



Department of Corrections (DOC) Employee Collaboration Survey Results

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By
Research & Evaluation



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Executive Summary

- This is the second Staff-Collaboration Study conducted by DOC Research and Evaluation; the first was conducted in 2006.
- The response rate for 2008 declined from 57% in 2006 to 46% in 2008.
- Every DOC employee, contractor, and volunteer had the opportunity to participate during the 2008 staff-collaboration study. Employees were randomly selected during 2006.
- Four domains were considered during the 2008 Collaboration Study:
 - Safety and Wellness
 - Beliefs about the DOC mission
 - Beliefs about DOC
 - Collaboration between staff and management
- Institutional differences include employees from two county offices (Linn and Douglas), DOC administration, and DOC facilities.
- One domain changed between the 2006 and 2008 study. During the 2006 study questions regarding DOC's re-organization were asked. In 2008 this section was replaced with questions regarding DOC's Safety and Wellness.
- Between 67% and 75% of DOC employees are aware of wellness programs offered to employees. A slightly lower percent are aware of the Department's goals and initiatives.
- Nearly all employees are committed to DOC's mission, understand DOC's goals, and understand how their role impacts the mission, values, and goals of DOC.
- Most employees (86%) really care about DOC and are glad they work for DOC (~75%). Although the percentage is declining, about one-third of employees do not believe DOC cares about them.
- Most employees (67%) are comfortable voicing their opinions to their manager, feel trusted and valued by their manager, and feel respected by their manager. Only 45% believe their manager provides frequent feedback regarding employee job performance.

Institutional Differences:

- **DOC Administration**—The administration group is above average for each domain. Higher scores are most apparent with the employee's perception¹ of DOC and staff-management collaboration. When assessing change between 2006 and 2008, the administration group has somewhat regressed.
- **CCCF**—Coffee Creek is above average for each domain, but has not improved since 2006.
- **CRCI**—CRCI is above average for each domain and is improving.
- **Douglas Community Corrections**—Douglas County is not aware of the DOC safety and wellness efforts, is very supportive of DOC's mission, and is above average with the employee's perceptions of DOC.
- **DRCI**—Deer Ridge is above average with all domains; most noticeably with employee perception of DOC and the DOC's mission.
- **EOCI**—EOCI is below average with all domains and is not showing improvement when compared to 2006.
- **Linn Community Corrections**—Linn County is below average with all domains, particularly with the DOC's mission and employee perception of DOC.
- **OSCI**—OSCI is above average for all domains and most noticeably for staff-management collaboration. OSCI is improving in all domains when assessing change between 2006 and 2008.
- **OSP**—OSP is below average for all domains; differences between the OSP averages and the overall average tends to be small. OSP exhibits no change in all domains between 2006 and 2008.
- **OSPM**—OSP Minimum is above average for safety and wellness but below average for the other three domains. This facility is particularly low for staff-management collaboration. There is no change between 2006 and 2008 in all domains.
- **PRCF**—Powder River is above average and improving in each domain. Most noticeably, PRCF is above average for safety and wellness.

¹ Employee perception is synonymous with the domain DOC and Employee Collaboration.

- **SCCI**—Shutter Creek is the highest scoring facility when combining all domains; SCCI has the highest or second highest average for each domain. Shutter Creek also exhibits the most change between 2006 and 2008 when compared to other facilities/locations.
- **SCI/MCCF**—Santiam and Mill Creek are below average for each domain. All averages associated with SCI/MCCF are only slightly below the overall average when compared to all facilities/locations. In addition, SCI/MCCF tends to be regressing when compared to 2006.
- **SFFC**—South Fork is above average for safety and wellness and DOC’s mission. SFFC approximates the overall average for employee perceptions of DOC and staff-management collaboration. SFFC has improved in all domains between 2006 and 2008.
- **SRCI**—Snake River is below average for each domain. Although approximating the overall average for safety and wellness and DOC’s mission, the institution is below average for employee perceptions of DOC and staff-management collaboration. This institution showed signs of improvement between 2006 and 2008.
- **WCCF**—Warner Creek is average or slightly below average for each domain. This institution has declined in all domains since 2006.

Management versus Non-Management:

Management responses are more positive than non-management responses. When management and non-management responses are similar, the facility/location tends to score higher. When averages differ substantially between management and non-management, facility/locations tend to score lower.

Management and non-management comparisons can be located in Appendix D.

