)	3.53 (53%)	3.55 (56%)	3.65 (61%)	
I have a high level of trust and confidence in my supervisor.	3.39 (45%)	4.01 (74%)	4.02 (76%)	3.91 (69%)	
Overall, my workload is manageable.	3.00 (35%)	3.49 (56%)	2.86 (35%)	3.59 (64%)	
At work I have the opportunity to do what I do best every day.	3.42 (42%)	3.56 (65%)	3.63 (61%)	3.68 (64%)	
My supervisor provides useful performance feedback.	3.18 (39%)	3.76 (68%)	3.88 (73%)	3.70 (65%)	
My supervisor is open to using new ideas from staff to improve program operations.	3.46 (44%)	3.73 (74%)	3.69 (68%)	3.73 (67%)	

Demographic Cross Tabulations

Various demographic cross tabulations were run to see how different groups of employees were experiencing their work. For some variables, such as gender and years of service, there were little, if any, differences or trends between groups. Below, however, are a few distinct findings:

- A lower proportion of African American respondents agreed with the statement, “At work my opinion seems to count,” (47%) compared to Caucasian respondents (62%), Latino respondents (56%), and Asian/Pacific Islander respondents (50%).
- Sixty-eight percent of Asian/Pacific Islander respondents agreed with the statement, “In my program the clients are treated fairly and with respect,” compared to 81% of Latino respondents, 80% of Caucasian respondents, and 76% of African American respondents,
- Eighty-four percent of respondents age 18-29 agreed with the statement, “This last year, I have had opportunities at work to learn and grow,” compared to 80% of respondents age 30-39, 67% of respondents age 40-49, 53% of respondents age 50-59, and 69% of respondents age 60+).
- Seventy-three percent of employees age 18-29 agreed with the statement, “Overall, my workload is manageable,” compared to 61% of respondents age 30-39, 56% of respondents age 40-49, 51% of respondents age 50-59, and 61% of respondents age 60+.
- Respondents age 50-59 had lower levels of agreement on survey questions than other age groups (more negative responses).

Figure 41. At work my opinions seem to count, by ethnicity.



Program Profiles

Tips for reviewing program profiles:

- Mean scores provide additional detail to agreement percentages and help differentiate the enthusiasm of responses. Line micro charts are included in the far right column to aid in evaluating trends over time. (These are line charts that have been miniaturized.)
- Please note total count of respondents. Smaller samples yield less reliable and accurate results.
- Mean Score: 1.1-2.5 = Disagree; 2.6-3.5 = Neutral; 3.6-5 = Agree

Figure 42. 2015 All Staff Survey Program Profile: All Respondents

2015 All Staff Survey Program Profile: All Respondents

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	58	160	367	712	287	1,584	63%	70%	63%		3.6	3.8	3.6	
At work, my opinions seem to count.	110	236	436	589	212	1,583	48%	47%	51%		3.2	3.3	3.4	
My supervisor, or someone at work, seems to care about me as a person.	58	112	284	595	551	1,600			72%				3.9	
Five years from now, I would like to be working for HSA.	62	109	389	548	447	1,555	62%	67%	64%		3.7	3.7	3.8	
In my program, the clients are treated fairly and with respect.	34	74	297	677	455	1,537		85%	74%			4.1	3.9	
My program manager seeks input before making decisions that affect my work.	142	205	440	520	258	1,565	39%	50%	50%		3.0	3.3	3.3	
This last year, I have had opportunities at work to learn and grow.	64	151	302	691	352	1,560	65%	65%	67%		3.6	3.6	3.7	
When my program changes policies and procedures, I am informed in a timely manner.	98	262	367	640	203	1,570	40%	56%	54%		3.0	3.4	3.4	
I get recognized when I do good work.	104	255	426	565	222	1,572		50%	50%			3.3	3.3	
My co-workers are committed to doing quality work.	38	134	423	641	346	1,582	68%	71%	62%		3.8	3.8	3.7	
When my program changes policies and procedures, I understand the reasons for change.	63	229	486	609	172	1,559	47%	51%	50%		3.2	3.3	3.4	
I understand the mission of the program I work in.	18	65	187	757	560	1,587			83%				4.1	
The way my work is evaluated is reasonable.	77	166	459	646	210	1,558			55%				3.5	
I have access to training that will help me to do my job better.	57	173	403	674	246	1,553	64%	70%	59%		3.6	3.7	3.6	
I have a high level of trust and confidence in executive management.	129	178	562	457	208	1,534			43%				3.3	
I have a high level of trust and confidence in my program manager.	97	142	432	526	332	1,529			56%				3.6	
I have a high level of trust and confidence in my supervisor.	69	111	321	490	555	1,546			68%				3.9	
I know what is expected of me at work.	15	68	188	777	517	1,565	85%	87%	83%		4.0	4.1	4.1	
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	22	77	299	676	487	1,561	73%	77%	75%		3.8	3.9	4.0	
Overall, my workload is manageable.	110	208	354	663	227	1,562			57%				3.4	
At work, I have the opportunity to do what I do best every day.	49	167	390	679	284	1,569	63%	70%	61%		3.6	3.8	3.6	
My supervisor provides useful performance feedback.	55	145	340	640	303	1,483			64%				3.7	
In my program staff are held accountable for their performance.	94	235	395	595	163	1,482		60%	51%			3.5	3.3	
There is someone at work who encourages my development.	60	200	370	545	299	1,474	56%	54%	57%		3.4	3.4	3.6	
My supervisor is open to using new ideas from staff to improve program operations.	58	120	325	586	359	1,448	68%	64%	65%		3.7	3.6	3.7	

Figure 43. 2015 All Staff Survey Program Profile: Adult Protective Services (APS)

2015 All Staff Survey Program Profile: Adult Protective Services (APS)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	1	5	6	11	9	32	52%	68%	63%	↔	3.2	3.7	3.7	↔
At work, my opinions seem to count.	5	6	0	18	2	31	30%	37%	65%	↗	2.8	2.8	3.2	↗
My supervisor, or someone at work, seems to care about me as a person.	3	0	4	9	15	31			77%	↔			4.1	↔
Five years from now, I would like to be working for HSA.	3	1	5	10	12	31	50%	53%	71%	↗	3.6	3.4	3.9	↗
In my program, the clients are treated fairly and with respect.	0	0	4	15	12	31		100%	87%	↔		4.7	4.3	↔
My program manager seeks input before making decisions that affect my work.	7	7	5	6	7	32	24%	26%	41%	↔	2.3	2.4	3.0	↗
This last year, I have had opportunities at work to learn and grow.	1	1	3	17	10	32	68%	68%	84%	↗	3.6	3.6	4.1	↗
When my program changes policies and procedures, I am informed in a timely manner.	1	5	6	15	5	32	48%	67%	63%	↔	3.2	3.6	3.6	↔
I get recognized when I do good work.	3	6	7	10	5	31		42%	48%	↔		2.8	3.3	↗
My co-workers are committed to doing quality work.	0	1	5	14	12	32	78%	95%	81%	↗	4.1	4.1	4.2	↗
When my program changes policies and procedures, I understand the reasons for change.	3	7	6	11	5	32	40%	32%	50%	↔	2.8	2.7	3.3	↗
I understand the mission of the program I work in.	0	3	0	13	16	32			91%	↔			4.3	↔
The way my work is evaluated is reasonable.	0	7	5	16	4	32			63%	↔			3.5	↔
I have access to training that will help me to do my job better.	2	2	0	18	10	32	41%	89%	88%	↗	3.0	4.1	4.0	↗
I have a high level of trust and confidence in executive management.	5	5	6	13	3	32			50%	↔			3.1	↔
I have a high level of trust and confidence in my program manager.	5	6	5	7	8	31			48%	↔			3.2	↔
I have a high level of trust and confidence in my supervisor.	1	4	2	8	16	31			77%	↔			4.1	↔
I know what is expected of me at work.	0	0	2	21	9	32	89%	79%	94%	↗	4.0	3.9	4.2	↗
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	1	4	16	11	32	48%	58%	84%	↗	3.3	3.5	4.2	↗
Overall, my workload is manageable.	2	9	6	12	3	32			47%	↔			3.2	↔
At work, I have the opportunity to do what I do best every day.	0	4	4	15	8	31	44%	67%	74%	↗	3.1	3.8	3.9	↗
My supervisor provides useful performance feedback.	1	2	3	14	12	32			81%	↔			4.1	↔
In my program staff are held accountable for their performance.	5	6	2	14	5	32		67%	59%	↔		3.4	3.3	↔
There is someone at work who encourages my development.	1	4	4	14	9	32	41%	50%	72%	↗	3.1	3.2	3.8	↗
My supervisor is open to using new ideas from staff to improve program operations.	2	5	4	11	10	32	58%	58%	66%	↔	3.5	3.3	3.7	↗

Adult Protective Services (APS)

Figure 44. 2015 All Staff Survey Program Profile: County Adult Assistance Program (CAAP)

2015 All Staff Survey Program Profile: County Adult Assistance Program (CAAP)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	2	8	55	56	23	144	78%	67%	55%	↘	3.9	3.7	3.6	↘
At work, my opinions seem to count.	2	10	66	48	17	143	57%	49%	45%	↘	3.4	3.3	3.5	↘
My supervisor, or someone at work, seems to care about me as a person.	3	6	50	44	42	145			59%				3.8	
Five years from now, I would like to be working for HSA.	2	4	66	36	34	142	73%	68%	49%	↘	3.8	3.7	3.7	↘
In my program, the clients are treated fairly and with respect.	1	2	53	47	40	143		84%	61%	↘		4.2	3.9	↘
My program manager seeks input before making decisions that affect my work.	5	9	57	44	30	145	49%	53%	51%	↘	3.2	3.2	3.6	↘
This last year, I have had opportunities at work to learn and grow.	3	10	55	56	17	141	59%	52%	52%	↘	3.5	3.3	3.5	↘
When my program changes policies and procedures, I am informed in a timely manner.	3	11	54	59	17	144	56%	72%	53%	↗	3.4	3.8	3.5	↗
I get recognized when I do good work.	4	12	65	45	18	144		51%	44%	↘		3.3	3.4	↘
My co-workers are committed to doing quality work.	2	4	62	51	26	145	75%	73%	53%	↘	3.9	4.0	3.7	↘
When my program changes policies and procedures, I understand the reasons for change.	1	14	65	54	10	144	56%	48%	44%	↘	3.3	3.4	3.4	↘
I understand the mission of the program I work in.	0	0	46	59	40	145			68%				4.0	
The way my work is evaluated is reasonable.	5	5	67	49	19	145			47%				3.5	
I have access to training that will help me to do my job better.	2	8	64	52	19	145	76%	66%	49%	↘	3.9	3.6	3.5	↘
I have a high level of trust and confidence in executive management.	2	12	71	45	12	142			40%				3.4	
I have a high level of trust and confidence in my program manager.	3	4	59	47	30	143			54%				3.7	
I have a high level of trust and confidence in my supervisor.	5	3	57	34	45	144			55%				3.8	
I know what is expected of me at work.	0	1	49	50	45	145	94%	92%	66%	↘	4.3	4.3	4.0	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	1	54	58	32	145	75%	73%	62%	↘	3.9	3.9	3.8	↘
Overall, my workload is manageable.	3	6	53	59	24	145			57%				3.7	
At work, I have the opportunity to do what I do best every day.	1	8	61	54	21	145	71%	75%	52%	↘	3.7	3.8	3.6	↘
My supervisor provides useful performance feedback.	3	5	55	50	30	143			56%				3.7	
In my program staff are held accountable for their performance.	3	12	63	49	16	143		76%	45%	↘		3.8	3.4	↘
There is someone at work who encourages my development.	3	8	71	40	21	143	61%	53%	43%	↘	3.4	3.3	3.5	↘
My supervisor is open to using new ideas from staff to improve program operations.	3	4	58	41	33	139	63%	60%	53%	↘	3.6	3.7	3.7	↘

County Adult Assistance Program (CAAP)

Figure 45. 2015 All Staff Survey Program Profile: CalFresh

2015 All Staff Survey Program Profile: CalFresh

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	9	35	56	59	11	170	48%	61%	41%	↘	3.2	3.6	3.2	↘
At work, my opinions seem to count.	12	46	69	34	8	169	29%	36%	25%	↘	2.9	3.0	2.9	↘
My supervisor, or someone at work, seems to care about me as a person.	8	31	50	47	34	170			48%			3.4		
Five years from now, I would like to be working for HSA.	6	27	64	49	22	168	65%	69%	42%	↘	3.7	3.8	3.3	↘
In my program, the clients are treated fairly and with respect.	4	25	56	59	24	168		81%	49%	↘		4.0	3.4	↘
My program manager seeks input before making decisions that affect my work.	19	48	54	39	7	167	26%	50%	28%	↘	2.7	3.2	2.8	↘
This last year, I have had opportunities at work to learn and grow.	9	37	53	53	17	169	54%	66%	41%	↘	3.4	3.7	3.2	↘
When my program changes policies and procedures, I am informed in a timely manner.	16	48	59	41	5	169	40%	60%	27%	↘	3.1	3.5	2.8	↘
I get recognized when I do good work.	14	45	63	38	10	170		39%	28%	↘		3.1	2.9	↘
My co-workers are committed to doing quality work.	4	36	63	46	21	170	71%	58%	39%	↘	3.9	3.6	3.3	↘
When my program changes policies and procedures, I understand the reasons for change.	6	47	71	44	3	171	42%	55%	27%	↘	3.1	3.5	2.9	↘
I understand the mission of the program I work in.	1	27	49	66	27	170			55%			3.5		
The way my work is evaluated is reasonable.	11	34	67	48	8	168			33%			3.0		
I have access to training that will help me to do my job better.	9	35	72	46	7	169	57%	67%	31%	↘	3.4	3.6	3.0	↘
I have a high level of trust and confidence in executive management.	10	33	80	31	13	167			26%			3.0		
I have a high level of trust and confidence in my program manager.	13	35	73	38	10	169			28%			3.0		
I have a high level of trust and confidence in my supervisor.	7	28	57	45	31	168			45%			3.4		
I know what is expected of me at work.	1	28	44	65	33	171	85%	84%	57%	↘	4.0	4.1	3.6	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	2	33	49	59	28	171	70%	81%	51%	↘	3.7	4.1	3.5	↘
Overall, my workload is manageable.	14	43	53	49	11	170			35%			3.0		
At work, I have the opportunity to do what I do best every day.	8	34	57	57	15	171	57%	75%	42%	↘	3.5	3.9	3.2	↘
My supervisor provides useful performance feedback.	8	34	59	50	15	166			39%			3.2		
In my program staff are held accountable for their performance.	14	41	62	47	5	169		63%	31%	↘		3.6	2.9	↘
There is someone at work who encourages my development.	6	42	56	44	20	168	51%	45%	38%	↘	3.2	3.2	3.2	↘
My supervisor is open to using new ideas from staff to improve program operations.	8	34	50	44	29	165	68%	65%	44%	↘	3.7	3.6	3.3	↘

CalFresh has experienced declines across all measures, which is notable given that 97% of program staff responded to the survey.

CalFresh

Figure 46. 2015 All Staff Survey Program Profile: CalWIN

2015 All Staff Survey Program Profile: CalWIN

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	0	0	2	2	1	5	67%	75%	60%	—	3.3	4.3	3.8	—
At work, my opinions seem to count.	0	2	1	2	0	5	0%	75%	40%	^	2.3	3.5	3.0	^
My supervisor, or someone at work, seems to care about me as a person.	1	0	0	2	2	5			80%	—			3.8	—
Five years from now, I would like to be working for HSA.	0	0	1	2	2	5	33%	75%	80%	—	3.0	4.3	4.2	—
In my program, the clients are treated fairly and with respect.	0	0	1	1	3	5		100%	80%	—		4.8	4.4	—
My program manager seeks input before making decisions that affect my work.	0	0	3	2	0	5	0%	75%	40%	^	1.7	3.8	3.4	^
This last year, I have had opportunities at work to learn and grow.	0	0	1	3	1	5	67%	75%	80%	—	3.3	3.8	4.0	—
When my program changes policies and procedures, I am informed in a timely manner.	1	0	1	3	0	5	33%	100%	60%	^	3.0	4.0	3.2	^
I get recognized when I do good work.	0	1	3	1	0	5		50%	20%	—		3.3	3.0	—
My co-workers are committed to doing quality work.	0	0	1	4	0	5	100%	75%	80%	—	4.7	4.3	3.8	—
When my program changes policies and procedures, I understand the reasons for change.	0	0	1	3	1	5	67%	75%	80%	—	3.3	3.5	4.0	—
I understand the mission of the program I work in.	0	0	0	1	4	5			100%	—			4.8	—
The way my work is evaluated is reasonable.	0	0	2	3	0	5			60%	—			3.6	—
I have access to training that will help me to do my job better.	0	1	0	1	3	5	67%	100%	80%	—	3.7	4.5	4.2	—
I have a high level of trust and confidence in executive management.	0	0	2	1	2	5			60%	—			4.0	—
I have a high level of trust and confidence in my program manager.	0	0	1	1	3	5			80%	—			4.4	—
I have a high level of trust and confidence in my supervisor.	0	0	0	1	4	5			100%	—			4.8	—
I know what is expected of me at work.	0	0	0	3	2	5	100%	100%	100%	—	4.3	4.3	4.4	—
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	0	0	1	4	5	67%	75%	100%	—	4.0	4.3	4.8	—
Overall, my workload is manageable.	0	1	3	1	0	5			20%	—			3.0	—
At work, I have the opportunity to do what I do best every day.	0	0	1	1	3	5	67%	75%	80%	—	4.3	4.3	4.4	—
My supervisor provides useful performance feedback.	0	0	1	3	1	5			80%	—			4.0	—
In my program staff are held accountable for their performance.	0	0	3	2	0	5		33%	40%	—		3.3	3.4	—
There is someone at work who encourages my development.	0	0	1	2	1	4	33%	50%	75%	—	2.3	4.0	4.0	—
My supervisor is open to using new ideas from staff to improve program operations.	0	0	2	2	0	4	67%	75%	50%	—	3.7	4.3	3.5	—