Introduction

The Department of Correction's (DOC) 2006 Strategic Plan included six objectives that promote continued development of the Oregon Accountability Model. One of the objectives was to "Foster collaboration between managers and staff." Survey collection occurred in March 2006 and again in March 2008. During 2006, the survey was disseminated to randomly selected staff in each DOC facility to identify where more successful collaboration occurs between DOC staff and management. The sampling methodology for the 2008 Collaboration Study was dramatically different. During the 2008 study, the collaboration survey was disseminated electronically through the State Library System. *All* DOC staff and DOC staff from two Community Corrections offices (Linn and Benton) were asked to participate in the 2008 Collaboration Study.

This report includes four sections: the first section briefly describes the methods, the second section provides estimates related to employee collaboration for 2008 with some recognition of change; the third section provides results by institution for 2008, and the fourth section includes institutional change between 2006 and 2008.

The collaboration survey asked numerous demographic questions including the employee's age, gender, number of years with DOC, and position. Participants answered 33 questions on the collaboration survey. The first six questions on the survey were changed from the 2006 DOC reorganization to six questions related to DOC's safety and wellness. The remaining 27 questions did not change from the previous 2006 study.

Survey questions were developed from the following topics:

- **Safety and Wellness** – How aware and/or informed are employees regarding the DOC's safety and wellness initiative?

- **Individual and organizational commitment** – Do DOC employees value the mission of DOC?
- **Training and/or learning opportunities** – Do employees feel productive and are they learning and developing new skills?
- **Trust/value issues** – Do employees openly communicate with their managers and do they feel important or valued as employees? Furthermore, do employees feel they can make mistakes without initiating negative consequences?
- **Job satisfaction** – How satisfied and/or motivated are DOC employees?
- **Work values** – Do employees feel their work is important and valued by others?

A literature review suggested the last five topics were most associated with Staff-Management Collaboration. The 2008 Collaboration Survey is located in Appendix A.

Method

Employees from each DOC facility, Linn and Douglas Community Corrections, as well as administrative offices (Central Office, Central Distribution Center, Brentwood, Central Pharmacy, Health Services and Transport) were surveyed for 2008.

During the 2008 Collaboration Study, all employees were given the opportunity to respond. The sampling process for the 2006 study was different. For example, institutions with more than 60 employees were randomly selected to participate in 2006. All managers were provided a survey and were asked to respond. In addition, facilities with limited management and non-management personnel were combined to assure confidentiality of respondents. For example, Mill Creek Correctional Facility (MCCF) had 42 non-management employees; these employees were combined with the 102 employees from Santiam Correctional Institution (SCI) to generate a random sample of 75 employees. Table 1 provides the number of samples from each institution for the 2006 survey.

Table 1: Number of Staff and Management Sampled for the 2006 Study

<i>Facility Name</i>	<i>Total Non-Management Staff</i>	<i>Total Non-Management Sample (N)</i>	<i>Total Management</i>	<i>Total Management Sample (N)</i>	<i>Total Staff Overall</i>
LINN	24	All	4	All	28
DOUGLAS	17	All	3	All	20
SFFC	31	All	9	All	40
PRCF	59	All	12	All	71
SCCI	75	All	12	All	87
COF	127	100	64	All	191
OISC	43		5	All	48
CDC	66		10	All	76
BRTW	36		21	All	57
MCCF	42	75	5	All	47
SCI	102		14	All	116
OSPM	46	150	7	All	53
OSP	528		44	All	572
CRCI	114	75	15	All	129
WCCF	92	75	17	All	109
OSCI	225	100	28	All	253
CCCF	380	100	40	All	420
EOCI	365	100	32	All	397
TRCI	375	100	30	All	405
SRCI	822	200	59	All	881
Total	3,569	1,281	431	431	4,000

Facility/Location Names and Abbreviations

Brentwood (BRTW), Central Distribution Center (CDC), Central Office Facility (COF), Coffee Creek Correctional Facility (CCCF), Columbia River Correctional Institution (CRCI), Eastern Oregon Correctional Institution (EOCI), Mill Creek Correctional Facility (MCCF), Offender Information & Sentencing Computation (OISC), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM), Powder River Correctional Facility (PRCF), Santiam Correctional Institution (SCI), Shutter Creek Correctional Institution (SCCI), South Fork Forest Camp (SFFC), Snake River Correctional Institutional (SRCI), Two Rivers Correctional Institution (TRCI), Warner Creek Correctional Facility (WCCF)

Data collection for the 2008 DOC strategic initiative began in March 2008 and concluded in September 2008. An electronic survey collected responses using a six-point scale. The

six-point scale included the following choices: strongly agree, moderately/slightly agree, neutral, moderately/slightly disagree, strongly disagree, and not applicable.