CalWIN

Figure 47. 2015 All Staff Survey Program Profile: CalWORKs

2015 All Staff Survey Program Profile: CalWORKs

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	6	14	32	56	17	125	50%	63%	58%	↔	3.4	3.5	3.5	↔
At work, my opinions seem to count.	10	16	36	49	17	128	41%	38%	52%	↔	3.2	3.0	3.4	↔
My supervisor, or someone at work, seems to care about me as a person.	6	8	21	42	50	127			72%	↔			4.0	↔
Five years from now, I would like to be working for HSA.	7	5	24	40	46	122	56%	61%	70%	↔	3.5	3.6	3.9	↔
In my program, the clients are treated fairly and with respect.	7	5	17	65	33	127		87%	77%	↔		4.1	3.9	↔
My program manager seeks input before making decisions that affect my work.	14	14	34	38	24	124	34%	39%	50%	↔	3.0	3.0	3.4	↔
This last year, I have had opportunities at work to learn and grow.	5	10	21	58	27	121	62%	57%	70%	↔	3.6	3.4	3.8	↔
When my program changes policies and procedures, I am informed in a timely manner.	9	28	37	35	18	127	41%	46%	42%	↔	3.0	3.1	3.2	↔
I get recognized when I do good work.	6	17	34	50	18	125		41%	54%	↔		3.0	3.5	↔
My co-workers are committed to doing quality work.	3	7	26	62	30	128	62%	63%	72%	↔	3.7	3.5	3.9	↔
When my program changes policies and procedures, I understand the reasons for change.	6	13	29	61	16	125	43%	49%	62%	↔	3.1	3.2	3.5	↔
I understand the mission of the program I work in.	3	6	8	63	48	128			87%	↔			4.1	↔
The way my work is evaluated is reasonable.	8	8	40	47	18	121			54%	↔			3.5	↔
I have access to training that will help me to do my job better.	7	13	30	52	26	128	48%	57%	61%	↔	3.2	3.4	3.6	↔
I have a high level of trust and confidence in executive management.	13	10	48	37	17	125			43%	↔			3.3	↔
I have a high level of trust and confidence in my program manager.	7	11	41	42	25	126			53%	↔			3.5	↔
I have a high level of trust and confidence in my supervisor.	6	5	22	41	51	125			74%	↔			4.0	↔
I know what is expected of me at work.	2	3	12	64	46	127	81%	87%	87%	↔	3.9	4.0	4.2	↔
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	4	2	14	65	43	128	83%	72%	84%	↔	4.0	3.8	4.1	↔
Overall, my workload is manageable.	7	15	33	51	20	126			56%	↔			3.5	↔
At work, I have the opportunity to do what I do best every day.	7	7	31	52	30	127	51%	56%	65%	↔	3.4	3.5	3.7	↔
My supervisor provides useful performance feedback.	5	12	22	53	31	123			68%	↔			3.8	↔
In my program staff are held accountable for their performance.	8	14	30	56	15	123		68%	58%	↔		3.6	3.5	↔
There is someone at work who encourages my development.	5	12	29	48	32	126	54%	55%	63%	↔	3.3	3.3	3.7	↔
My supervisor is open to using new ideas from staff to improve program operations.	6	7	19	48	42	122	62%	63%	74%	↔	3.6	3.6	3.9	↔

CalWORKs

Figure 48. 2015 All Staff Survey Pxrogram Profile: Contracts

2015 All Staff Survey Program Profile: Contracts

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	1	1	1	6	2	11	80%	64%	73%	↘	4.0	3.9	3.6	↘
At work, my opinions seem to count.	1	1	2	6	1	11	60%	43%	64%	↘	3.4	3.2	3.5	↘
My supervisor, or someone at work, seems to care about me as a person.	1	2	1	3	4	11			64%				3.6	
Five years from now, I would like to be working for HSA.	1	0	2	3	5	11	60%	58%	73%	↘	3.8	3.5	4.0	↘
In my program, the clients are treated fairly and with respect.	1	0	0	2	6	9		100%	89%	↘		4.7	4.3	↘
My program manager seeks input before making decisions that affect my work.	2	0	1	7	1	11	40%	38%	73%	↘	2.8	3.3	3.5	↘
This last year, I have had opportunities at work to learn and grow.	1	0	2	3	4	10	60%	77%	70%	↘	3.4	3.6	3.9	↘
When my program changes policies and procedures, I am informed in a timely manner.	2	0	2	6	1	11	20%	64%	64%	↘	2.2	3.7	3.4	↘
I get recognized when I do good work.	1	1	3	2	4	11		43%	55%	↘		3.1	3.6	↘
My co-workers are committed to doing quality work.	1	0	0	1	9	11	60%	57%	91%	↘	3.4	3.4	4.5	↘
When my program changes policies and procedures, I understand the reasons for change.	2	0	4	4	1	11	60%	64%	45%	↘	3.0	3.5	3.2	↘
I understand the mission of the program I work in.	1	0	2	3	5	11			73%				4.0	
The way my work is evaluated is reasonable.	1	1	1	4	3	10			70%				3.7	
I have access to training that will help me to do my job better.	1	0	1	6	3	11	60%	86%	82%	↘	3.6	3.9	3.9	↘
I have a high level of trust and confidence in executive management.	1	1	2	5	2	11			64%				3.5	
I have a high level of trust and confidence in my program manager.	2	0	2	3	4	11			64%				3.6	
I have a high level of trust and confidence in my supervisor.	2	0	0	4	5	11			82%				3.9	
I know what is expected of me at work.	1	0	1	4	5	11	80%	100%	82%	↘	4.2	4.3	4.1	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	1	0	1	3	6	11	20%	64%	82%	↘	2.6	3.4	4.2	↘
Overall, my workload is manageable.	2	1	2	4	2	11			55%				3.3	
At work, I have the opportunity to do what I do best every day.	2	0	0	6	3	11	40%	57%	82%	↘	3.2	3.4	3.7	↘
My supervisor provides useful performance feedback.	2	0	1	5	2	10			70%				3.5	
In my program staff are held accountable for their performance.	1	1	3	4	1	10		64%	50%	↘		3.9	3.3	↘
There is someone at work who encourages my development.	1	1	2	3	4	11	60%	71%	64%	↘	3.4	3.7	3.7	↘
My supervisor is open to using new ideas from staff to improve program operations.	2	0	0	6	3	11	80%	69%	82%	↘	3.8	3.7	3.7	↘

Contracts

Figure 49. 2015 All Staff Survey Program Profile: Declined to State

2015 All Staff Survey Program Profile: Declined to State

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	5	15	45	100	26	191	63%	68%	66%	—	3.6	3.8	3.7	—
At work, my opinions seem to count.	14	33	50	68	26	191	50%	47%	49%	—	3.4	3.4	3.3	—
My supervisor, or someone at work, seems to care about me as a person.	6	18	34	77	62	197			71%	—			3.9	—
Five years from now, I would like to be working for HSA.	6	10	53	73	43	185	48%	56%	63%	—	3.4	3.6	3.7	—
In my program, the clients are treated fairly and with respect.	3	8	31	90	52	184		76%	77%	—		3.9	4.0	—
My program manager seeks input before making decisions that affect my work.	16	27	48	66	29	186	35%	50%	51%	—	3.0	3.4	3.3	—
This last year, I have had opportunities at work to learn and grow.	10	12	35	91	35	183	70%	60%	69%	—	3.7	3.7	3.7	—
When my program changes policies and procedures, I am informed in a timely manner.	10	28	44	79	19	180	35%	50%	54%	—	3.1	3.4	3.4	—
I get recognized when I do good work.	14	24	55	58	28	179		40%	48%	—		3.1	3.3	—
My co-workers are committed to doing quality work.	3	16	55	72	31	177	54%	65%	58%	—	3.5	3.8	3.6	—
When my program changes policies and procedures, I understand the reasons for change.	6	26	64	57	19	172	49%	58%	44%	—	3.2	3.6	3.3	—
I understand the mission of the program I work in.	4	7	18	92	61	182			84%	—			4.1	—
The way my work is evaluated is reasonable.	10	13	57	77	20	177			55%	—			3.5	—
I have access to training that will help me to do my job better.	5	17	51	67	15	155	65%	67%	53%	—	3.5	3.8	3.5	—
I have a high level of trust and confidence in executive management.	11	20	56	47	17	151			42%	—			3.3	—
I have a high level of trust and confidence in my program manager.	8	9	37	63	33	150			64%	—			3.7	—
I have a high level of trust and confidence in my supervisor.	7	11	31	52	51	152			68%	—			3.8	—
I know what is expected of me at work.	4	5	12	85	51	157	76%	85%	87%	—	3.9	4.3	4.1	—
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	4	6	31	70	46	157	66%	79%	74%	—	3.7	4.1	3.9	—
Overall, my workload is manageable.	10	23	31	72	22	158			59%	—			3.5	—
At work, I have the opportunity to do what I do best every day.	6	18	40	72	21	157	54%	68%	59%	—	3.3	3.7	3.5	—
My supervisor provides useful performance feedback.	5	5	26	38	19	93			61%	—			3.7	—
In my program staff are held accountable for their performance.	7	18	22	37	10	94		55%	50%	—		3.5	3.3	—
There is someone at work who encourages my development.	6	13	21	39	14	93	65%	47%	57%	—	3.5	3.3	3.5	—
My supervisor is open to using new ideas from staff to improve program operations.	4	5	21	37	23	90	65%	65%	67%	—	3.7	4.0	3.8	—

Declined to State

Figure 50. 2015 All Staff Survey Program Profile: Family and Children Services (FCS)

2015 All Staff Survey Program Profile: Family and Children Services (FCS)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	7	20	39	102	57	225	68%	71%	71%	↔	3.8	3.7	3.8	↔
At work, my opinions seem to count.	19	36	62	88	20	225	52%	36%	48%	↘	3.3	3.0	3.2	↔
My supervisor, or someone at work, seems to care about me as a person.	7	8	32	96	85	228			79%	↔			4.1	↔
Five years from now, I would like to be working for HSA.	17	20	44	83	56	220	57%	50%	63%	↔	3.5	3.3	3.6	↔
In my program, the clients are treated fairly and with respect.	6	8	43	97	68	222		82%	74%	↔		4.0	4.0	↔
My program manager seeks input before making decisions that affect my work.	18	29	69	79	29	224	31%	43%	48%	↔	2.8	3.1	3.3	↔
This last year, I have had opportunities at work to learn and grow.	7	22	27	105	63	224	72%	60%	75%	↘	3.7	3.6	3.9	↔
When my program changes policies and procedures, I am informed in a timely manner.	21	49	57	73	26	226	16%	31%	44%	↔	2.5	2.8	3.2	↔
I get recognized when I do good work.	21	41	62	84	17	225		44%	45%	↔		3.0	3.2	↔
My co-workers are committed to doing quality work.	3	13	47	100	65	228	76%	77%	72%	↔	3.9	4.0	3.9	↔
When my program changes policies and procedures, I understand the reasons for change.	15	42	67	82	21	227	37%	23%	45%	↘	3.0	2.7	3.2	↔
I understand the mission of the program I work in.	3	6	16	111	92	228			89%	↔			4.2	↔
The way my work is evaluated is reasonable.	9	30	74	86	25	224			50%	↔			3.4	↔
I have access to training that will help me to do my job better.	6	20	40	114	49	229	70%	65%	71%	↔	3.7	3.7	3.8	↔
I have a high level of trust and confidence in executive management.	27	28	90	57	24	226			36%	↔			3.1	↔
I have a high level of trust and confidence in my program manager.	15	18	61	83	47	224			58%	↔			3.6	↔
I have a high level of trust and confidence in my supervisor.	9	17	41	71	86	224			70%	↔			3.9	↔
I know what is expected of me at work.	2	7	18	123	77	227	85%	80%	88%	↔	4.0	4.0	4.2	↔
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	4	9	47	93	75	228	63%	70%	74%	↔	3.6	3.7	4.0	↔
Overall, my workload is manageable.	18	36	39	101	35	229			59%	↔			3.4	↔
At work, I have the opportunity to do what I do best every day.	8	32	58	95	36	229	60%	53%	57%	↔	3.4	3.4	3.5	↔
My supervisor provides useful performance feedback.	4	23	55	95	45	222			63%	↔			3.7	↔
In my program staff are held accountable for their performance.	9	45	62	80	29	225		40%	48%	↔		3.0	3.3	↔
There is someone at work who encourages my development.	13	25	35	95	54	222	63%	52%	67%	↘	3.5	3.3	3.7	↔
My supervisor is open to using new ideas from staff to improve program operations.	4	17	50	93	51	215	69%	57%	67%	↘	3.8	3.5	3.8	↔

Family and Children Services (FCS)

Figure 51. 2015 All Staff Survey Program Profile: Fiscal

2015 All Staff Survey Program Profile: Fiscal

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	0	0	4	23	9	36	84%	81%	89%	—	4.0	4.1	4.1	—
At work, my opinions seem to count.	1	1	8	18	8	36	68%	81%	72%	—	3.7	4.1	3.9	—
My supervisor, or someone at work, seems to care about me as a person.	0	1	2	15	19	37			92%	—			4.4	—
Five years from now, I would like to be working for HSA.	0	1	4	15	13	33	74%	87%	85%	—	3.7	4.2	4.2	—
In my program, the clients are treated fairly and with respect.	0	0	3	19	9	31		86%	90%	—		4.2	4.2	—
My program manager seeks input before making decisions that affect my work.	1	1	8	16	7	33	50%	73%	70%	—	3.5	4.0	3.8	—
This last year, I have had opportunities at work to learn and grow.	2	2	8	15	8	35	79%	88%	66%	—	3.8	4.3	3.7	—
When my program changes policies and procedures, I am informed in a timely manner.	0	2	4	21	8	35	65%	94%	83%	—	3.6	4.3	4.0	—
I get recognized when I do good work.	1	2	8	20	6	37		81%	70%	—		4.1	3.8	—
My co-workers are committed to doing quality work.	0	3	6	16	12	37	83%	87%	76%	—	4.0	4.1	4.0	—
When my program changes policies and procedures, I understand the reasons for change.	0	1	4	24	6	35	67%	100%	86%	—	3.7	4.3	4.0	—
I understand the mission of the program I work in.	0	1	0	23	11	35			97%	—			4.3	—
The way my work is evaluated is reasonable.	1	0	7	24	5	37			78%	—			3.9	—
I have access to training that will help me to do my job better.	1	0	3	26	6	36	72%	88%	89%	—	3.7	4.2	4.0	—
I have a high level of trust and confidence in executive management.	1	2	8	17	8	36			69%	—			3.8	—
I have a high level of trust and confidence in my program manager.	1	1	5	16	11	34			79%	—			4.0	—
I have a high level of trust and confidence in my supervisor.	0	1	4	14	17	36			86%	—			4.3	—
I know what is expected of me at work.	1	0	2	19	15	37	95%	94%	92%	—	4.3	4.4	4.3	—
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	1	1	22	13	37	89%	100%	95%	—	4.2	4.6	4.3	—
Overall, my workload is manageable.	0	1	6	21	9	37			81%	—			4.0	—
At work, I have the opportunity to do what I do best every day.	1	1	3	24	8	37	84%	94%	86%	—	3.8	4.4	4.0	—
My supervisor provides useful performance feedback.	0	1	4	24	8	37			86%	—			4.1	—
In my program staff are held accountable for their performance.	1	1	3	23	5	33		81%	85%	—		3.9	3.9	—
There is someone at work who encourages my development.	1	3	6	14	10	34	58%	67%	71%	—	3.4	3.9	3.9	—
My supervisor is open to using new ideas from staff to improve program operations.	0	0	4	21	9	34	84%	87%	88%	—	4.1	4.1	4.1	—

Fiscal

Figure 52. 2015 All Staff Survey Program Profile: Housing and Homeless

2015 All Staff Survey Program Profile: Housing and Homeless

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	1	0	1	10	12	24	77%	87%	92%	↗	3.9	4.3	4.3	↗
At work, my opinions seem to count.	1	0	3	11	9	24	69%	80%	83%	↗	3.7	3.9	4.1	↗
My supervisor, or someone at work, seems to care about me as a person.	0	0	1	15	8	24			96%				4.3	
Five years from now, I would like to be working for HSA.	1	2	2	7	12	24	92%	92%	79%	↘	4.4	4.3	4.1	↘
In my program, the clients are treated fairly and with respect.	0	1	2	10	11	24		100%	88%	↘		4.7	4.3	↘
My program manager seeks input before making decisions that affect my work.	1	0	2	10	11	24	75%	67%	88%	↘	3.8	3.9	4.3	↗
This last year, I have had opportunities at work to learn and grow.	0	2	1	10	10	23	92%	60%	87%	↘	4.1	3.4	4.2	↘
When my program changes policies and procedures, I am informed in a timely manner.	1	0	1	13	9	24	62%	71%	92%	↗	3.5	3.6	4.2	↗
I get recognized when I do good work.	1	2	3	11	6	23		73%	74%	↔		4.0	3.8	↘
My co-workers are committed to doing quality work.	0	1	0	15	8	24	67%	93%	96%	↗	3.9	4.6	4.3	↗
When my program changes policies and procedures, I understand the reasons for change.	0	1	1	13	9	24	75%	93%	92%	↗	3.6	4.0	4.3	↗
I understand the mission of the program I work in.	0	0	0	10	14	24			100%				4.6	
The way my work is evaluated is reasonable.	1	3	2	12	6	24			75%				3.8	
I have access to training that will help me to do my job better.	0	3	4	12	5	24	69%	87%	71%	↘	3.6	4.1	3.8	↘
I have a high level of trust and confidence in executive management.	1	2	6	6	9	24			63%				3.8	
I have a high level of trust and confidence in my program manager.	1	0	1	8	13	23			91%				4.4	
I have a high level of trust and confidence in my supervisor.	1	1	4	8	10	24			75%				4.0	
I know what is expected of me at work.	0	1	0	10	13	24	77%	87%	96%	↗	3.8	4.5	4.5	↗
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	0	3	7	14	24	75%	87%	88%	↗	4.1	4.3	4.5	↗
Overall, my workload is manageable.	1	2	1	12	8	24			83%				4.0	
At work, I have the opportunity to do what I do best every day.	0	2	4	8	10	24	54%	71%	75%	↗	3.3	3.9	4.1	↗
My supervisor provides useful performance feedback.	1	2	2	14	5	24			79%				3.8	
In my program staff are held accountable for their performance.	1	1	2	15	5	24		73%	83%	↗		3.9	3.9	↔
There is someone at work who encourages my development.	0	0	6	11	7	24	64%	79%	75%	↘	3.3	3.9	4.0	↗
My supervisor is open to using new ideas from staff to improve program operations.	1	1	4	8	8	22	75%	73%	73%	↔	3.8	3.9	4.0	↗

Housing and Homeless

Figure 53. 2015 All Staff Survey Program Profile: In-Home Support Services (IHSS)

2015 All Staff Survey Program Profile: In-Home Supportive Services (IHSS)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	5	4	22	46	11	88	53%	76%	65%	↘	3.3	3.8	3.6	↘
At work, my opinions seem to count.	5	9	26	30	16	86	34%	44%	53%	↘	2.9	3.4	3.5	↘
My supervisor, or someone at work, seems to care about me as a person.	2	5	7	47	27	88			84%	↘			4.0	↘
Five years from now, I would like to be working for HSA.	2	3	18	31	33	87	52%	82%	74%	↘	3.5	4.0	4.0	↘
In my program, the clients are treated fairly and with respect.	1	4	10	46	27	88		83%	83%	↘		4.0	4.1	↘
My program manager seeks input before making decisions that affect my work.	5	3	25	43	12	88	21%	72%	63%	↘	2.5	3.8	3.6	↘
This last year, I have had opportunities at work to learn and grow.	2	7	16	39	20	84	61%	72%	70%	↘	3.5	3.8	3.8	↘
When my program changes policies and procedures, I am informed in a timely manner.	4	8	21	37	16	86	40%	71%	62%	↘	3.1	3.7	3.6	↘
I get recognized when I do good work.	4	10	17	38	16	85		54%	64%	↘		3.4	3.6	↘
My co-workers are committed to doing quality work.	4	4	19	46	14	87	66%	66%	69%	↘	3.7	3.7	3.7	↘
When my program changes policies and procedures, I understand the reasons for change.	1	7	27	41	10	86	38%	66%	59%	↘	2.9	3.7	3.6	↘
I understand the mission of the program I work in.	1	2	4	40	41	88			92%	↘			4.3	↘
The way my work is evaluated is reasonable.	1	7	19	47	12	86			69%	↘			3.7	↘
I have access to training that will help me to do my job better.	2	7	16	46	17	88	76%	86%	72%	↘	3.8	4.0	3.8	↘
I have a high level of trust and confidence in executive management.	4	4	37	31	11	87			48%	↘			3.5	↘
I have a high level of trust and confidence in my program manager.	4	4	23	36	19	86			64%	↘			3.7	↘
I have a high level of trust and confidence in my supervisor.	5	3	14	30	36	88			75%	↘			4.0	↘
I know what is expected of me at work.	1	4	5	39	39	88	88%	91%	89%	↘	4.1	4.2	4.3	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	1	3	12	42	30	88	69%	86%	82%	↘	3.8	4.1	4.1	↘
Overall, my workload is manageable.	6	11	22	37	11	87			55%	↘			3.4	↘
At work, I have the opportunity to do what I do best every day.	1	4	27	39	17	88	58%	79%	64%	↘	3.5	3.9	3.8	↘
My supervisor provides useful performance feedback.	4	4	13	44	23	88			76%	↘			3.9	↘
In my program staff are held accountable for their performance.	6	11	18	42	11	88		61%	60%	↘		3.4	3.5	↘
There is someone at work who encourages my development.	3	12	15	36	22	88	37%	59%	66%	↘	3.0	3.5	3.7	↘
My supervisor is open to using new ideas from staff to improve program operations.	5	4	20	36	22	87	53%	74%	67%	↘	3.3	3.8	3.8	↘

In-Home Support Services (IHSS)

Figure 54. 2015 All Staff Survey Program Profile: Investigations

2015 All Staff Survey Program Profile: Investigations

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	1	6	6	15	9	37	52%	58%	65%	↗	3.5	3.7	3.7	↔
At work, my opinions seem to count.	5	4	8	14	9	40	44%	62%	58%	↘	3.3	3.5	3.5	↔
My supervisor, or someone at work, seems to care about me as a person.	1	2	2	14	19	38			87%	↗			4.3	↔
Five years from now, I would like to be working for HSA.	1	1	9	14	12	37	68%	73%	70%	↘	3.8	3.9	3.9	↔
In my program, the clients are treated fairly and with respect.	1	0	7	17	13	38		94%	79%	↘		4.4	4.1	↘
My program manager seeks input before making decisions that affect my work.	5	4	11	14	3	37	31%	55%	46%	↘	2.9	3.4	3.2	↘
This last year, I have had opportunities at work to learn and grow.	2	3	3	25	6	39	50%	77%	79%	↗	3.3	3.8	3.8	↗
When my program changes policies and procedures, I am informed in a timely manner.	1	7	3	21	8	40	42%	54%	73%	↗	3.2	3.4	3.7	↗
I get recognized when I do good work.	4	4	7	17	8	40		59%	63%	↗		3.6	3.5	↘
My co-workers are committed to doing quality work.	0	1	11	11	16	39	56%	68%	69%	↗	3.6	3.6	4.1	↗
When my program changes policies and procedures, I understand the reasons for change.	1	6	13	15	5	40	38%	61%	50%	↘	3.1	3.3	3.4	↗
I understand the mission of the program I work in.	0	1	2	22	15	40			93%	↗			4.3	↔
The way my work is evaluated is reasonable.	3	3	4	22	6	38			74%	↗			3.7	↔
I have access to training that will help me to do my job better.	1	4	12	15	7	39	38%	69%	56%	↘	3.1	3.7	3.6	↘
I have a high level of trust and confidence in executive management.	7	4	16	10	4	41			34%	↘			3.0	↔
I have a high level of trust and confidence in my program manager.	4	2	8	18	9	41			66%	↗			3.6	↔
I have a high level of trust and confidence in my supervisor.	3	1	4	13	20	41			80%	↗			4.1	↔
I know what is expected of me at work.	0	0	1	18	22	41	85%	80%	98%	↗	4.1	4.0	4.5	↗
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	3	6	15	15	39	67%	77%	77%	↔	4.0	4.0	4.1	↗
Overall, my workload is manageable.	2	3	7	21	8	41			71%	↗			3.7	↔
At work, I have the opportunity to do what I do best every day.	0	2	10	17	12	41	52%	66%	71%	↗	3.5	3.6	4.0	↗
My supervisor provides useful performance feedback.	1	4	7	19	10	41			71%	↗			3.8	↔
In my program staff are held accountable for their performance.	2	6	3	25	5	41		62%	73%	↗		3.4	3.6	↗
There is someone at work who encourages my development.	1	4	10	15	10	40	54%	62%	63%	↔	3.3	3.6	3.7	↗
My supervisor is open to using new ideas from staff to improve program operations.	2	2	2	22	11	39	52%	63%	85%	↗	3.3	3.7	4.0	↗

Investigations

Figure 55. 2015 All Staff Survey Program Profile: Information Technology (IT)

2015 All Staff Survey Program Profile: Information Technology (IT)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	0	1	14	19	7	41	63%	62%	63%	—	3.5	3.5	3.8	—
At work, my opinions seem to count.	0	4	7	23	5	39	44%	54%	72%	—	2.9	3.5	3.7	—
My supervisor, or someone at work, seems to care about me as a person.	0	4	7	18	11	40			73%	—			3.9	—
Five years from now, I would like to be working for HSA.	0	1	14	14	10	39	54%	38%	62%	—	3.5	3.4	3.8	—
In my program, the clients are treated fairly and with respect.	0	2	6	13	7	28		86%	71%	—		4.3	3.9	—
My program manager seeks input before making decisions that affect my work.	2	5	13	17	2	39	58%	31%	49%	—	3.2	2.9	3.3	—
This last year, I have had opportunities at work to learn and grow.	0	5	7	20	8	40	62%	54%	70%	—	3.4	3.2	3.8	—
When my program changes policies and procedures, I am informed in a timely manner.	0	4	7	25	4	40	52%	50%	73%	—	3.2	3.2	3.7	—
I get recognized when I do good work.	1	9	11	17	2	40		15%	48%	—		2.5	3.3	—
My co-workers are committed to doing quality work.	0	5	12	19	5	41	78%	31%	59%	—	4.1	3.2	3.6	—
When my program changes policies and procedures, I understand the reasons for change.	0	6	12	19	2	39	44%	31%	54%	—	3.2	3.2	3.4	—
I understand the mission of the program I work in.	1	1	3	26	10	41			88%	—			4.0	—
The way my work is evaluated is reasonable.	0	3	13	22	2	40			60%	—			3.6	—
I have access to training that will help me to do my job better.	1	6	8	21	4	40	65%	54%	63%	—	3.5	3.5	3.5	—
I have a high level of trust and confidence in executive management.	2	2	17	15	3	39			46%	—			3.4	—
I have a high level of trust and confidence in my program manager.	0	2	15	15	7	39			56%	—			3.7	—
I have a high level of trust and confidence in my supervisor.	0	0	11	18	11	40			73%	—			4.0	—
I know what is expected of me at work.	1	0	6	29	5	41	67%	85%	83%	—	3.7	3.8	3.9	—
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	2	3	25	11	41	70%	54%	88%	—	3.7	3.5	4.1	—
Overall, my workload is manageable.	3	2	11	21	4	41			61%	—			3.5	—
At work, I have the opportunity to do what I do best every day.	0	5	9	22	5	41	62%	62%	66%	—	3.7	3.7	3.7	—
My supervisor provides useful performance feedback.	0	9	8	23	1	41			59%	—			3.4	—
In my program staff are held accountable for their performance.	4	7	7	20	2	40		31%	55%	—		2.7	3.2	—
There is someone at work who encourages my development.	0	10	9	22	0	41	58%	42%	54%	—	3.4	3.0	3.3	—
My supervisor is open to using new ideas from staff to improve program operations.	0	5	8	20	7	40	77%	69%	68%	—	3.8	3.8	3.7	—

Information Technology (IT)

Figure 56. 2015 All Staff Survey Program Profile: Medi-Cal

2015 All Staff Survey Program Profile: Medi-Cal

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	4	18	29	84	30	165	64%	70%	69%	—	3.7	3.7	3.7	—
At work, my opinions seem to count.	8	27	49	59	18	161	41%	33%	48%	—	3.0	2.9	3.3	—
My supervisor, or someone at work, seems to care about me as a person.	6	5	27	61	66	165			77%				4.1	—
Five years from now, I would like to be working for HSA.	3	10	31	61	55	160	67%	69%	73%	—	3.8	3.7	4.0	—
In my program, the clients are treated fairly and with respect.	1	9	17	82	53	162		85%	83%	—		4.2	4.1	—
My program manager seeks input before making decisions that affect my work.	9	24	51	50	26	160	43%	38%	48%	—	3.1	3.0	3.4	—
This last year, I have had opportunities at work to learn and grow.	4	13	26	76	45	164	55%	60%	74%	—	3.5	3.6	3.9	—
When my program changes policies and procedures, I am informed in a timely manner.	6	27	26	81	25	165	44%	52%	64%	—	3.1	3.3	3.6	—
I get recognized when I do good work.	8	26	32	74	22	162		46%	59%	—		3.3	3.5	—
My co-workers are committed to doing quality work.	5	21	49	67	21	163	62%	63%	54%	—	3.7	3.6	3.5	—
When my program changes policies and procedures, I understand the reasons for change.	7	18	47	75	16	163	50%	44%	56%	—	3.2	3.2	3.5	—
I understand the mission of the program I work in.	0	2	14	97	51	164			90%				4.2	—
The way my work is evaluated is reasonable.	6	23	38	71	27	165			59%				3.5	—
I have access to training that will help me to do my job better.	8	19	39	72	24	162	60%	52%	59%	—	3.5	3.4	3.5	—
I have a high level of trust and confidence in executive management.	8	20	53	56	18	155			48%				3.4	—
I have a high level of trust and confidence in my program manager.	6	18	46	59	29	158			56%				3.6	—
I have a high level of trust and confidence in my supervisor.	3	11	26	65	60	165			76%				4.0	—
I know what is expected of me at work.	0	4	11	99	51	165	92%	90%	91%	—	4.2	4.1	4.2	—
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	4	24	89	46	163	85%	73%	83%	—	4.2	3.9	4.1	—
Overall, my workload is manageable.	27	39	41	44	13	164			35%				2.9	—
At work, I have the opportunity to do what I do best every day.	5	20	39	79	22	165	64%	69%	61%	—	3.7	3.7	3.6	—
My supervisor provides useful performance feedback.	4	11	29	75	44	163			73%				3.9	—
In my program staff are held accountable for their performance.	12	28	53	60	11	164		57%	43%	—		3.4	3.2	—
There is someone at work who encourages my development.	7	22	41	55	32	157	54%	46%	55%	—	3.4	3.3	3.5	—
My supervisor is open to using new ideas from staff to improve program operations.	6	9	35	73	34	157	71%	54%	68%	—	3.7	3.6	3.8	—

Medi-Cal

Figure 57. 2015 All Staff Survey Program Profile: The Office of Early Care and Education (OECE)

2015 All Staff Survey Program Profile: The Office of Early Care and Education (OECE)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2015 % Agree	2015 Mean
My program tries to implement "best practices" to improve services.	0	1	2	2	3	8	63%	3.9
At work, my opinions seem to count.	1	1	1	2	3	8	63%	3.6
My supervisor, or someone at work, seems to care about me as a person.	1	0	1	2	4	8	75%	4.0
Five years from now, I would like to be working for HSA.	0	0	3	1	4	8	63%	4.1
In my program, the clients are treated fairly and with respect.	0	1	1	2	4	8	75%	4.1
My program manager seeks input before making decisions that affect my work.	1	1	1	0	5	8	63%	3.9
This last year, I have had opportunities at work to learn and grow.	0	2	0	3	3	8	75%	3.9
When my program changes policies and procedures, I am informed in a timely manner.	1	2	0	4	1	8	63%	3.3
I get recognized when I do good work.	1	0	1	5	1	8	75%	3.6
My co-workers are committed to doing quality work.	1	2	1	3	1	8	50%	3.1
When my program changes policies and procedures, I understand the reasons for change.	1	0	0	4	3	8	88%	4.0
I understand the mission of the program I work in.	0	0	1	3	4	8	88%	4.4
The way my work is evaluated is reasonable.	0	1	1	5	1	8	75%	3.8
I have access to training that will help me to do my job better.	0	0	1	7	0	8	88%	3.9
I have a high level of trust and confidence in executive management.	1	0	2	1	4	8	63%	3.9
I have a high level of trust and confidence in my program manager.	0	0	1	3	4	8	88%	4.4
I have a high level of trust and confidence in my supervisor.	2	2	0	1	3	8	50%	3.1
I know what is expected of me at work.	0	0	1	4	3	8	88%	4.3
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	1	0	0	4	3	8	88%	4.0
Overall, my workload is manageable.	0	0	2	4	2	8	75%	4.0
At work, I have the opportunity to do what I do best every day.	0	0	2	3	3	8	75%	4.1
My supervisor provides useful performance feedback.	1	1	1	4	1	8	63%	3.4
In my program staff are held accountable for their performance.	2	2	2	1	1	8	25%	2.6
There is someone at work who encourages my development.	0	1	3	1	3	8	50%	3.8
My supervisor is open to using new ideas from staff to improve program operations.	1	1	0	4	2	8	75%	3.6

The Office of Early Care and Education (OECE)

Figure 58. 2015 All Staff Survey Program Profile: The Office on the Aging (OOA)