In addition to the different number of staff and management sampled between 2006 and 2008, new facilities and new groups were sampled. For instance, Deer Ridge Correctional Facility was not open during the 2006 collection; although 2008 results are available, change between 2006 and 2008 cannot be assessed. Also, Central Pharmacy, Health Services, and Transport were combined with the Administration group for this report; in 2006 these were included in the Administration group but were not individually sampled. Some institutions (OSP and OSPM, SCI and MCCF) were combined in 2006 and again in 2008. All DOC employees and employees from Linn and Benton Community Corrections were given the opportunity to participate in the 2008 Staff Collaboration Study. This complete sampling in 2008 differed from the stratified random sample in 2006. Table 2 identifies the different groups sampled in the 2008 study.

Table 2: Sample for 2008

<u>Individual Institutions</u>	<u>Combined institutions</u>	<u>Administration Offices</u>
CCCCF	SCI/MCCF	Central Office (DOME)
CRCI	OSP/OSPM	Central Distribution Center
DRCI (2008 only)		Brentwood
EOCI	Community Corrections	Central Pharmacy
OSCI	Douglas	Health Services
PRCF	Linn	Transport
SCCI	* An electronic survey was sent to every employee at each DOC facility/location.	
SFFC		
SRCI		
TRCI		
WCCF		

Results

Response Rates and Demographics

The overall response rate associated with the 2008 Collaboration Study is 46%. This estimate is somewhat lower when compared to the response rate for 2006 (57%). The difference in response rates could be attributable to the different data collection methodologies (i.e. paper versus electronic) between 2006 and 2008. Confidentiality considerations of the respondents could also influence response rates.

The 2006 study used paper surveys to collect the data; however, in 2008 the survey data was collected electronically. Approximately 4,000 DOC employees were given the opportunity to complete a staff collaboration survey. One thousand and fifty six surveys were completed and returned to the State Library E-survey Server. Respondents were asked 12 questions related to DOC's safety/wellness and the DOC mission; another 21 questions were related to collaboration between staff and management; and four questions related to demographics of the respondents. The four demographic questions included age, gender, number of service years with DOC, and employee position.

During the 2008 collection, slightly more than 60% of the respondents were non-management employees and about 21% of the respondents were management. The remaining respondents included volunteers and contractors. The 2008 response rate for managers was 89%; for non-management staff the response rate was 40%. The 2006 response rate for management and non-management was 78% and 46%, respectively.

In 2008, approximately one-third of the respondents were between the ages of 36 and 45 years of age and nearly one-third were between the ages of 46 and 55. Nearly 30% of the respondents have been employed with DOC for 6 to 10 years and slightly more than one-quarter have been employed with DOC for 1 to 5 years. In addition, approximately 16% of the respondents have been employed for 11 to 15 years, 12% for 11 to 20 years, 10% for less than one year, and 6% for more than 20 years.

Responses Associated with DOC's Safety and Wellness for 2008:

In general, the responses associated with DOC's Safety and Wellness Initiative were positive. Nearly 76% of the respondents said they were aware of the Public Employee Benefit Board (PEBB), as well as the Employee Assistance Program (EAP). Two-thirds of the respondents said they value safety and wellness at their work location and feel safety concerns are being addressed. More than half the respondents were aware of the department's safety goals for 2008 and were aware of the safety and wellness initiative for DOC; interestingly, one-quarter of the respondents answered neutral to both of these questions. More than 20% of the respondents disagreed with three of the six questions asked regarding safety and wellness.

Responses Associated with DOC's Mission for 2008:

Approximately 93% of the respondents are committed to DOC's mission, and roughly 90% understand how their work unit and position impact the mission, values, and goals of DOC. About 88% of the respondents know their role in making DOC's mission successful, and 87% understand the goals and outcomes of DOC. Furthermore, about 80% believe the DOC mission makes them feel their jobs are important.

Responses Associated with DOC and Employee Collaboration for 2008:

The collaboration survey asked nine DOC and employee collaboration related questions. More than 86% of the respondents said they really care about the fate of DOC. Roughly three-quarters of the respondents are happy they chose to work for DOC, are disturbed to hear others criticize the agency, and feel they are loyal to DOC. Just under two-thirds feel the people employed at DOC are working toward the same goals and are proud to work for DOC. Over half the respondents view DOC's problems as their own and agree with DOC's policies on important matters related to them. A third of the employees disagreed when asked if they felt DOC cared about them, and 45% agreed; whereas, about 20% were neutral to this question. Interestingly, this estimate has declined since 2006 when 41% of the respondents disagreed with this question.

Responses Associated with Manager and Employee Collaboration for 2008:

The survey included 12 questions related to management collaboration with non-management employees. More than two-thirds of DOC employees are comfortable voicing opinions to their manager. Nearly two-thirds feel trusted and valued by their managers, value and trust their managers' decisions, and feel they can make a mistake without feeling degraded. Over two-thirds of the respondents freely admit or discuss with their managers when mistakes are made, feel their managers are willing to help with difficulties in their job, and feel they receive respect and fair treatment from their managers. In addition, more than half the respondents believe management values their ideas and provides support necessary to do their jobs well. Responses to these areas have increased slightly since the 2006 study. Slightly more than half know when they are doing well or poorly in their jobs and nearly half feel their managers involve them in making important decisions regarding their work. However, DOC employees are split when asked if their managers provide them with frequent feedback regarding the way they perform their job; about 45% agree with this statement, and nearly 40% disagree.

Management Verses Non-management for 2008:

The responses associated with each question on the collaboration survey are more positive for managers than non-managers. This is especially evident when asked about DOC's safety and wellness—managers tend to be more informed than non-management staff. Managers and non-managers felt positively about DOC's mission in 2006. Although the responses associated with DOC's mission (for managers and non-managers) are positive for 2008, estimates are slightly lower today than in 2006.

For the remaining two domains (DOC and employee, and management and employee), responses are more positive for managers when compared to non-managers. In 2006, the estimates were more similar for both managers and non-managers. This change may conclude collaboration is not improving for some DOC employees.

Regarding the question “I feel DOC cares about me,” 69% of management agreed to this question, whereas, only 38% of the non-management staff said they agreed; the difference between management and non-management responses is large for this question. This trend appears to be true for most questions asked of managers and non-managers regarding the domain DOC and Employee Collaboration.

When assessing manager and employee collaboration, 43% of the non-management respondents disagreed when asked if they receive frequent feedback on how they perform their jobs; about one-quarter of the manager respondents disagreed with this question. Furthermore, more non-managers than managers disagreed when asked if they are involved in making important decisions, and when asked if their manager values and uses their ideas.

The collaboration survey questions and the associated responses for the *Overall*, *Management*, and *Non-Management* estimates are listed below. For 2008, *Agree* includes mod/slightly agree and strongly agree, and *disagree* includes mod/slightly disagree and strongly disagree. Due to the proportion of respondents answering “Neutral,” not all management and non-management comparisons total to 100%. More detailed responses can be found in Appendix B.

Responses Associated with DOC’s Safety & Wellness for 2008:

I am aware of the Department’s safety goals for 2008.

- Overall: 57.6% agree; 16.5% disagree
- Management: 76.9% agree; 9.7% disagree
- Non-Management: 51.3% agree; 18.9% disagree

I feel that safety concerns are addressed in a timely manner at my facility.

- Overall: 64.1% agree; 19.3% disagree
- Management: 85.4% agree; 5.5% disagree
- Non-Management: 56.8% agree; 23.9% disagree

Safety and wellness are valued at my work location.

- Overall: 68.7% agree; 17.1% disagree
- Management: 88.3% agree; 4.7% disagree
- Non-Management: 61.8% agree; 21.1% disagree

I am aware of the Safety and Wellness Initiative for the Department.

- Overall: 56.2% agree; 18.9% disagree
- Management: 78.4% agree; 9.1% disagree
- Non-management: 49.2% agree; 22.6% disagree

I am aware of the benefits of the Public Employee Benefit Board (PEBB).

- Overall: 75.6% agree; 9.5% disagree
- Management: 87.2% agree; 3.7% disagree
- Non-Management: 74.7% agree; 10.7% disagree

I am aware of the benefits of the Employee Assistance Program (EAP).

- Overall: 75.6% agree; 10.0% disagree
- Management: 97.7% agree; 3.4% disagree
- Non-management: 73.4% agree; 11.7% disagree

Responses Associated with DOC's Mission for 2008:

I have a clear understanding of the goals and outcomes of DOC.

- Overall: 86.9% agree; 5.6% disagree
- Management: 96.1% agree; 1.3% disagree
- Non-Management: 83.9% agree; 7.5% disagree

I have a clear understanding of how my work unit impacts the mission, values and goals of DOC.

- Overall: 89.9% agree; 4.0% disagree
- Management: 96.9% agree; 1.3% disagree
- Non-Management: 87.4% agree; 5.2% disagree

I am committed to DOC's mission.