2015 All Staff Survey Program Profile: The Office on the Aging (OOA)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	0	0	1	4	2	7	80%	83%	86%	↔	4.2	4.5	4.1	↔
At work, my opinions seem to count.	0	0	1	4	2	7	100%	83%	86%	↔	4.2	4.3	4.1	↔
My supervisor, or someone at work, seems to care about me as a person.	0	0	1	2	3	6			83%				4.3	
Five years from now, I would like to be working for HSA.	1	0	2	4	0	7	80%	83%	57%	↔	4.0	4.0	3.3	↔
In my program, the clients are treated fairly and with respect.	0	0	1	2	3	6		83%	83%			4.3	4.3	↔
My program manager seeks input before making decisions that affect my work.	0	1	2	2	2	7	80%	83%	57%	↔	4.6	4.3	3.7	↔
This last year, I have had opportunities at work to learn and grow.	1	0	0	3	3	7	80%	83%	86%	↔	4.2	4.0	4.0	↔
When my program changes policies and procedures, I am informed in a timely manner.	1	0	2	4	0	7	40%	80%	57%	↗	3.4	4.2	3.3	↗
I get recognized when I do good work.	1	0	1	4	0	6		67%	67%			3.8	3.3	↔
My co-workers are committed to doing quality work.	0	0	1	4	2	7	80%	100%	86%	↗	4.0	4.3	4.1	↔
When my program changes policies and procedures, I understand the reasons for change.	0	2	0	4	1	7	80%	83%	71%	↔	3.8	4.2	3.6	↗
I understand the mission of the program I work in.	0	1	0	1	5	7			86%				4.4	
The way my work is evaluated is reasonable.	1	0	0	6	0	7			86%				3.6	
I have access to training that will help me to do my job better.	1	0	1	4	1	7	80%	83%	71%	↔	3.8	4.0	3.6	↔
I have a high level of trust and confidence in executive management.	1	0	1	4	1	7			71%				3.6	
I have a high level of trust and confidence in my program manager.	1	0	0	4	2	7			86%				3.9	
I have a high level of trust and confidence in my supervisor.	0	1	0	3	3	7			86%				4.1	
I know what is expected of me at work.	0	0	1	2	3	6	100%	100%	83%	↔	4.6	4.7	4.3	↔
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	1	2	2	1	6	80%	100%	50%	↗	4.4	4.5	3.5	↔
Overall, my workload is manageable.	0	1	1	5	0	7			71%				3.6	
At work, I have the opportunity to do what I do best every day.	0	2	1	2	2	7	80%	100%	57%	↗	4.2	4.5	3.6	↔
My supervisor provides useful performance feedback.	1	0	3	3	0	7			43%				3.1	
In my program staff are held accountable for their performance.	1	1	2	2	1	7		100%	43%	↘		4.3	3.1	↘
There is someone at work who encourages my development.	1	0	1	5	0	7	60%	60%	71%	↔	4.0	3.6	3.4	↔
My supervisor is open to using new ideas from staff to improve program operations.	1	1	1	3	1	7	100%	83%	57%	↗	4.4	4.0	3.3	↗

The Office on the Aging (OOA)

Figure 59. 2015 All Staff Survey Program Profile: Other¹¹

2015 All Staff Survey Program Profile: Other

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2015 % Agree	2015 Mean
My program tries to implement "best practices" to improve services.	3	0	6	5	3	17	47%	3.3
At work, my opinions seem to count.	1	3	4	7	2	17	53%	3.4
My supervisor, or someone at work, seems to care about me as a person.	0	2	6	5	4	17	53%	3.6
Five years from now, I would like to be working for HSA.	0	4	5	4	4	17	47%	3.5
In my program, the clients are treated fairly and with respect.	1	1	3	6	4	15	67%	3.7
My program manager seeks input before making decisions that affect my work.	5	3	3	4	2	17	35%	2.7
This last year, I have had opportunities at work to learn and grow.	0	1	6	5	3	15	53%	3.7
When my program changes policies and procedures, I am informed in a timely manner.	2	1	5	8	1	17	53%	3.3
I get recognized when I do good work.	3	3	4	6	1	17	41%	2.9
My co-workers are committed to doing quality work.	0	0	6	6	5	17	65%	3.9
When my program changes policies and procedures, I understand the reasons for change.	1	1	6	8	1	17	53%	3.4
I understand the mission of the program I work in.	0	0	1	9	7	17	94%	4.4
The way my work is evaluated is reasonable.	0	1	9	5	2	17	41%	3.5
I have access to training that will help me to do my job better.	1	3	6	4	1	15	33%	3.1
I have a high level of trust and confidence in executive management.	2	3	7	1	4	17	29%	3.1
I have a high level of trust and confidence in my program manager.	3	2	5	3	3	16	38%	3.1
I have a high level of trust and confidence in my supervisor.	0	0	4	5	6	15	73%	4.1
I know what is expected of me at work.	0	0	3	11	3	17	82%	4.0
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	1	3	8	5	17	76%	4.0
Overall, my workload is manageable.	2	0	9	3	2	16	31%	3.2
At work, I have the opportunity to do what I do best every day.	0	3	3	10	1	17	65%	3.5
My supervisor provides useful performance feedback.	0	1	8	6	2	17	47%	3.5
In my program staff are held accountable for their performance.	0	5	4	7	1	17	47%	3.2
There is someone at work who encourages my development.	1	2	6	6	1	16	44%	3.3
My supervisor is open to using new ideas from staff to improve program operations.	0	0	6	8	3	17	65%	3.8

Other

¹¹ "Other" consists of staff who selected "other" program, but either did not specify their program or did not fall into the program categories.

Figure 60. 2015 All Staff Survey Program Profile: Other DAAS

2015 All Staff Survey Program Profile: Other DAAS

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	0	5	9	23	12	49	100%	56%	71%	↘	4.5	3.9	3.9	↘
At work, my opinions seem to count.	2	7	11	18	11	49	80%	50%	59%	↘	4.2	3.4	3.6	↘
My supervisor, or someone at work, seems to care about me as a person.	1	4	6	20	18	49			78%	—			4.0	—
Five years from now, I would like to be working for HSA.	0	0	5	18	22	45	80%	67%	89%	↘	4.1	3.5	4.4	↘
In my program, the clients are treated fairly and with respect.	0	2	4	22	20	48		88%	88%	—		4.2	4.3	—
My program manager seeks input before making decisions that affect my work.	5	4	10	15	15	49	64%	50%	61%	↘	3.9	3.4	3.6	↘
This last year, I have had opportunities at work to learn and grow.	1	3	6	21	17	48	100%	63%	79%	↘	4.5	3.9	4.0	↘
When my program changes policies and procedures, I am informed in a timely manner.	2	8	6	25	5	46	90%	69%	65%	↘	4.0	3.8	3.5	↘
I get recognized when I do good work.	1	6	13	16	13	49		56%	59%	—		3.8	3.7	—
My co-workers are committed to doing quality work.	0	2	9	24	14	49	82%	81%	78%	—	4.1	4.2	4.0	—
When my program changes policies and procedures, I understand the reasons for change.	2	6	9	21	8	46	80%	63%	63%	↘	4.1	3.8	3.6	↘
I understand the mission of the program I work in.	1	1	2	25	20	49			92%	—			4.3	—
The way my work is evaluated is reasonable.	0	1	14	20	12	47			68%	—			3.9	—
I have access to training that will help me to do my job better.	1	4	11	22	11	49	89%	75%	67%	↘	4.2	3.8	3.8	↘
I have a high level of trust and confidence in executive management.	4	4	8	20	12	48			67%	—			3.7	—
I have a high level of trust and confidence in my program manager.	4	2	9	16	15	46			67%	—			3.8	—
I have a high level of trust and confidence in my supervisor.	2	2	11	12	21	48			69%	—			4.0	—
I know what is expected of me at work.	1	2	9	19	18	49	91%	75%	76%	↘	4.4	3.9	4.0	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	2	1	6	21	18	48	100%	69%	81%	↘	4.4	3.8	4.1	↘
Overall, my workload is manageable.	4	4	6	26	7	47			70%	—			3.6	—
At work, I have the opportunity to do what I do best every day.	1	6	5	25	12	49	91%	56%	76%	↘	4.2	3.8	3.8	↘
My supervisor provides useful performance feedback.	2	4	13	20	9	48			60%	—			3.6	—
In my program staff are held accountable for their performance.	1	4	11	26	4	46		56%	65%	—		3.4	3.6	—
There is someone at work who encourages my development.	0	6	13	17	13	49	73%	50%	61%	↘	4.1	3.2	3.8	↘
My supervisor is open to using new ideas from staff to improve program operations.	1	4	5	21	14	45	82%	50%	78%	↘	4.3	3.4	4.0	↘

Other DAAS

Figure 61. 2015 All Staff Survey Program Profile: PA/PG/PC/RP

2015 All Staff Survey Program Profile: PA/PG/PC/RP

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	1	6	7	7	6	27	72%	86%	48%	↘	3.7	4.1	3.4	↘
At work, my opinions seem to count.	2	4	6	12	4	28	50%	74%	57%	↘	3.4	4.1	3.4	↘
My supervisor, or someone at work, seems to care about me as a person.	0	0	4	8	16	28			86%	↔			4.4	↔
Five years from now, I would like to be working for HSA.	0	2	2	14	10	28	56%	79%	86%	↘	3.7	4.1	4.1	↘
In my program, the clients are treated fairly and with respect.	0	0	2	8	18	28		91%	93%	↘		4.6	4.6	↔
My program manager seeks input before making decisions that affect my work.	3	6	6	9	4	28	59%	63%	46%	↘	3.5	3.8	3.2	↘
This last year, I have had opportunities at work to learn and grow.	2	2	3	15	6	28	81%	71%	75%	↘	4.0	3.9	3.8	↘
When my program changes policies and procedures, I am informed in a timely manner.	3	5	4	9	5	26	47%	58%	54%	↘	2.9	3.8	3.3	↘
I get recognized when I do good work.	2	5	4	9	8	28		60%	61%	↔		3.7	3.6	↘
My co-workers are committed to doing quality work.	0	2	6	13	7	28	69%	94%	71%	↘	3.8	4.3	3.9	↘
When my program changes policies and procedures, I understand the reasons for change.	3	4	6	9	3	25	63%	64%	48%	↘	3.4	3.6	3.2	↘
I understand the mission of the program I work in.	0	2	0	11	15	28			93%	↔			4.4	↔
The way my work is evaluated is reasonable.	1	2	7	12	5	27			63%	↔			3.7	↔
I have access to training that will help me to do my job better.	1	2	5	15	5	28	76%	94%	71%	↘	4.1	4.3	3.8	↘
I have a high level of trust and confidence in executive management.	2	5	9	7	5	28			43%	↔			3.3	↔
I have a high level of trust and confidence in my program manager.	4	3	6	6	9	28			54%	↔			3.5	↔
I have a high level of trust and confidence in my supervisor.	2	1	4	5	16	28			75%	↔			4.1	↔
I know what is expected of me at work.	0	0	1	15	12	28	72%	97%	96%	↘	3.9	4.4	4.4	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	0	4	13	11	28	81%	82%	86%	↘	3.9	4.1	4.3	↘
Overall, my workload is manageable.	0	1	3	18	5	27			85%	↔			4.0	↔
At work, I have the opportunity to do what I do best every day.	0	2	3	14	9	28	83%	86%	82%	↘	4.2	4.2	4.1	↘
My supervisor provides useful performance feedback.	1	2	3	12	10	28			79%	↔			4.0	↔
In my program staff are held accountable for their performance.	2	4	9	9	4	28		66%	46%	↘		3.5	3.3	↘
There is someone at work who encourages my development.	1	1	7	10	8	27	67%	74%	67%	↘	3.7	3.9	3.9	↘
My supervisor is open to using new ideas from staff to improve program operations.	1	3	3	11	10	28	82%	75%	75%	↘	4.0	4.0	3.9	↘

*The Public Administrator, Public Guardian, Public Conservator, and Representative Payee Programs are under DAAS.

PA/PG/PC/RP

Figure 62. 2015 All Staff Survey Program Profile: Personnel

2015 All Staff Survey Program Profile: Personnel

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	2	7	7	17	7	40	67%	88%	60%	↘	3.6	4.1	3.5	↘
At work, my opinions seem to count.	5	7	5	13	11	41	47%	59%	59%	↔	3.3	3.5	3.4	↔
My supervisor, or someone at work, seems to care about me as a person.	1	4	9	15	13	42			67%				3.8	
Five years from now, I would like to be working for HSA.	3	7	7	19	6	42	64%	54%	60%	↔	3.7	3.4	3.4	↔
In my program, the clients are treated fairly and with respect.	0	2	12	16	8	38		92%	63%	↘		4.2	3.8	↘
My program manager seeks input before making decisions that affect my work.	4	7	7	13	9	40	57%	60%	55%	↔	3.4	3.5	3.4	↔
This last year, I have had opportunities at work to learn and grow.	1	4	6	18	12	41	57%	75%	73%	↘	3.4	3.9	3.9	↘
When my program changes policies and procedures, I am informed in a timely manner.	5	7	2	21	4	39	33%	53%	64%	↗	3.0	3.4	3.3	↗
I get recognized when I do good work.	3	8	8	15	8	42		47%	55%	↔		3.4	3.4	↔
My co-workers are committed to doing quality work.	0	5	9	18	10	42	60%	75%	67%	↘	3.8	3.8	3.8	↔
When my program changes policies and procedures, I understand the reasons for change.	1	7	11	17	3	39	46%	47%	51%	↔	3.2	3.3	3.4	↗
I understand the mission of the program I work in.	2	0	8	14	17	41			76%				4.1	
The way my work is evaluated is reasonable.	5	7	8	13	7	40			50%				3.3	
I have access to training that will help me to do my job better.	2	4	15	15	6	42	80%	71%	50%	↘	3.7	3.6	3.5	↘
I have a high level of trust and confidence in executive management.	6	6	10	11	9	42			48%				3.3	
I have a high level of trust and confidence in my program manager.	7	5	8	11	11	42			52%				3.3	
I have a high level of trust and confidence in my supervisor.	1	5	9	12	15	42			64%				3.8	
I know what is expected of me at work.	0	2	5	21	14	42	87%	71%	83%	↘	4.1	3.9	4.1	↔
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	1	8	19	14	42	100%	81%	79%	↘	4.1	4.3	4.1	↔
Overall, my workload is manageable.	3	5	4	22	8	42			71%				3.6	
At work, I have the opportunity to do what I do best every day.	1	5	8	17	11	42	93%	69%	67%	↘	4.1	3.8	3.8	↘
My supervisor provides useful performance feedback.	3	5	5	21	7	41			68%				3.6	
In my program staff are held accountable for their performance.	1	8	9	20	4	42		59%	57%	↔		3.2	3.4	↗
There is someone at work who encourages my development.	1	5	8	19	8	41	53%	47%	66%	↘	3.7	3.2	3.7	↘
My supervisor is open to using new ideas from staff to improve program operations.	1	4	9	18	10	42	80%	56%	67%	↘	3.8	3.4	3.8	↘

Personnel

Figure 63. 2015 All Staff Survey Program Profile: Planning and Budget

2015 All Staff Survey Program Profile: Planning and Budget

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	0	0	1	7	8	16	100%	80%	94%	↘	4.3	4.2	4.4	↔
At work, my opinions seem to count.	0	1	1	11	3	16	100%	87%	88%	↘	4.8	4.3	4.0	↘
My supervisor, or someone at work, seems to care about me as a person.	1	0	2	6	8	17			82%	↔			4.2	↔
Five years from now, I would like to be working for HSA.	0	1	1	7	8	17	85%	73%	88%	↘	4.4	3.9	4.3	↘
In my program, the clients are treated fairly and with respect.	0	0	0	7	6	13		100%	100%	↔		4.8	4.5	↔
My program manager seeks input before making decisions that affect my work.	0	1	3	4	9	17	100%	86%	76%	↘	4.4	4.2	4.2	↔
This last year, I have had opportunities at work to learn and grow.	0	0	3	8	6	17	92%	93%	82%	↔	4.7	4.3	4.2	↘
When my program changes policies and procedures, I am informed in a timely manner.	0	1	2	6	7	16	73%	77%	81%	↔	4.1	4.0	4.2	↔
I get recognized when I do good work.	0	2	1	7	7	17		80%	82%	↔		4.1	4.1	↔
My co-workers are committed to doing quality work.	0	0	2	3	12	17	100%	93%	88%	↘	4.7	4.5	4.6	↔
When my program changes policies and procedures, I understand the reasons for change.	0	0	5	4	7	16	100%	92%	69%	↘	4.4	4.3	4.1	↘
I understand the mission of the program I work in.	0	0	0	3	13	16			100%	↔			4.8	↔
The way my work is evaluated is reasonable.	0	0	3	7	7	17			82%	↔			4.2	↔
I have access to training that will help me to do my job better.	0	1	1	10	5	17	92%	86%	88%	↘	4.4	4.1	4.1	↘
I have a high level of trust and confidence in executive management.	1	0	2	7	7	17			82%	↔			4.1	↔
I have a high level of trust and confidence in my program manager.	0	0	3	5	7	15			80%	↔			4.3	↔
I have a high level of trust and confidence in my supervisor.	0	0	2	3	11	16			88%	↔			4.6	↔
I know what is expected of me at work.	0	1	0	10	6	17	100%	100%	94%	↔	4.4	4.5	4.2	↘
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	0	0	4	12	16	100%	100%	100%	↔	4.7	4.6	4.8	↔
Overall, my workload is manageable.	1	1	0	9	6	17			88%	↔			4.1	↔
At work, I have the opportunity to do what I do best every day.	0	1	1	10	5	17	85%	80%	88%	↘	4.2	4.1	4.1	↔
My supervisor provides useful performance feedback.	0	2	2	7	6	17			76%	↔			4.0	↔
In my program staff are held accountable for their performance.	0	1	1	6	8	16		83%	88%	↔		4.3	4.3	↔
There is someone at work who encourages my development.	0	2	3	6	6	17	86%	80%	71%	↘	4.1	4.1	3.9	↘
My supervisor is open to using new ideas from staff to improve program operations.	0	1	0	6	9	16	93%	93%	94%	↔	4.4	4.4	4.4	↔