- Overall: 92.9% agree; 1.6% disagree
- Management: 99.0% agree; 0.3% disagree
- Non-Management: 90.7% agree; 2.2% disagree

I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.

- Overall: 91.3% agree; 3.7% disagree
- Management: 97.7% agree; 0.52% disagree
- Non-Management: 89.1% agree; 5.1% disagree

The mission of DOC makes me feel my job is important.

- Overall: 77.8% agree; 9.1% disagree
- Management: 93.5% agree; 1.8% disagree
- Non-Management: 72.6% agree; 11.9% disagree

I understand what role I play to ensure the goals of DOC's mission are successful.

- Overall: 87.6% agree; 4.1% disagree
- Management: 96.4% agree; 0.80% disagree
- Non-management: 84.6% agree; 5.8% disagree

Responses Associated with DOC and Employee Collaboration for 2008:

In general, the people employed by DOC are working toward the same goals.

- Overall: 60.0% agree; 23.7% disagree
- Management: 80.2% agree; 8.3% disagree
- Non-Management: 52.8% agree; 29.3% disagree

I find it difficult to agree with DOC's policies on important matters related to me.

- Overall: 55.0% disagree; 21.1% agree
- Management: 72.3% disagree; 17.0% agree
- Non-Management: 52.7% disagree; 23.1% agree

I feel that DOC cares about me.

- Overall: 45.4% agree; 34.2% disagree
- Management: 69.0% agree; 19.5% disagree
- Non-Management: 37.6% agree; 40.3% disagree

I often describe myself to others by saying "I work for DOC" or "I am from DOC."

- Overall: 62.0% agree; 19.0% disagree
- Management: 81.8% agree; 7.3 disagree
- Non-Management: 55.8% agree; 24.8% disagree

I am glad I chose to work for DOC rather than another organization.

- Overall: 71.7% agree; 9.1% disagree
- Management: 88.0% agree; 3.4% disagree
- Non-Management: 67.4% agree; 11.2% disagree

In general, I view DOC's problems as my problems.

- Overall: 58.2% agree; 19.2% disagree
- Management: 83.3% agree; 6.3% disagree
- Non-Management: 52.1% agree; 23.8% disagree

It is disturbing to me to hear others outside DOC criticize the agency.

- Overall: 72.3% agree; 9.4% disagree
- Management: 88.5% agree; 4.2% disagree
- Non-Management: 67.9% agree; 11.9% disagree

I feel very little loyalty to DOC.

- Overall: 70.0% disagree; 15.2% agree
- Management: 83.0% disagree; 11.2% agree
- Non-Management: 67.0% disagree; 16.8% agree

I really care about the fate of DOC.

- Overall: 86.3% agree; 4.0% disagree
- Management: 95.5% agree; 1.3% disagree
- Non-Management: 83.5% agree; 5.0% disagree

Responses Associated with Manager and Staff Collaboration for 2008:

If mistakes are made, I am allowed to freely admit or discuss the reason with my supervisor or manager.

- Overall: 68.0% agree; 26.7% disagree
- Management: 83.3% agree; 12.0% disagree
- Non-Management: 63.7% agree; 23.9% disagree

I feel trusted and valued by my supervisor or manager.

- Overall: 62.2% agree; 26.1% disagree
- Management: 78.6% agree; 14.1% disagree
- Non-Management: 57.4% agree; 31.1% disagree

I feel my supervisor or manager is willing to help when I face difficulties with my job.

- Overall: 66.0% agree; 22.3% disagree
- Management: 82.3% agree; 10.4% disagree
- Non-Management: 60.4% agree; 26.8% disagree

I receive respect and fair treatment from my supervisor or manager.

- Overall: 67.0% agree; 20.3% disagree
- Management: 82.6% agree; 10.9% disagree
- Non-Management: 62.2% agree; 25.0% disagree

I am comfortable voicing my opinions to my supervisor or manager.

- Overall: 67.2% agree; 22.0% disagree
- Management: 84.6% agree; 10.5% disagree
- Non-Management: 63.4% agree; 25.5% disagree

I value and trust my supervisors or manager's decisions.

- Overall: 60.8% agree; 22.4% disagree
- Management: 83.8% agree; 9.4% disagree
- Non-Management: 53.2% agree; 27.2% disagree

I can make a mistake without feeling degraded.

- Overall: 60.7% agree; 23.3% disagree
- Management: 79.4% agree; 11.2% disagree
- Non-Management: 55.9% agree; 27.1% disagree

I have trouble figuring out whether I'm doing well or poorly in my job.

- Overall: 51.0% disagree; 32.6% agree
- Management: 55.4% disagree; 37.0% agree
- Non-Management: 50.4% disagree; 31.9% agree

My supervisor or manager provides me with frequent feedback on the way I perform my job.

- Overall: 44.8% agree; 37.7% disagree
- Management: 61.1% agree; 24.7% disagree
- Non-Management: 38.1% agree; 42.6% disagree

My supervisor or manager involves me in making important decisions regarding my work.

- Overall: 48.9% agree; 35.6% disagree
- Management: 76.7% agree; 16.5% disagree
- Non-Management: 41.9% agree; 41.0% disagree

My supervisor or manager values and uses my ideas.

- Overall: 52.6% agree; 29.3% disagree
- Management: 79.3% agree; 12.0% disagree
- Non-Management: 46.4% agree; 34.6% disagree

I receive the support I need to do my job well.

- Overall: 56.8% agree; 25.6% disagree
- Management: 76.7% agree; 12.0% disagree
- Non-Management: 50.6% agree; 30.6% disagree

In summary, responses associated with DOC collaboration are mostly positive for 2008. Safety and wellness related questions were added to the collaboration survey for the 2008 collection; over half the respondents said they were aware of DOC's safety goals for 2008 and were aware of DOC's safety and wellness initiative. When comparing management and non-management responses, fewer non-management staff seemed

aware of the safety and wellness initiative (49% and 78%, respectively). The mission of DOC continues to show employee support; however, responses associated with DOC and employee related questions are not as positive. For instance, only 45% of employees feel DOC cares about them, only 55% find it difficult to agree with DOC's policies on important matters related to them, and just over 55% view DOC's problems as their own. On the upside, 86% of DOC's staff care about the fate of DOC.

The responses associated with most questions tend to be positive with about two-thirds of the overall population. However, some responses fall below two-thirds. Some employees are not aware of their job performance, some do not receive the support necessary to do their jobs well, and some do not believe their managers' value and use their ideas. Only 49% feel management involve them in making important decisions and even fewer believe their managers provide them with frequent feedback.

Staff Collaboration by Institution for 2008

Institutional Differences for 2008:

The results reported in the first section recognize departmental issues and trends. Some DOC facilities have excellent staff-management collaboration and there are other facilities where collaboration could be improved. Improved collaborative efforts can benefit the working relationship between staff and management; this section recognizes where collaboration is strong and where collaboration could improve.

To better understand where collaboration is strong and where collaboration can improve, a particular statistical analysis (factor analysis) was performed. The analysis takes all survey questions and statistically groups each into different “domains.” Each domain has a single theme and respondents tend to answer each of these questions similarly. The 33 questions in the collaboration survey are statistically placed in one of the four domains. The four domains identified in the 2008 collaboration study include DOC Safety and Wellness, DOC’s Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. This statistical procedure uses correlations among question responses to determine the underlying factors represented by the variables used in the study.

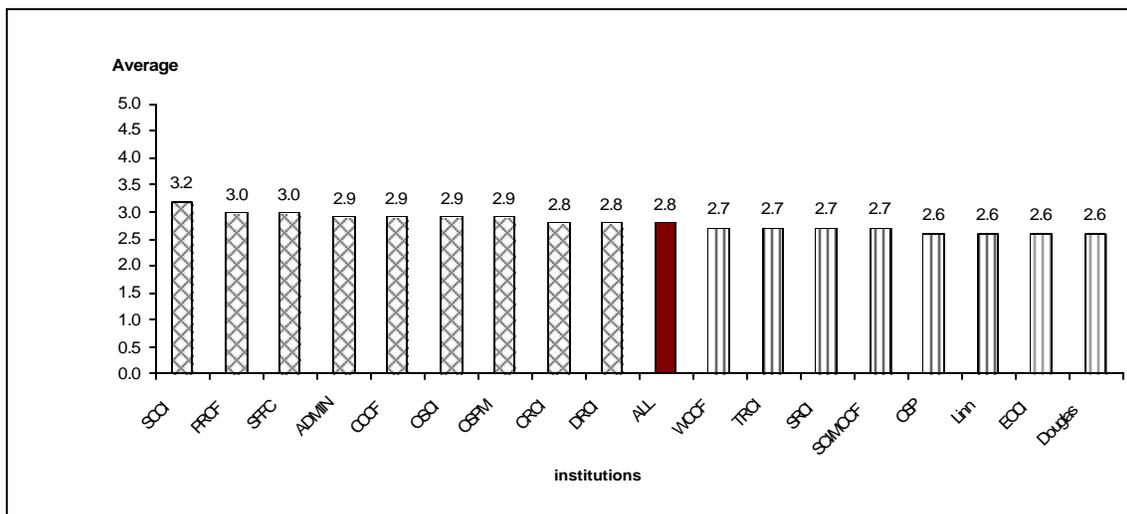
Appendix C provides more descriptions and measures associated with this analysis. In addition, Appendix C lists the questions associated with each domain.