Planning and Budget

Figure 64. 2015 All Staff Survey Program Profile: Support Services

2015 All Staff Survey Program Profile: Support Services

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	2	4	10	28	12	56	61%	67%	71%	—	3.6	3.6	3.8	—
At work, my opinions seem to count.	4	8	8	26	11	57	51%	61%	65%	—	3.2	3.4	3.6	—
My supervisor, or someone at work, seems to care about me as a person.	3	6	8	20	20	57			70%				3.8	
Five years from now, I would like to be working for HSA.	3	1	10	23	20	57	73%	63%	75%	—	3.9	3.5	4.0	—
In my program, the clients are treated fairly and with respect.	5	1	12	20	15	53		73%	66%	—		3.7	3.7	—
My program manager seeks input before making decisions that affect my work.	7	4	13	22	9	55	42%	53%	56%	—	3.2	3.4	3.4	—
This last year, I have had opportunities at work to learn and grow.	5	7	9	20	14	55	57%	79%	62%	—	3.4	3.8	3.6	—
When my program changes policies and procedures, I am informed in a timely manner.	3	10	10	24	10	57	51%	53%	60%	—	3.2	3.1	3.5	—
I get recognized when I do good work.	4	13	14	15	11	57		64%	46%	—		3.4	3.3	—
My co-workers are committed to doing quality work.	3	6	14	24	9	56	45%	61%	59%	—	3.1	3.7	3.5	—
When my program changes policies and procedures, I understand the reasons for change.	2	9	17	16	13	57	53%	61%	51%	—	3.1	3.4	3.5	—
I understand the mission of the program I work in.	0	2	7	30	18	57			84%				4.1	
The way my work is evaluated is reasonable.	2	7	9	24	10	52			65%				3.6	
I have access to training that will help me to do my job better.	0	13	11	21	10	55	63%	70%	56%	—	3.6	3.5	3.5	—
I have a high level of trust and confidence in executive management.	5	6	17	19	9	56			50%				3.4	
I have a high level of trust and confidence in my program manager.	3	7	10	19	18	57			65%				3.7	
I have a high level of trust and confidence in my supervisor.	4	6	7	23	17	57			70%				3.8	
I know what is expected of me at work.	0	2	2	29	23	56	85%	94%	93%	—	4.1	4.3	4.3	—
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	0	3	12	21	22	58	69%	88%	74%	—	3.7	3.9	4.1	—
Overall, my workload is manageable.	1	2	9	33	13	58			79%				3.9	
At work, I have the opportunity to do what I do best every day.	4	1	9	29	15	58	72%	91%	76%	—	3.7	4.1	3.9	—
My supervisor provides useful performance feedback.	3	6	11	27	11	58			66%				3.6	
In my program staff are held accountable for their performance.	6	8	12	21	9	56		65%	54%	—		3.6	3.3	—
There is someone at work who encourages my development.	2	11	13	17	12	55	55%	61%	53%	—	3.2	3.4	3.5	—
My supervisor is open to using new ideas from staff to improve program operations.	2	6	13	24	13	58	72%	64%	64%	—	4.0	3.4	3.7	—

Support Services

Figure 65. 2015 All Staff Survey Program Profile: Workforce Development Division (WDD)

2015 All Staff Survey Program Profile: Workforce Development Division (WDD)

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008 % Agree	2012 % Agree	2015 % Agree	% Agree Trend	2008 Mean	2012 Mean	2015 Mean	Mean Trend
My program tries to implement "best practices" to improve services.	8	10	12	30	10	70	61%	69%	57%	↔	3.6	3.7	3.3	↔
At work, my opinions seem to count.	12	10	12	28	9	71	53%	51%	52%	↔	3.2	3.3	3.2	↔
My supervisor, or someone at work, seems to care about me as a person.	7	6	9	27	21	70			69%				3.7	
Five years from now, I would like to be working for HSA.	6	9	17	20	18	70	66%	73%	54%	↔	3.6	3.8	3.5	↔
In my program, the clients are treated fairly and with respect.	3	3	12	31	19	68		81%	74%	↔		4.0	3.9	↔
My program manager seeks input before making decisions that affect my work.	13	7	14	20	15	69	34%	44%	51%	↔	2.9	3.2	3.2	↔
This last year, I have had opportunities at work to learn and grow.	8	8	11	27	17	71	75%	61%	62%	↔	3.8	3.5	3.5	↔
When my program changes policies and procedures, I am informed in a timely manner.	6	11	14	30	9	70	36%	55%	56%	↔	3.0	3.3	3.4	↔
I get recognized when I do good work.	7	18	10	23	13	71		53%	51%	↔		3.4	3.2	↔
My co-workers are committed to doing quality work.	9	5	19	22	16	71	71%	75%	54%	↔	3.7	3.7	3.4	↔
When my program changes policies and procedures, I understand the reasons for change.	5	12	21	23	9	70	40%	47%	46%	↔	3.1	3.3	3.3	↔
I understand the mission of the program I work in.	1	3	6	35	26	71			86%				4.2	
The way my work is evaluated is reasonable.	12	10	12	26	11	71			52%				3.2	
I have access to training that will help me to do my job better.	6	11	12	28	12	69	64%	73%	58%	↔	3.5	3.8	3.4	↔
I have a high level of trust and confidence in executive management.	15	11	14	16	14	70			43%				3.0	
I have a high level of trust and confidence in my program manager.	6	13	13	23	15	70			54%				3.4	
I have a high level of trust and confidence in my supervisor.	9	9	11	22	20	71			59%				3.5	
I know what is expected of me at work.	1	8	3	37	22	71	85%	87%	83%	↔	4.0	4.2	4.0	↔
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	3	5	15	19	27	69	75%	78%	67%	↔	3.8	4.1	3.9	↔
Overall, my workload is manageable.	4	2	12	38	14	70			74%				3.8	
At work, I have the opportunity to do what I do best every day.	4	10	14	28	15	71	73%	73%	61%	↔	3.8	3.9	3.6	↔
My supervisor provides useful performance feedback.	6	12	9	33	11	71			62%				3.4	
In my program staff are held accountable for their performance.	8	11	12	29	11	71		62%	56%	↔		3.4	3.3	↔
There is someone at work who encourages my development.	7	16	10	26	12	71	54%	51%	54%	↔	3.4	3.4	3.3	↔
My supervisor is open to using new ideas from staff to improve program operations.	8	7	11	29	15	70	73%	60%	63%	↔	3.8	3.6	3.5	↔

Workforce Development Division (WDD)

Summary of Comments

Thirty-seven percent of respondents provided open-ended comments (603 of 1,621). This year, respondents were given two opportunities for open-ended responses: one asking for opportunities for improvement and ways to address them, and another at the end of the survey for final thoughts. Such questions elicited informative responses, ranging from appreciation of the survey and employment, to specific challenges to be addressed.

Positive comments:

- Many respondents expressed satisfaction with their programs and appreciation to be able to work for the agency. Many also expressed appreciation that the agency was soliciting their feedback and were pleased with the mission of the agency, their supervisors, and their colleagues.
 - *"I am grateful for my job. Thank you for making an effort to improve my experience here."*
 - *"I like working for the City & County. I like the people I work with and I like what we do. Keep up the good work."*

Areas for improvement:

- Many comments on areas of improvement were related to physical environment, communication, workloads, issues related to workplace morale, customer service concerns, accountability, etc.
 - *"The air quality and temperature control at 1235 building is terrible. There is no circulating air, the air is stagnant throughout the building and temperatures can get really high in individual offices."*
 - *"In addition to 'Employee of the Month', the city needs additional employee recognition methods that could be utilized at a unit level to encourage high performing staff."*
 - *"We need to revisit the way we deal with our clients. Our new structure of business process tends to draw us away from serving our clients with 'human' touch. We now tend to value statistics rather than the quality of service that we render to our clients".*
- Comments on means for improvement were primarily in the areas of training, improving communication between line staff and management, feedback mechanisms, technology, and morale boosting strategies such as employee recognition and team building. Specific program process suggestions were also provided.
 - *"Collecting client and staff suggestions. Creating more channels for them to share their opinions. Setting up a specific email account or a box for collecting ideas and opinions."*
 - *"Communication methods need improvement. Intranet to be revamped to encourage and support interaction, learning, sharing and understanding. Need to know if clients are happy with the service via a survey after a short intervention."*
 - *"More training in the area of interpersonal development. Building and caring about staff's morale and willing to figure out ways to boost the morale. Promoting within, giving the staff the opportunity to grow, learn and move up. Acknowledgement of*

employees by giving parties, luncheons, karaoke, etc. More engagement of management and staff on all levels.”

- Other common comments were related to confidentiality concerns and fear of reprisal. This was also a common theme in survey outreach efforts, where many employees expressed concern regarding the confidentiality of the survey.
 - *“I don't really believe that this will be confidential. I am afraid of reprisals if anyone figures out that I am the person who wrote this.”*
 - *“I was bullied on this job by an arrogant and bad supervisor. I almost lost my job. Take bullying seriously and make supervisors accountable for their actions.”*

Comments have been shared with SF-HSA’s Office of Innovation for further action.

Figure 66. 2015 All Staff Survey – Top Comments



Figure 67. Top Comments (At least 10 respondents)

Category	Count of Comments	% of Respondents that Provided Open-Ended Responses	% of Total Respondents
Physical environment	90	15%	6%
Training	89	15%	5%
Communication	76	13%	5%
Customer service	74	12%	5%
Workload/staffing	68	11%	4%
Positive	60	10%	4%
Business processes	56	9%	3%
Management concerns	56	9%	3%
Low morale	55	9%	3%
Staff input	51	9%	3%
Hiring	49	8%	3%
Accountability	46	8%	3%
Employee recognition	43	7%	3%
Unequal treatment	33	6%	2%
Technology	31	5%	2%
Worker support	28	5%	2%
Staff Dev/Promotional Opportunities	28	5%	2%
Thankful for survey	25	4%	2%
Feedback mechanisms	23	4%	1%
Workplace flexibility	21	4%	1%
Team building	21	4%	1%
Service center	17	3%	1%
Consistency	12	2%	1%
Equipment	11	2%	1%
Transparency	11	2%	1%
Employee benefits	10	2%	1%
Integration	10	2%	1%
Recent improvements	10	2%	1%

Overarching Themes and Recommendations

Themes

Physical environment: As with previous surveys, the agency's physical environment received lower scores, particularly for cleanliness and comfort. Complaints were across office locations, but primarily for older buildings or those that have not undergone recent renovations. For example, 1440 Harrison was recently renovated and received more favorable responses as compared to the 2012 All Staff Survey. Newer offices like 1650 Mission have received consistently high marks since 2008. The 170 Otis office, housing the highest number of employees, received mixed reviews, likely attributable to ongoing renovations.

Included in this measure are questions of safety and having necessary materials. A higher proportion of respondents disagreed the statement, "I feel safe at work," at 1235 Mission and 1800 Oakdale than other office locations. The need for ergonomic assessments and equipment, and enhanced technology were also mentioned in the comments.

Customer Service: Many employees expressed concerns about customer service. The respondents tended to attribute their concerns to: a) unmanageable workloads, b) program metrics that limited time spent with clients, and c) programs working in silos. Some respondents were concerned that clients were not properly screened and connected to needed services. They also complained that co-workers sometimes treated clients unfairly or were impatient. This comment was most prevalent among respondents working in service center programs (CalFresh, CalWORKs, and Medi-Cal).

Hiring and promotions: As with previous surveys, many employees felt that hiring and promotions were unfair. With no opportunities to be promoted, some employees felt less motivated to excel. Some respondents complained that programs were not hiring internally and new employees were unqualified or lacked program knowledge. This comment was made in various programs, but was most common in WDD, CalWORKs, FCS, and Personnel.

Employee morale: Survey scores and comments suggest that employee morale is an issue, particularly for line workers. This could be attributable to major changes in business processes that have greatly altered jobs, including service centers, ACA implementation, and integration. Such changes seem to have left some workers feeling overwhelmed and unsupported. Employees complained of a lack of recognition, unmanageable workloads, frequent changes they do not understand, feeling disconnected from co-workers, fear of reprisal for providing feedback, feeling that their opinions did not count, and lack of support.

"If HSA would focus on improving its employee's well-being, they will in turn provide the best service they can give, directly impacting the success of HSA in helping its clients. When a company has happy employees they in turn provide the best service while appreciating and taking pride in their job."

Distrust of management: There appears to be distrust of management, especially among line staff. Many respondents expressed confidentiality concerns about taking the survey at all and while the

response rate for the survey was high, many did not respond to more sensitive questions in the survey (e.g. trust in executive staff/management). Thirteen percent of survey respondents declined to state their program. Some respondents feared retribution for voicing complaints based on the experience of fellow employees.

Communication: Communication appears to be a major issue across the agency. Some workers felt disconnected from management staff and did not trust or have confidence in them. Policy and program changes were not always discussed with workers, and they felt that their opinions did not count. When changes occurred, workers did not understand the reason for change and were not notified in a timely manner. Furthermore, information regarding changes did not always reach staff and employees complained that updated information could be difficult to locate. This was an issue for many programs, particularly for APS, where staff seemed disconnected from management, and CalFresh where communication scores were low across the board.

“It seems that communication within our department is designed to limit staff's access to information and increase confusion. Messages from management are relayed to staff verbally via supervisors, and there's no way for staff to know if the messages have been intentionally or unintentionally miscommunicated.”

Recommendations

1. The agency should continue renovations where needed, and ensure that building facilities and common areas are well maintained. The agency should also consider better communication about renovation plans and a system where employees can more easily alert building maintenance of any issues.
2. To better serve clients, employees should be provided customer service training, client surveys should be conducted, and cross program knowledge should be supported. Comments suggested that training may help employees become more effective in interacting with clients. If the high-stress work environment or time limitations are contributing, then the agency should address these issues at the root. Since client surveys may be difficult to administer without a framework, a survey for a small sample of clients may be sufficient, but in the long term, client surveys should be made available at various points in the process and through different channels such as kiosk, tablet, paper, text message, and online.
3. The agency should address concerns regarding promotions by developing a succession plan that seeks to develop staff and promote from within, where possible. Doing so will better engage and motivate staff, while also protecting the agency by identifying strengths and weaknesses, preparing for attrition, and saving considerable amount of time and cost for the organization in hiring and inducting new candidates for these positions.
4. The agency should actively address the issue of employee morale in the agency through employee recognition and appreciation efforts, worker support, workplace flexibility, and improved communication. Employees should be recognized for quality work and be given opportunities for positive interactions with fellow co-workers such as employee appreciation events and team-building opportunities. Since major changes are happening throughout the

agency, workers should receive the necessary support -- including effective training, updated informational resources, supervision, and mentoring. Improved communication is also critical and is described in recommendation #3. Management in programs experiencing challenges should acknowledge that the work is overwhelming and thank employees for persevering through difficult times.

Although programs require a consistent level of staffing, inflexible staffing could increase worker burn-out and over time deepen administrative challenges. Incorporating worker skill or preferences in unit or task assignments can be a valuable retention strategy in the long run. The agency should also accommodate reasonable staffing requests when possible to improve worker morale and support work-life balance.

5. Since training was frequently proposed by staff as a means for addressing challenges and only 31% of direct client service staff agreed that they had access to training to help them do their jobs better, the agency should assess training needs for both staff and management. With the agency undergoing major changes, staff should be provided training to support transitions and improve customer service (see recommendation #2). With morale concerns and distrust in management, the management team should also be provided evidence-based leadership training to better engage staff, communicate change, build relationships, etc.
6. SF-HSA should develop a communication plan to ensure that the agency's messaging is consistent and is reaching employees, while also valuing their input. It should incorporate mechanisms to ensure that employees understand the agency's goals and reasons for change. Examples include newsletters, memos, meetings, improvements to the intranet, etc. Since workers feel disconnected from management, the plan should include opportunities to better connect including office visits and meetings that seek to inform, but also elicit feedback from staff.

Since fear of reprisal and bullying appear to be issues, the plan should create an environment that welcomes staff input, feedback, and fair hearings/investigations. The agency could explore various feedback mechanisms such as surveys, exit interviews, suggestion boxes, and ongoing online feedback submissions. Since workers are on the ground, they are a prime resource for feedback and suggestions on ways to strengthen programs. The plan may require dedicated staff with the necessary skills to ensure that efforts are executed effectively.

7. Survey respondents provided valuable insights into issues and ideas for improving the agency, which warrants the investment of time to thoroughly review feedback and continue process-improvement meetings and strategy development.

The SF-HSA should use the findings of the 2015 All Staff Survey to build upon strengths and address weaknesses where possible. This should be an ongoing process since a healthy and dedicated workforce is critical to ensuring that SF-HSA clients are served well. The agency will continue to evolve through the coming years, searching for ways to provide more efficient, more effective services to clients. It is challenged with meeting the efficiency demands of government agencies in the 21st century while also maintaining a high level of morale among its employees and improving client outcomes.

Appendix 1: Reference Guide for Survey Themes

Question #	Demographics of Survey Respondents
Q32	Gender
Q33	Program
Q34	Location
Q35	Ethnicity
Q36	Type of work
Q37	Age range
Q38	Years of service
	Theme: Physical Environment
Q2	I work in a clean and comfortable office space.
Q1	I feel safe at work.
Q3	I have the materials and equipment I need to do my work right.
	Theme: Worker Engagement
Q21	I know what is expected of me at work.
Q17	I have access to training that will help me to do my job better.
Q24	At work, I have the opportunity to do what I do best every day.
Q27	There is someone at work who encourages my development.
Q5	At work, my opinions seem to count.
Q15	I understand the mission of the program I work in.
Q22	The mission of the Human Services Agency (HSA) makes me feel that my job is important.
Q13	My co-workers are committed to doing quality work.
Q25	My supervisor provides useful performance feedback.
Q10	This last year, I have had opportunities at work to learn and grow.
Q6	My supervisor, or someone at work, seems to care about me as a person.
Q23	Overall, my workload is manageable.
	Theme: Organizational Culture
Q4	My program tries to implement "best practices" to improve services.
Q28	My supervisor is open to using new ideas from staff to improve program operations.
Q11	When my program changes policies and procedures, I am informed in a timely manner.
Q9	My program manager seeks input before making decisions that affect my work.
Q14	When my program changes policies and procedures, I understand the reasons for change.
Q26	In my program staff are held accountable for their performance.
Q12	I get recognized when I do good work.
Q8	In my program, the clients are treated fairly and with respect.
Q18	I have a high level of trust and confidence in executive management of the Human Services Agency (Executive and Deputy Directors).
Q19	I have a high level of trust and confidence in my program manager.
Q20	I have a high level of trust and confidence in my supervisor.
Q7	Five years from now, I would like to be working for HSA.
Q16	The way my work is evaluated is reasonable.