Results by Institution for 2008:

The following tables represent how DOC employees responded to the four domains during 2008: DOC Safety and Wellness, DOC Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. The group represented as *Admin* during the 2008 collection includes employees from the following offices: Central

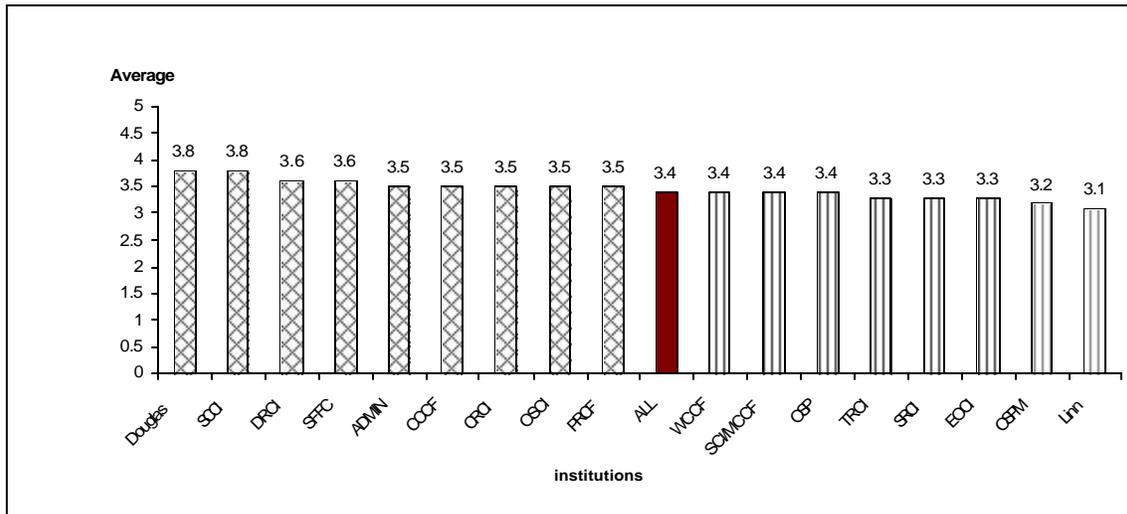
Office (Dome), Central Distribution Center (CDC), Brentwood, Central Pharmacy, Health Services, and Transport. The “Overall Average” for all respondents is denoted as “ALL” in the tables below. Just as the “All” represents all responses for a particular domain, facility and institution averages represent averages for all respondents from that location. In these four charts some institutions are above the overall average, some are near or equal to the overall average, and some are below the overall average.

Chart 1—DOC Safety & Wellness for 2008—Domain 1



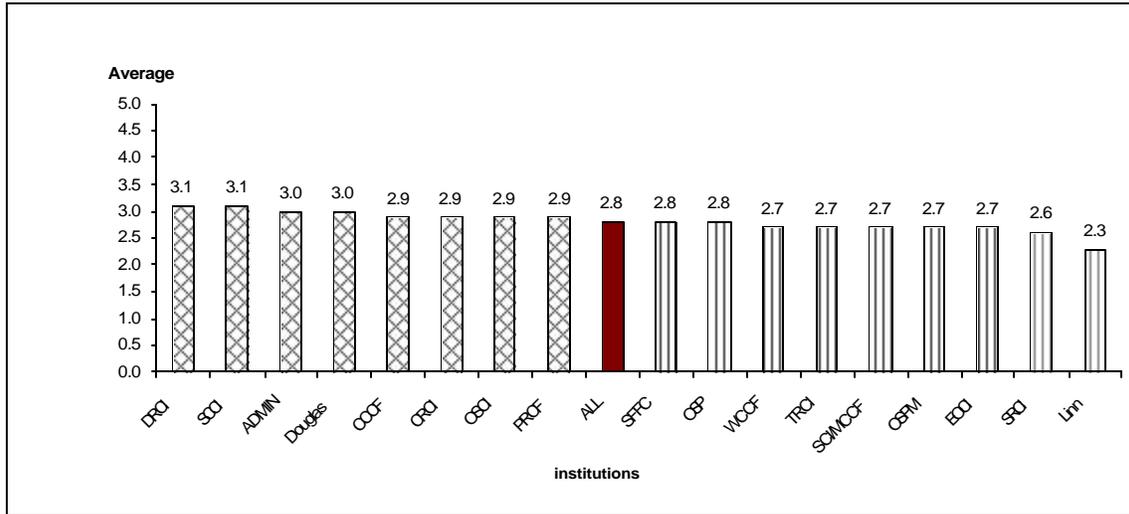
The overall average in Chart 1 is 2.8 and represented as ALL; institutions scoring above the overall average feel more informed when compared to those institutions scoring below the overall average. When asked about DOC safety and wellness, employees from SCCI scored higher when compared to all other facilities/locations. Employees from PRCF and SFFC were close behind SCCI in this domain. Employees from OSP, Linn County, EOCI, and Douglas County feel less informed when asked about DOC safety and wellness.