Other (Rank and Open-Ended)	
Q29	Please rank the main reasons you work at HSA.
Q30	Please list other main reasons you work at HSA that are not included in the answer options above.
Q31	How might we improve the experiences of clients or staff? For each suggestion, please provide 3 details. (1. What needs to be improved? 2. How might we do it? 3. How will we know if this improvement has been successful?)
Q39	Is there any other information you want to share with us?

Appendix 2: Percent Agreement and Mean Scores by Program/Location

I feel safe at work.												
Location	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
1235 Mission	24	53	136	123	39	375	61%	68%	43%	3.6	3.7	3.3
1440 Harrison	4	10	29	85	41	169	67%	62%	75%	3.6	3.6	3.9
160 South Van Ness	1	5	16	5	8	35	73%	77%	37%	3.8	4.0	3.4
1650 Mission	5	25	48	160	107	345	63%	80%	77%	3.7	4.0	4.0
170 Otis	13	21	56	160	86	336	67%	63%	73%	3.7	3.7	3.8
1800 Oakdale	0	3	4	5	2	14	21%	20%	50%	2.6	2.8	3.4
25/30/50 Van Ness	0	0	1	2	3	6	86%	50%	83%	3.9	2.5	4.3
3120 Mission	4	6	21	25	14	70	78%	70%	56%	3.9	3.7	3.6
3801 Third Street	2	1	7	10	1	21	67%	76%	52%	3.7	3.9	3.3
995/1001 Potrero	0	0	0	3	3	6	100%	100%	100%	4.0	4.5	4.5
Other	0	8	8	14	4	34	67%	60%	53%	3.7	3.7	3.4
No response	7	22	48	85	31	193	64%	59%	60%	3.8	3.4	3.6
Total	60	154	374	677	339	1,604	66%	69%	63%	3.7	3.7	3.7

I work in a clean and comfortable office space.												
Location	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
1235 Mission	48	83	147	87	11	376	49%	47%	26%	3.3	3.2	2.8
1440 Harrison	7	24	35	84	19	169	33%	25%	61%	2.8	2.7	3.5
160 South Van Ness	4	9	10	10	3	36	52%	53%	36%	3.5	3.4	3.0
1650 Mission	10	57	80	158	42	347	55%	68%	58%	3.4	3.6	3.5
170 Otis	33	89	86	102	28	338	32%	41%	38%	2.7	2.9	3.0
1800 Oakdale	0	2	3	8	1	14	36%	82%	64%	3.1	3.8	3.6
25/30/50 Van Ness	0	0	0	4	2	6	43%	50%	100%	3.4	3.5	4.3
3120 Mission	8	17	24	17	4	70	54%	61%	30%	3.5	3.4	2.9
3801 Third Street	8	6	3	4	0	21	25%	41%	19%	2.7	3.1	2.1
995/1001 Potrero	0	0	1	3	2	6	33%	0%	83%	2.7	2.5	4.2
Other	4	7	11	11	1	34	50%	60%	35%	3.1	3.7	2.9
No response	18	46	63	60	10	197	32%	33%	36%	3.0	2.8	3.0
Total	140	340	463	548	123	1,614	43%	50%	42%	3.1	3.2	3.1

I have the materials and equipment I need to do my work right.												
Location	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
1235 Mission	11	58	138	142	26	375			45%			3.3
1440 Harrison	8	24	28	89	18	167			64%			3.5
160 South Van Ness	2	6	5	21	2	36			64%			3.4
1650 Mission	6	44	69	185	41	345			66%			3.6
170 Otis	13	49	60	166	49	337			64%			3.6
1800 Oakdale	1	0	2	9	2	14			79%			3.8
25/30/50 Van Ness	1	0	2	2	1	6			50%			3.3
3120 Mission	6	18	12	28	6	70			49%			3.1
3801 Third Street	2	8	4	5	2	21			33%			2.9
995/1001 Potrero	0	0	0	3	3	6			100%			4.5
Other	2	8	10	13	1	34			41%			3.1
No response	3	35	51	94	12	195			54%			3.4
Total	55	250	381	757	163	1,606			57%			3.5

My program tries to implement "best practices" to improve services.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	1	5	6	11	9	32	52%	68%	63%	3.2	3.7	3.7
CAAP	2	8	55	56	23	144	78%	67%	55%	3.9	3.7	3.6
CalFresh	9	35	56	59	11	170	48%	61%	41%	3.2	3.6	3.2
CalWIN	0	0	2	2	1	5	67%	75%	60%	3.3	4.3	3.8
CalWORKs	6	14	32	56	17	125	50%	63%	58%	3.4	3.5	3.5
Contracts	1	1	1	6	2	11	80%	64%	73%	4.0	3.9	3.6
Declined to State	5	15	45	100	26	191	63%	68%	66%	3.6	3.8	3.7
FCS	7	20	39	102	57	225	68%	71%	71%	3.8	3.7	3.8
Fiscal	0	0	4	23	9	36	84%	81%	89%	4.0	4.1	4.1
Hsg and Homeless	1	0	1	10	12	24	77%	87%	92%	3.9	4.3	4.3
IHSS	5	4	22	46	11	88	53%	76%	65%	3.3	3.8	3.6
IT	0	1	14	19	7	41	63%	62%	63%	3.5	3.5	3.8
Investigations	1	6	6	15	9	37	52%	58%	65%	3.5	3.7	3.7
Medi-Cal	4	18	29	84	30	165	64%	70%	69%	3.7	3.7	3.7
OECE	0	1	2	2	3	8			63%			3.9
OOA	0	0	1	4	2	7	80%	83%	86%	4.2	4.5	4.1
Other	3	0	6	5	3	17			47%			3.3
Other DAAS	0	5	9	23	12	49	100%	56%	71%	4.5	3.9	3.9
PA/PG/PC/RP	1	6	7	7	6	27	72%	86%	48%	3.7	4.1	3.4
Personnel	2	7	7	17	7	40	67%	88%	60%	3.6	4.1	3.5
Planning & Budget	0	0	1	7	8	16	100%	80%	94%	4.3	4.2	4.4
Support Services	2	4	10	28	12	56	61%	67%	71%	3.6	3.6	3.8
WDD	8	10	12	30	10	70	61%	69%	57%	3.6	3.7	3.3
Total	58	160	367	712	287	1,584	63%	70%	63%	3.6	3.8	3.6

At work, my opinions seem to count.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	5	6	0	18	2	31	30%	37%	65%	2.8	2.8	3.2
CAAP	2	10	66	48	17	143	57%	49%	45%	3.4	3.3	3.5
CalFresh	12	46	69	34	8	169	29%	36%	25%	2.9	3.0	2.9
CalWIN	0	2	1	2	0	5	0%	75%	40%	2.3	3.5	3.0
CalWORKs	10	16	36	49	17	128	41%	38%	52%	3.2	3.0	3.4
Contracts	1	1	2	6	1	11	60%	43%	64%	3.4	3.2	3.5
Declined to State	14	33	50	68	26	191	50%	47%	49%	3.4	3.4	3.3
FCS	19	36	62	88	20	225	52%	36%	48%	3.3	3.0	3.2
Fiscal	1	1	8	18	8	36	68%	81%	72%	3.7	4.1	3.9
Hsg and Homeless	1	0	3	11	9	24	69%	80%	83%	3.7	3.9	4.1
IHSS	5	9	26	30	16	86	34%	44%	53%	2.9	3.4	3.5
IT	0	4	7	23	5	39	44%	54%	72%	2.9	3.5	3.7
Investigations	5	4	8	14	9	40	44%	62%	58%	3.3	3.5	3.5
Medi-Cal	8	27	49	59	18	161	41%	33%	48%	3.0	2.9	3.3
OECE	1	1	1	2	3	8			63%			3.6
OOA	0	0	1	4	2	7	100%	83%	86%	4.2	4.3	4.1
Other	1	3	4	7	2	17			53%			3.4
Other DAAS	2	7	11	18	11	49	80%	50%	59%	4.2	3.4	3.6
PA/PG/PC/RP	2	4	6	12	4	28	50%	74%	57%	3.4	4.1	3.4
Personnel	5	7	5	13	11	41	47%	59%	59%	3.3	3.5	3.4
Planning & Budget	0	1	1	11	3	16	100%	87%	88%	4.8	4.3	4.0
Support Services	4	8	8	26	11	57	51%	61%	65%	3.2	3.4	3.6
WDD	12	10	12	28	9	71	53%	51%	52%	3.2	3.3	3.2
Total	110	236	436	589	212	1,583	48%	47%	51%	3.2	3.3	3.4

My supervisor, or someone at work, seems to care about me as a person.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	3	0	4	9	15	31			77%			4.1
CAAP	3	6	50	44	42	145			59%			3.8
CalFresh	8	31	50	47	34	170			48%			3.4
CalWIN	1	0	0	2	2	5			80%			3.8
CalWORKs	6	8	21	42	50	127			72%			4.0
Contracts	1	2	1	3	4	11			64%			3.6
Declined to State	6	18	34	77	62	197			71%			3.9
FCS	7	8	32	96	85	228			79%			4.1
Fiscal	0	1	2	15	19	37			92%			4.4
Hsg and Homeless	0	0	1	15	8	24			96%			4.3
IHSS	2	5	7	47	27	88			84%			4.0
IT	0	4	7	18	11	40			73%			3.9
Investigations	1	2	2	14	19	38			87%			4.3
Medi-Cal	6	5	27	61	66	165			77%			4.1
OECE	1	0	1	2	4	8			75%			4.0
OOA	0	0	1	2	3	6			83%			4.3
Other	0	2	6	5	4	17			53%			3.6
Other DAAS	1	4	6	20	18	49			78%			4.0
PA/PG/PC/RP	0	0	4	8	16	28			86%			4.4
Personnel	1	4	9	15	13	42			67%			3.8
Planning & Budget	1	0	2	6	8	17			82%			4.2
Support Services	3	6	8	20	20	57			70%			3.8
WDD	7	6	9	27	21	70			69%			3.7
Total	58	112	284	595	551	1,600			72%			3.9

Five years from now, I would like to be working for HSA.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	3	1	5	10	12	31	50%	53%	71%	3.6	3.4	3.9
CAAP	2	4	66	36	34	142	73%	68%	49%	3.8	3.7	3.7
CalFresh	6	27	64	49	22	168	65%	69%	42%	3.7	3.8	3.3
CalWIN	0	0	1	2	2	5	33%	75%	80%	3.0	4.3	4.2
CalWORKs	7	5	24	40	46	122	56%	61%	70%	3.5	3.6	3.9
Contracts	1	0	2	3	5	11	60%	58%	73%	3.8	3.5	4.0
Declined to State	6	10	53	73	43	185	48%	56%	63%	3.4	3.6	3.7
FCS	17	20	44	83	56	220	57%	50%	63%	3.5	3.3	3.6
Fiscal	0	1	4	15	13	33	74%	87%	85%	3.7	4.2	4.2
Hsg and Homeless	1	2	2	7	12	24	92%	92%	79%	4.4	4.3	4.1
IHSS	2	3	18	31	33	87	52%	82%	74%	3.5	4.0	4.0
IT	0	1	14	14	10	39	54%	38%	62%	3.5	3.4	3.8
Investigations	1	1	9	14	12	37	68%	73%	70%	3.8	3.9	3.9
Medi-Cal	3	10	31	61	55	160	67%	69%	73%	3.8	3.7	4.0
OECE	0	0	3	1	4	8			63%			4.1
OOA	1	0	2	4	0	7	80%	83%	57%	4.0	4.0	3.3
Other	0	4	5	4	4	17			47%			3.5
Other DAAS	0	0	5	18	22	45	80%	67%	89%	4.1	3.5	4.4
PA/PG/PC/RP	0	2	2	14	10	28	56%	79%	86%	3.7	4.1	4.1
Personnel	3	7	7	19	6	42	64%	54%	60%	3.7	3.4	3.4
Planning & Budget	0	1	1	7	8	17	85%	73%	88%	4.4	3.9	4.3
Support Services	3	1	10	23	20	57	73%	63%	75%	3.9	3.5	4.0
WDD	6	9	17	20	18	70	66%	73%	54%	3.6	3.8	3.5
Total	62	109	389	548	447	1,555	62%	67%	64%	3.7	3.7	3.8

In my program, the clients are treated fairly and with respect.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	0	4	15	12	31		100%	87%		4.7	4.3
CAAP	1	2	53	47	40	143		84%	61%		4.2	3.9
CalFresh	4	25	56	59	24	168		81%	49%		4.0	3.4
CalWIN	0	0	1	1	3	5		100%	80%		4.8	4.4
CalWORKs	7	5	17	65	33	127		87%	77%		4.1	3.9
Contracts	1	0	0	2	6	9		100%	89%		4.7	4.3
Declined to State	3	8	31	90	52	184		76%	77%		3.9	4.0
FCS	6	8	43	97	68	222		82%	74%		4.0	4.0
Fiscal	0	0	3	19	9	31		86%	90%		4.2	4.2
Hsg and Homeless	0	1	2	10	11	24		100%	88%		4.7	4.3
IHSS	1	4	10	46	27	88		83%	83%		4.0	4.1
IT	0	2	6	13	7	28		86%	71%		4.3	3.9
Investigations	1	0	7	17	13	38		94%	79%		4.4	4.1
Medi-Cal	1	9	17	82	53	162		85%	83%		4.2	4.1
OECE	0	1	1	2	4	8			75%			4.1
OOA	0	0	1	2	3	6		83%	83%		4.3	4.3
Other	1	1	3	6	4	15			67%			3.7
Other DAAS	0	2	4	22	20	48		88%	88%		4.2	4.3
PA/PG/PC/RP	0	0	2	8	18	28		91%	93%		4.6	4.6
Personnel	0	2	12	16	8	38		92%	63%		4.2	3.8
Planning & Budget	0	0	0	7	6	13		100%	100%		4.8	4.5
Support Services	5	1	12	20	15	53		73%	66%		3.7	3.7
WDD	3	3	12	31	19	68		81%	74%		4.0	3.9
Total	34	74	297	677	455	1,537		85%	74%		4.1	3.9

My program manager seeks input before making decisions that affect my work.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	7	7	5	6	7	32	24%	26%	41%	2.3	2.4	3.0
CAAP	5	9	57	44	30	145	49%	53%	51%	3.2	3.2	3.6
CalFresh	19	48	54	39	7	167	26%	50%	28%	2.7	3.2	2.8
CalWIN	0	0	3	2	0	5	0%	75%	40%	1.7	3.8	3.4
CalWORKs	14	14	34	38	24	124	34%	39%	50%	3.0	3.0	3.4
Contracts	2	0	1	7	1	11	40%	38%	73%	2.8	3.3	3.5
Declined to State	16	27	48	66	29	186	35%	50%	51%	3.0	3.4	3.3
FCS	18	29	69	79	29	224	31%	43%	48%	2.8	3.1	3.3
Fiscal	1	1	8	16	7	33	50%	73%	70%	3.5	4.0	3.8
Hsg and Homeless	1	0	2	10	11	24	75%	67%	88%	3.8	3.9	4.3
IHSS	5	3	25	43	12	88	21%	72%	63%	2.5	3.8	3.6
IT	2	5	13	17	2	39	58%	31%	49%	3.2	2.9	3.3
Investigations	5	4	11	14	3	37	31%	55%	46%	2.9	3.4	3.2
Medi-Cal	9	24	51	50	26	160	43%	38%	48%	3.1	3.0	3.4
OECE	1	1	1	0	5	8			63%			3.9
OOA	0	1	2	2	2	7	80%	83%	57%	4.6	4.3	3.7
Other	5	3	3	4	2	17			35%			2.7
Other DAAS	5	4	10	15	15	49	64%	50%	61%	3.9	3.4	3.6
PA/PG/PC/RP	3	6	6	9	4	28	59%	63%	46%	3.5	3.8	3.2
Personnel	4	7	7	13	9	40	57%	60%	55%	3.4	3.5	3.4
Planning & Budget	0	1	3	4	9	17	100%	86%	76%	4.4	4.2	4.2
Support Services	7	4	13	22	9	55	42%	53%	56%	3.2	3.4	3.4
WDD	13	7	14	20	15	69	34%	44%	51%	2.9	3.2	3.2
Total	142	205	440	520	258	1,565	39%	50%	50%	3.0	3.3	3.3

This last year, I have had opportunities at work to learn and grow.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	1	1	3	17	10	32	68%	68%	84%	3.6	3.6	4.1
CAAP	3	10	55	56	17	141	59%	52%	52%	3.5	3.3	3.5
CalFresh	9	37	53	53	17	169	54%	66%	41%	3.4	3.7	3.2
CalWIN	0	0	1	3	1	5	67%	75%	80%	3.3	3.8	4.0
CalWORKs	5	10	21	58	27	121	62%	57%	70%	3.6	3.4	3.8
Contracts	1	0	2	3	4	10	60%	77%	70%	3.4	3.6	3.9
Declined to State	10	12	35	91	35	183	70%	60%	69%	3.7	3.7	3.7
FCS	7	22	27	105	63	224	72%	60%	75%	3.7	3.6	3.9
Fiscal	2	2	8	15	8	35	79%	88%	66%	3.8	4.3	3.7
Hsg and Homeless	0	2	1	10	10	23	92%	60%	87%	4.1	3.4	4.2
IHSS	2	7	16	39	20	84	61%	72%	70%	3.5	3.8	3.8
IT	0	5	7	20	8	40	62%	54%	70%	3.4	3.2	3.8
Investigations	2	3	3	25	6	39	50%	77%	79%	3.3	3.8	3.8
Medi-Cal	4	13	26	76	45	164	55%	60%	74%	3.5	3.6	3.9
OECE	0	2	0	3	3	8			75%			3.9
OOA	1	0	0	3	3	7	80%	83%	86%	4.2	4.0	4.0
Other	0	1	6	5	3	15			53%			3.7
Other DAAS	1	3	6	21	17	48	100%	63%	79%	4.5	3.9	4.0
PA/PG/PC/RP	2	2	3	15	6	28	81%	71%	75%	4.0	3.9	3.8
Personnel	1	4	6	18	12	41	57%	75%	73%	3.4	3.9	3.9
Planning & Budget	0	0	3	8	6	17	92%	93%	82%	4.7	4.3	4.2
Support Services	5	7	9	20	14	55	57%	79%	62%	3.4	3.8	3.6
WDD	8	8	11	27	17	71	75%	61%	62%	3.8	3.5	3.5
Total	64	151	302	691	352	1,560	65%	65%	67%	3.6	3.6	3.7

When my program changes policies and procedures, I am informed in a timely manner.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	1	5	6	15	5	32	48%	67%	63%	3.2	3.6	3.6
CAAP	3	11	54	59	17	144	56%	72%	53%	3.4	3.8	3.5
CalFresh	16	48	59	41	5	169	40%	60%	27%	3.1	3.5	2.8
CalWIN	1	0	1	3	0	5	33%	100%	60%	3.0	4.0	3.2
CalWORKs	9	28	37	35	18	127	41%	46%	42%	3.0	3.1	3.2
Contracts	2	0	2	6	1	11	20%	64%	64%	2.2	3.7	3.4
Declined to State	10	28	44	79	19	180	35%	50%	54%	3.1	3.4	3.4
FCS	21	49	57	73	26	226	16%	31%	44%	2.5	2.8	3.2
Fiscal	0	2	4	21	8	35	65%	94%	83%	3.6	4.3	4.0
Hsg and Homeless	1	0	1	13	9	24	62%	71%	92%	3.5	3.6	4.2
IHSS	4	8	21	37	16	86	40%	71%	62%	3.1	3.7	3.6
IT	0	4	7	25	4	40	52%	50%	73%	3.2	3.2	3.7
Investigations	1	7	3	21	8	40	42%	54%	73%	3.2	3.4	3.7
Medi-Cal	6	27	26	81	25	165	44%	52%	64%	3.1	3.3	3.6
OECE	1	2	0	4	1	8			63%			3.3
OOA	1	0	2	4	0	7	40%	80%	57%	3.4	4.2	3.3
Other	2	1	5	8	1	17			53%			3.3
Other DAAS	2	8	6	25	5	46	90%	69%	65%	4.0	3.8	3.5
PA/PG/PC/RP	3	5	4	9	5	26	47%	58%	54%	2.9	3.8	3.3
Personnel	5	7	2	21	4	39	33%	53%	64%	3.0	3.4	3.3
Planning & Budget	0	1	2	6	7	16	73%	77%	81%	4.1	4.0	4.2
Support Services	3	10	10	24	10	57	51%	53%	60%	3.2	3.1	3.5
WDD	6	11	14	30	9	70	36%	55%	56%	3.0	3.3	3.4
Total	98	262	367	640	203	1,570	40%	56%	54%	3.0	3.4	3.4

I get recognized when I do good work.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	3	6	7	10	5	31		42%	48%		2.8	3.3
CAAP	4	12	65	45	18	144		51%	44%		3.3	3.4
CalFresh	14	45	63	38	10	170		39%	28%		3.1	2.9
CalWIN	0	1	3	1	0	5		50%	20%		3.3	3.0
CalWORKs	6	17	34	50	18	125		41%	54%		3.0	3.5
Contracts	1	1	3	2	4	11		43%	55%		3.1	3.6
Declined to State	14	24	55	58	28	179		40%	48%		3.1	3.3
FCS	21	41	62	84	17	225		44%	45%		3.0	3.2
Fiscal	1	2	8	20	6	37		81%	70%		4.1	3.8
Hsg and Homeless	1	2	3	11	6	23		73%	74%		4.0	3.8
IHSS	4	10	17	38	16	85		54%	64%		3.4	3.6
IT	1	9	11	17	2	40		15%	48%		2.5	3.3
Investigations	4	4	7	17	8	40		59%	63%		3.6	3.5
Medi-Cal	8	26	32	74	22	162		46%	59%		3.3	3.5
OECE	1	0	1	5	1	8			75%			3.6
OOA	1	0	1	4	0	6		67%	67%		3.8	3.3
Other	3	3	4	6	1	17			41%			2.9
Other DAAS	1	6	13	16	13	49		56%	59%		3.8	3.7
PA/PG/PC/RP	2	5	4	9	8	28		60%	61%		3.7	3.6
Personnel	3	8	8	15	8	42		47%	55%		3.4	3.4
Planning & Budget	0	2	1	7	7	17		80%	82%		4.1	4.1
Support Services	4	13	14	15	11	57		64%	46%		3.4	3.3
WDD	7	18	10	23	13	71		53%	51%		3.4	3.2
Total	104	255	426	565	222	1,572		50%	50%		3.3	3.3

My co-workers are committed to doing quality work.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	1	5	14	12	32	78%	95%	81%	4.1	4.1	4.2
CAAP	2	4	62	51	26	145	75%	73%	53%	3.9	4.0	3.7
CalFresh	4	36	63	46	21	170	71%	58%	39%	3.9	3.6	3.3
CalWIN	0	0	1	4	0	5	100%	75%	80%	4.7	4.3	3.8
CalWORKs	3	7	26	62	30	128	62%	63%	72%	3.7	3.5	3.9
Contracts	1	0	0	1	9	11	60%	57%	91%	3.4	3.4	4.5
Declined to State	3	16	55	72	31	177	54%	65%	58%	3.5	3.8	3.6
FCS	3	13	47	100	65	228	76%	77%	72%	3.9	4.0	3.9
Fiscal	0	3	6	16	12	37	83%	87%	76%	4.0	4.1	4.0
Hsg and Homeless	0	1	0	15	8	24	67%	93%	96%	3.9	4.6	4.3
IHSS	4	4	19	46	14	87	66%	66%	69%	3.7	3.7	3.7
IT	0	5	12	19	5	41	78%	31%	59%	4.1	3.2	3.6
Investigations	0	1	11	11	16	39	56%	68%	69%	3.6	3.6	4.1
Medi-Cal	5	21	49	67	21	163	62%	63%	54%	3.7	3.6	3.5
OECE	1	2	1	3	1	8			50%			3.1
OOA	0	0	1	4	2	7	80%	100%	86%	4.0	4.3	4.1
Other	0	0	6	6	5	17			65%			3.9
Other DAAS	0	2	9	24	14	49	82%	81%	78%	4.1	4.2	4.0
PA/PG/PC/RP	0	2	6	13	7	28	69%	94%	71%	3.8	4.3	3.9
Personnel	0	5	9	18	10	42	60%	75%	67%	3.8	3.8	3.8
Planning & Budget	0	0	2	3	12	17	100%	93%	88%	4.7	4.5	4.6
Support Services	3	6	14	24	9	56	45%	61%	59%	3.1	3.7	3.5
WDD	9	5	19	22	16	71	71%	75%	54%	3.7	3.7	3.4
Total	38	134	423	641	346	1,582	68%	71%	62%	3.8	3.8	3.7

When my program changes policies and procedures, I understand the reasons for change.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	3	7	6	11	5	32	40%	32%	50%	2.8	2.7	3.3
CAAP	1	14	65	54	10	144	56%	48%	44%	3.3	3.4	3.4
CalFresh	6	47	71	44	3	171	42%	55%	27%	3.1	3.5	2.9
CalWIN	0	0	1	3	1	5	67%	75%	80%	3.3	3.5	4.0
CalWORKs	6	13	29	61	16	125	43%	49%	62%	3.1	3.2	3.5
Contracts	2	0	4	4	1	11	60%	64%	45%	3.0	3.5	3.2
Declined to State	6	26	64	57	19	172	49%	58%	44%	3.2	3.6	3.3
FCS	15	42	67	82	21	227	37%	23%	45%	3.0	2.7	3.2
Fiscal	0	1	4	24	6	35	67%	100%	86%	3.7	4.3	4.0
Hsg and Homeless	0	1	1	13	9	24	75%	93%	92%	3.6	4.0	4.3
IHSS	1	7	27	41	10	86	38%	66%	59%	2.9	3.7	3.6
IT	0	6	12	19	2	39	44%	31%	54%	3.2	3.2	3.4
Investigations	1	6	13	15	5	40	38%	61%	50%	3.1	3.3	3.4
Medi-Cal	7	18	47	75	16	163	50%	44%	56%	3.2	3.2	3.5
OECE	1	0	0	4	3	8			88%			4.0
OOA	0	2	0	4	1	7	80%	83%	71%	3.8	4.2	3.6
Other	1	1	6	8	1	17			53%			3.4
Other DAAS	2	6	9	21	8	46	80%	63%	63%	4.1	3.8	3.6
PA/PG/PC/RP	3	4	6	9	3	25	63%	64%	48%	3.4	3.6	3.2
Personnel	1	7	11	17	3	39	46%	47%	51%	3.2	3.3	3.4
Planning & Budget	0	0	5	4	7	16	100%	92%	69%	4.4	4.3	4.1
Support Services	2	9	17	16	13	57	53%	61%	51%	3.1	3.4	3.5
WDD	5	12	21	23	9	70	40%	47%	46%	3.1	3.3	3.3
Total	63	229	486	609	172	1,559	47%	51%	50%	3.2	3.3	3.4

I understand the mission of the program I work in.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	3	0	13	16	32			91%			4.3
CAAP	0	0	46	59	40	145			68%			4.0
CalFresh	1	27	49	66	27	170			55%			3.5
CalWIN	0	0	0	1	4	5			100%			4.8
CalWORKs	3	6	8	63	48	128			87%			4.1
Contracts	1	0	2	3	5	11			73%			4.0
Declined to State	4	7	18	92	61	182			84%			4.1
FCS	3	6	16	111	92	228			89%			4.2
Fiscal	0	1	0	23	11	35			97%			4.3
Hsg and Homeless	0	0	0	10	14	24			100%			4.6
IHSS	1	2	4	40	41	88			92%			4.3
IT	1	1	3	26	10	41			88%			4.0
Investigations	0	1	2	22	15	40			93%			4.3
Medi-Cal	0	2	14	97	51	164			90%			4.2
OECE	0	0	1	3	4	8			88%			4.4
OOA	0	1	0	1	5	7			86%			4.4
Other	0	0	1	9	7	17			94%			4.4
Other DAAS	1	1	2	25	20	49			92%			4.3
PA/PG/PC/RP	0	2	0	11	15	28			93%			4.4
Personnel	2	0	8	14	17	41			76%			4.1
Planning & Budget	0	0	0	3	13	16			100%			4.8
Support Services	0	2	7	30	18	57			84%			4.1
WDD	1	3	6	35	26	71			86%			4.2
Total	18	65	187	757	560	1,587			83%			4.1

The way my work is evaluated is reasonable.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	7	5	16	4	32			63%			3.5
CAAP	5	5	67	49	19	145			47%			3.5
CalFresh	11	34	67	48	8	168			33%			3.0
CalWIN	0	0	2	3	0	5			60%			3.6
CalWORKs	8	8	40	47	18	121			54%			3.5
Contracts	1	1	1	4	3	10			70%			3.7
Declined to State	10	13	57	77	20	177			55%			3.5
FCS	9	30	74	86	25	224			50%			3.4
Fiscal	1	0	7	24	5	37			78%			3.9
Hsg and Homeless	1	3	2	12	6	24			75%			3.8
IHSS	1	7	19	47	12	86			69%			3.7
IT	0	3	13	22	2	40			60%			3.6
Investigations	3	3	4	22	6	38			74%			3.7
Medi-Cal	6	23	38	71	27	165			59%			3.5
OECE	0	1	1	5	1	8			75%			3.8
OOA	1	0	0	6	0	7			86%			3.6
Other	0	1	9	5	2	17			41%			3.5
Other DAAS	0	1	14	20	12	47			68%			3.9
PA/PG/PC/RP	1	2	7	12	5	27			63%			3.7
Personnel	5	7	8	13	7	40			50%			3.3
Planning & Budget	0	0	3	7	7	17			82%			4.2
Support Services	2	7	9	24	10	52			65%			3.6
WDD	12	10	12	26	11	71			52%			3.2
Total	77	166	459	646	210	1,558			55%			3.5

I have access to training that will help me to do my job better.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	2	2	0	18	10	32	41%	89%	88%	3.0	4.1	4.0
CAAP	2	8	64	52	19	145	76%	66%	49%	3.9	3.6	3.5
CalFresh	9	35	72	46	7	169	57%	67%	31%	3.4	3.6	3.0
CalWIN	0	1	0	1	3	5	67%	100%	80%	3.7	4.5	4.2
CalWORKs	7	13	30	52	26	128	48%	57%	61%	3.2	3.4	3.6
Contracts	1	0	1	6	3	11	60%	86%	82%	3.6	3.9	3.9
Declined to State	5	17	51	67	15	155	65%	67%	53%	3.5	3.8	3.5
FCS	6	20	40	114	49	229	70%	65%	71%	3.7	3.7	3.8
Fiscal	1	0	3	26	6	36	72%	88%	89%	3.7	4.2	4.0
Hsg and Homeless	0	3	4	12	5	24	69%	87%	71%	3.6	4.1	3.8
IHSS	2	7	16	46	17	88	76%	86%	72%	3.8	4.0	3.8
IT	1	6	8	21	4	40	65%	54%	63%	3.5	3.5	3.5
Investigations	1	4	12	15	7	39	38%	69%	56%	3.1	3.7	3.6
Medi-Cal	8	19	39	72	24	162	60%	52%	59%	3.5	3.4	3.5
OECE	0	0	1	7	0	8			88%			3.9
OOA	1	0	1	4	1	7	80%	83%	71%	3.8	4.0	3.6
Other	1	3	6	4	1	15			33%			3.1
Other DAAS	1	4	11	22	11	49	89%	75%	67%	4.2	3.8	3.8
PA/PG/PC/RP	1	2	5	15	5	28	76%	94%	71%	4.1	4.3	3.8
Personnel	2	4	15	15	6	42	80%	71%	50%	3.7	3.6	3.5
Planning & Budget	0	1	1	10	5	17	92%	86%	88%	4.4	4.1	4.1
Support Services	0	13	11	21	10	55	63%	70%	56%	3.6	3.5	3.5
WDD	6	11	12	28	12	69	64%	73%	58%	3.5	3.8	3.4
Total	57	173	403	674	246	1,553	64%	70%	59%	3.6	3.7	3.6

I have a high level of trust and confidence in executive management.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	5	5	6	13	3	32			50%			3.1
CAAP	2	12	71	45	12	142			40%			3.4
CalFresh	10	33	80	31	13	167			26%			3.0
CalWIN	0	0	2	1	2	5			60%			4.0
CalWORKs	13	10	48	37	17	125			43%			3.3
Contracts	1	1	2	5	2	11			64%			3.5
Declined to State	11	20	56	47	17	151			42%			3.3
FCS	27	28	90	57	24	226			36%			3.1
Fiscal	1	2	8	17	8	36			69%			3.8
Hsg and Homeless	1	2	6	6	9	24			63%			3.8
IHSS	4	4	37	31	11	87			48%			3.5
IT	2	2	17	15	3	39			46%			3.4
Investigations	7	4	16	10	4	41			34%			3.0
Medi-Cal	8	20	53	56	18	155			48%			3.4
OECE	1	0	2	1	4	8			63%			3.9
OOA	1	0	1	4	1	7			71%			3.6
Other	2	3	7	1	4	17			29%			3.1
Other DAAS	4	4	8	20	12	48			67%			3.7
PA/PG/PC/RP	2	5	9	7	5	28			43%			3.3
Personnel	6	6	10	11	9	42			48%			3.3
Planning & Budget	1	0	2	7	7	17			82%			4.1
Support Services	5	6	17	19	9	56			50%			3.4
WDD	15	11	14	16	14	70			43%			3.0
Total	129	178	562	457	208	1,534			43%			3.3

I have a high level of trust and confidence in my program manager.

Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	5	6	5	7	8	31			48%			3.2
CAAP	3	4	59	47	30	143			54%			3.7
CalFresh	13	35	73	38	10	169			28%			3.0
CalWIN	0	0	1	1	3	5			80%			4.4
CalWORKs	7	11	41	42	25	126			53%			3.5
Contracts	2	0	2	3	4	11			64%			3.6
Declined to State	8	9	37	63	33	150			64%			3.7
FCS	15	18	61	83	47	224			58%			3.6
Fiscal	1	1	5	16	11	34			79%			4.0
Hsg and Homeless	1	0	1	8	13	23			91%			4.4
IHSS	4	4	23	36	19	86			64%			3.7
IT	0	2	15	15	7	39			56%			3.7
Investigations	4	2	8	18	9	41			66%			3.6
Medi-Cal	6	18	46	59	29	158			56%			3.6
OECE	0	0	1	3	4	8			88%			4.4
OOA	1	0	0	4	2	7			86%			3.9
Other	3	2	5	3	3	16			38%			3.1
Other DAAS	4	2	9	16	15	46			67%			3.8
PA/PG/PC/RP	4	3	6	6	9	28			54%			3.5
Personnel	7	5	8	11	11	42			52%			3.3
Planning & Budget	0	0	3	5	7	15			80%			4.3
Support Services	3	7	10	19	18	57			65%			3.7
WDD	6	13	13	23	15	70			54%			3.4
Total	97	142	432	526	332	1,529			56%			3.6

I have a high level of trust and confidence in my supervisor.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	1	4	2	8	16	31			77%			4.1
CAAP	5	3	57	34	45	144			55%			3.8
CalFresh	7	28	57	45	31	168			45%			3.4
CalWIN	0	0	0	1	4	5			100%			4.8
CalWORKs	6	5	22	41	51	125			74%			4.0
Contracts	2	0	0	4	5	11			82%			3.9
Declined to State	7	11	31	52	51	152			68%			3.8
FCS	9	17	41	71	86	224			70%			3.9
Fiscal	0	1	4	14	17	36			86%			4.3
Hsg and Homeless	1	1	4	8	10	24			75%			4.0
IHSS	5	3	14	30	36	88			75%			4.0
IT	0	0	11	18	11	40			73%			4.0
Investigations	3	1	4	13	20	41			80%			4.1
Medi-Cal	3	11	26	65	60	165			76%			4.0
OECE	2	2	0	1	3	8			50%			3.1
OOA	0	1	0	3	3	7			86%			4.1
Other	0	0	4	5	6	15			73%			4.1
Other DAAS	2	2	11	12	21	48			69%			4.0
PA/PG/PC/RP	2	1	4	5	16	28			75%			4.1
Personnel	1	5	9	12	15	42			64%			3.8
Planning & Budget	0	0	2	3	11	16			88%			4.6
Support Services	4	6	7	23	17	57			70%			3.8
WDD	9	9	11	22	20	71			59%			3.5
Total	69	111	321	490	555	1,546			68%			3.9

I know what is expected of me at work.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	0	2	21	9	32	89%	79%	94%	4.0	3.9	4.2
CAAP	0	1	49	50	45	145	94%	92%	66%	4.3	4.3	4.0
CalFresh	1	28	44	65	33	171	85%	84%	57%	4.0	4.1	3.6
CalWIN	0	0	0	3	2	5	100%	100%	100%	4.3	4.3	4.4
CalWORKs	2	3	12	64	46	127	81%	87%	87%	3.9	4.0	4.2
Contracts	1	0	1	4	5	11	80%	100%	82%	4.2	4.3	4.1
Declined to State	4	5	12	85	51	157	76%	85%	87%	3.9	4.3	4.1
FCS	2	7	18	123	77	227	85%	80%	88%	4.0	4.0	4.2
Fiscal	1	0	2	19	15	37	95%	94%	92%	4.3	4.4	4.3
Hsg and Homeless	0	1	0	10	13	24	77%	87%	96%	3.8	4.5	4.5
IHSS	1	4	5	39	39	88	88%	91%	89%	4.1	4.2	4.3
IT	1	0	6	29	5	41	67%	85%	83%	3.7	3.8	3.9
Investigations	0	0	1	18	22	41	85%	80%	98%	4.1	4.0	4.5
Medi-Cal	0	4	11	99	51	165	92%	90%	91%	4.2	4.1	4.2
OECE	0	0	1	4	3	8			88%			4.3
OOA	0	0	1	2	3	6	100%	100%	83%	4.6	4.7	4.3
Other	0	0	3	11	3	17			82%			4.0
Other DAAS	1	2	9	19	18	49	91%	75%	76%	4.4	3.9	4.0
PA/PG/PC/RP	0	0	1	15	12	28	72%	97%	96%	3.9	4.4	4.4
Personnel	0	2	5	21	14	42	87%	71%	83%	4.1	3.9	4.1
Planning & Budget	0	1	0	10	6	17	100%	100%	94%	4.4	4.5	4.2
Support Services	0	2	2	29	23	56	85%	94%	93%	4.1	4.3	4.3
WDD	1	8	3	37	22	71	85%	87%	83%	4.0	4.2	4.0
Total	15	68	188	777	517	1,565	85%	87%	83%	4.0	4.1	4.1

The mission of the Human Services Agency (HSA) makes me feel that my job is important.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	1	4	16	11	32	48%	58%	84%	3.3	3.5	4.2
CAAP	0	1	54	58	32	145	75%	73%	62%	3.9	3.9	3.8
CalFresh	2	33	49	59	28	171	70%	81%	51%	3.7	4.1	3.5
CalWIN	0	0	0	1	4	5	67%	75%	100%	4.0	4.3	4.8
CalWORKs	4	2	14	65	43	128	83%	72%	84%	4.0	3.8	4.1
Contracts	1	0	1	3	6	11	20%	64%	82%	2.6	3.4	4.2
Declined to State	4	6	31	70	46	157	66%	79%	74%	3.7	4.1	3.9
FCS	4	9	47	93	75	228	63%	70%	74%	3.6	3.7	4.0
Fiscal	0	1	1	22	13	37	89%	100%	95%	4.2	4.6	4.3
Hsg and Homeless	0	0	3	7	14	24	75%	87%	88%	4.1	4.3	4.5
IHSS	1	3	12	42	30	88	69%	86%	82%	3.8	4.1	4.1
IT	0	2	3	25	11	41	70%	54%	88%	3.7	3.5	4.1
Investigations	0	3	6	15	15	39	67%	77%	77%	4.0	4.0	4.1
Medi-Cal	0	4	24	89	46	163	85%	73%	83%	4.2	3.9	4.1
OECE	1	0	0	4	3	8			88%			4.0
OOA	0	1	2	2	1	6	80%	100%	50%	4.4	4.5	3.5
Other	0	1	3	8	5	17			76%			4.0
Other DAAS	2	1	6	21	18	48	100%	69%	81%	4.4	3.8	4.1
PA/PG/PC/RP	0	0	4	13	11	28	81%	82%	86%	3.9	4.1	4.3
Personnel	0	1	8	19	14	42	100%	81%	79%	4.1	4.3	4.1
Planning & Budget	0	0	0	4	12	16	100%	100%	100%	4.7	4.6	4.8
Support Services	0	3	12	21	22	58	69%	88%	74%	3.7	3.9	4.1
WDD	3	5	15	19	27	69	75%	78%	67%	3.8	4.1	3.9
Total	22	77	299	676	487	1,561	73%	77%	75%	3.8	3.9	4.0

Overall, my workload is manageable.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	2	9	6	12	3	32			47%			3.2
CAAP	3	6	53	59	24	145			57%			3.7
CalFresh	14	43	53	49	11	170			35%			3.0
CalWIN	0	1	3	1	0	5			20%			3.0
CalWORKs	7	15	33	51	20	126			56%			3.5
Contracts	2	1	2	4	2	11			55%			3.3
Declined to State	10	23	31	72	22	158			59%			3.5
FCS	18	36	39	101	35	229			59%			3.4
Fiscal	0	1	6	21	9	37			81%			4.0
Hsg and Homeless	1	2	1	12	8	24			83%			4.0
IHSS	6	11	22	37	11	87			55%			3.4
IT	3	2	11	21	4	41			61%			3.5
Investigations	2	3	7	21	8	41			71%			3.7
Medi-Cal	27	39	41	44	13	164			35%			2.9
OECE	0	0	2	4	2	8			75%			4.0
OOA	0	1	1	5	0	7			71%			3.6
Other	2	0	9	3	2	16			31%			3.2
Other DAAS	4	4	6	26	7	47			70%			3.6
PA/PG/PC/RP	0	1	3	18	5	27			85%			4.0
Personnel	3	5	4	22	8	42			71%			3.6
Planning & Budget	1	1	0	9	6	17			88%			4.1
Support Services	1	2	9	33	13	58			79%			3.9
WDD	4	2	12	38	14	70			74%			3.8
Total	110	208	354	663	227	1,562			57%			3.4

At work, I have the opportunity to do what I do best every day.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	0	4	4	15	8	31	44%	67%	74%	3.1	3.8	3.9
CAAP	1	8	61	54	21	145	71%	75%	52%	3.7	3.8	3.6
CalFresh	8	34	57	57	15	171	57%	75%	42%	3.5	3.9	3.2
CalWIN	0	0	1	1	3	5	67%	75%	80%	4.3	4.3	4.4
CalWORKs	7	7	31	52	30	127	51%	56%	65%	3.4	3.5	3.7
Contracts	2	0	0	6	3	11	40%	57%	82%	3.2	3.4	3.7
Declined to State	6	18	40	72	21	157	54%	68%	59%	3.3	3.7	3.5
FCS	8	32	58	95	36	229	60%	53%	57%	3.4	3.4	3.5
Fiscal	1	1	3	24	8	37	84%	94%	86%	3.8	4.4	4.0
Hsg and Homeless	0	2	4	8	10	24	54%	71%	75%	3.3	3.9	4.1
IHSS	1	4	27	39	17	88	58%	79%	64%	3.5	3.9	3.8
IT	0	5	9	22	5	41	62%	62%	66%	3.7	3.7	3.7
Investigations	0	2	10	17	12	41	52%	66%	71%	3.5	3.6	4.0
Medi-Cal	5	20	39	79	22	165	64%	69%	61%	3.7	3.7	3.6
OECE	0	0	2	3	3	8			75%			4.1
OOA	0	2	1	2	2	7	80%	100%	57%	4.2	4.5	3.6
Other	0	3	3	10	1	17			65%			3.5
Other DAAS	1	6	5	25	12	49	91%	56%	76%	4.2	3.8	3.8
PA/PG/PC/RP	0	2	3	14	9	28	83%	86%	82%	4.2	4.2	4.1
Personnel	1	5	8	17	11	42	93%	69%	67%	4.1	3.8	3.8
Planning & Budget	0	1	1	10	5	17	85%	80%	88%	4.2	4.1	4.1
Support Services	4	1	9	29	15	58	72%	91%	76%	3.7	4.1	3.9
WDD	4	10	14	28	15	71	73%	73%	61%	3.8	3.9	3.6
Total	49	167	390	679	284	1,569	63%	70%	61%	3.6	3.8	3.6

My supervisor provides useful performance feedback.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	1	2	3	14	12	32			81%			4.1
CAAP	3	5	55	50	30	143			56%			3.7
CalFresh	8	34	59	50	15	166			39%			3.2
CalWIN	0	0	1	3	1	5			80%			4.0
CalWORKs	5	12	22	53	31	123			68%			3.8
Contracts	2	0	1	5	2	10			70%			3.5
Declined to State	5	5	26	38	19	93			61%			3.7
FCS	4	23	55	95	45	222			63%			3.7
Fiscal	0	1	4	24	8	37			86%			4.1
Hsg and Homeless	1	2	2	14	5	24			79%			3.8
IHSS	4	4	13	44	23	88			76%			3.9
IT	0	9	8	23	1	41			59%			3.4
Investigations	1	4	7	19	10	41			71%			3.8
Medi-Cal	4	11	29	75	44	163			73%			3.9
OECE	1	1	1	4	1	8			63%			3.4
OOA	1	0	3	3	0	7			43%			3.1
Other	0	1	8	6	2	17			47%			3.5
Other DAAS	2	4	13	20	9	48			60%			3.6
PA/PG/PC/RP	1	2	3	12	10	28			79%			4.0
Personnel	3	5	5	21	7	41			68%			3.6
Planning & Budget	0	2	2	7	6	17			76%			4.0
Support Services	3	6	11	27	11	58			66%			3.6
WDD	6	12	9	33	11	71			62%			3.4
Total	55	145	340	640	303	1,483			64%			3.7

In my program staff are held accountable for their performance.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	5	6	2	14	5	32		67%	59%		3.4	3.3
CAAP	3	12	63	49	16	143		76%	45%		3.8	3.4
CalFresh	14	41	62	47	5	169		63%	31%		3.6	2.9
CalWIN	0	0	3	2	0	5		33%	40%		3.3	3.4
CalWORKs	8	14	30	56	15	123		68%	58%		3.6	3.5
Contracts	1	1	3	4	1	10		64%	50%		3.9	3.3
Declined to State	7	18	22	37	10	94		55%	50%		3.5	3.3
FCS	9	45	62	80	29	225		40%	48%		3.0	3.3
Fiscal	1	1	3	23	5	33		81%	85%		3.9	3.9
Hsg and Homeless	1	1	2	15	5	24		73%	83%		3.9	3.9
IHSS	6	11	18	42	11	88		61%	60%		3.4	3.5
IT	4	7	7	20	2	40		31%	55%		2.7	3.2
Investigations	2	6	3	25	5	41		62%	73%		3.4	3.6
Medi-Cal	12	28	53	60	11	164		57%	43%		3.4	3.2
OECE	2	2	2	1	1	8			25%			2.6
OOA	1	1	2	2	1	7		100%	43%		4.3	3.1
Other	0	5	4	7	1	17			47%			3.2
Other DAAS	1	4	11	26	4	46		56%	65%		3.4	3.6
PA/PG/PC/RP	2	4	9	9	4	28		66%	46%		3.5	3.3
Personnel	1	8	9	20	4	42		59%	57%		3.2	3.4
Planning & Budget	0	1	1	6	8	16		83%	88%		4.3	4.3
Support Services	6	8	12	21	9	56		65%	54%		3.6	3.3
WDD	8	11	12	29	11	71		62%	56%		3.4	3.3
Total	94	235	395	595	163	1,482		60%	51%		3.5	3.3

There is someone at work who encourages my development.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	1	4	4	14	9	32	41%	50%	72%	3.1	3.2	3.8
CAAP	3	8	71	40	21	143	61%	53%	43%	3.4	3.3	3.5
CalFresh	6	42	56	44	20	168	51%	45%	38%	3.2	3.2	3.2
CalWIN	0	0	1	2	1	4	33%	50%	75%	2.3	4.0	4.0
CalWORKs	5	12	29	48	32	126	54%	55%	63%	3.3	3.3	3.7
Contracts	1	1	2	3	4	11	60%	71%	64%	3.4	3.7	3.7
Declined to State	6	13	21	39	14	93	65%	47%	57%	3.5	3.3	3.5
FCS	13	25	35	95	54	222	63%	52%	67%	3.5	3.3	3.7
Fiscal	1	3	6	14	10	34	58%	67%	71%	3.4	3.9	3.9
Hsg and Homeless	0	0	6	11	7	24	64%	79%	75%	3.3	3.9	4.0
IHSS	3	12	15	36	22	88	37%	59%	66%	3.0	3.5	3.7
IT	0	10	9	22	0	41	58%	42%	54%	3.4	3.0	3.3
Investigations	1	4	10	15	10	40	54%	62%	63%	3.3	3.6	3.7
Medi-Cal	7	22	41	55	32	157	54%	46%	55%	3.4	3.3	3.5
OECE	0	1	3	1	3	8			50%			3.8
OOA	1	0	1	5	0	7	60%	60%	71%	4.0	3.6	3.4
Other	1	2	6	6	1	16			44%			3.3
Other DAAS	0	6	13	17	13	49	73%	50%	61%	4.1	3.2	3.8
PA/PG/PC/RP	1	1	7	10	8	27	67%	74%	67%	3.7	3.9	3.9
Personnel	1	5	8	19	8	41	53%	47%	66%	3.7	3.2	3.7
Planning & Budget	0	2	3	6	6	17	86%	80%	71%	4.1	4.1	3.9
Support Services	2	11	13	17	12	55	55%	61%	53%	3.2	3.4	3.5
WDD	7	16	10	26	12	71	54%	51%	54%	3.4	3.4	3.3
Total	60	200	370	545	299	1,474	56%	54%	57%	3.4	3.4	3.6

My supervisor is open to using new ideas from staff to improve program operations.												
Program	2015 Detail						% Agree Trends			Mean Score Trends		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	2008	2012	2015	2008	2012	2015
APS	2	5	4	11	10	32	58%	58%	66%	3.5	3.3	3.7
CAAP	3	4	58	41	33	139	63%	60%	53%	3.6	3.7	3.7
CalFresh	8	34	50	44	29	165	68%	65%	44%	3.7	3.6	3.3
CalWIN	0	0	2	2	0	4	67%	75%	50%	3.7	4.3	3.5
CalWORKs	6	7	19	48	42	122	62%	63%	74%	3.6	3.6	3.9
Contracts	2	0	0	6	3	11	80%	69%	82%	3.8	3.7	3.7
Declined to State	4	5	21	37	23	90	65%	65%	67%	3.7	4.0	3.8
FCS	4	17	50	93	51	215	69%	57%	67%	3.8	3.5	3.8
Fiscal	0	0	4	21	9	34	84%	87%	88%	4.1	4.1	4.1
Hsg and Homeless	1	1	4	8	8	22	75%	73%	73%	3.8	3.9	4.0
IHSS	5	4	20	36	22	87	53%	74%	67%	3.3	3.8	3.8
IT	0	5	8	20	7	40	77%	69%	68%	3.8	3.8	3.7
Investigations	2	2	2	22	11	39	52%	63%	85%	3.3	3.7	4.0
Medi-Cal	6	9	35	73	34	157	71%	54%	68%	3.7	3.6	3.8
OECE	1	1	0	4	2	8			75%			3.6
OOA	1	1	1	3	1	7	100%	83%	57%	4.4	4.0	3.3
Other	0	0	6	8	3	17			65%			3.8
Other DAAS	1	4	5	21	14	45	82%	50%	78%	4.3	3.4	4.0
PA/PG/PC/RP	1	3	3	11	10	28	82%	75%	75%	4.0	4.0	3.9
Personnel	1	4	9	18	10	42	80%	56%	67%	3.8	3.4	3.8
Planning & Budget	0	1	0	6	9	16	93%	93%	94%	4.4	4.4	4.4
Support Services	2	6	13	24	13	58	72%	64%	64%	4.0	3.4	3.7
WDD	8	7	11	29	15	70	73%	60%	63%	3.8	3.6	3.5
Total	58	120	325	586	359	1,448	68%	64%	65%	3.7	3.6	3.7