Chart 2—DOC’s Mission for 2008—Domain 2



The overall average for DOC’s Mission is 3.4; those institutions scoring above the overall average are more supportive of DOC’s mission when compared to those institutions scoring below the overall average. Employees from Douglas County and SCCI are more supportive of DOC’s mission when compared to other DOC facilities/locations. Others include DRCI, SFFC, Admin, CCCF, OSCI, and PRCF. Employees from OSPM and Linn County feel less informed when asked about DOC’s mission.

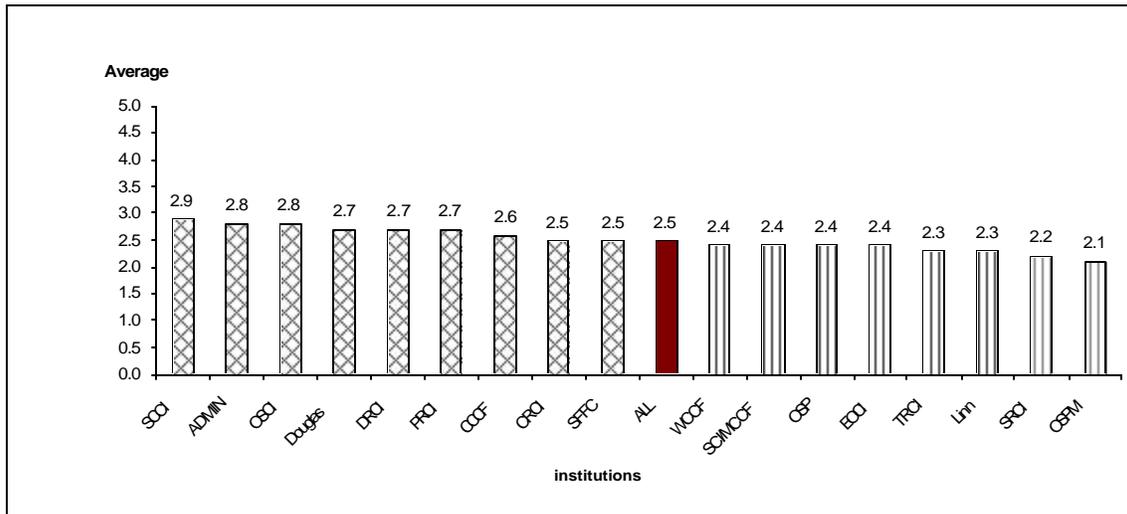
Chart 3— DOC and Employee Collaboration² for 2008—Domain 3



The overall average for the third domain is 2.8; those institutions scoring above the overall average feel DOC cares about them, feel employees are working toward the same goals, and are glad they work for DOC. DOC and employee collaboration is strongest at DRCI, SCCI, Admin, and OSCI. The institutions scoring the lowest in this domain include TRCI, Linn County, SRCI, and OSPM.

² In this report, the domain “DOC and Employee Collaboration” is also referred to as the “Employee Perception of DOC.”

Chart 4—Manager and Employee Collaboration³ for 2008—Domain 4



The overall average for manager and employee collaboration is 2.5; employees from institutions above the overall average feel their managers do a good job collaborating with staff when compared to those institutions below the overall average. Manager and employee collaboration is the strongest at SCCI, Admin, and OSCI. Employees from TRCI, Linn County, SRCI, and OSPM feel manager and employee collaboration could improve.

The previous four charts combine management and non-management responses to identify facility/location differences within DOC. Estimates associated with each institution are above, below, or similar to the over all average. There are only 5 locations scoring above the overall average in all 4 domains, SCCI, PRCF, DOC Admin, CCCF, and OSCI. Many factors are associated with employee responses including change in administration, management philosophy, unique events within an institution, union representatives, and other factors. The staff-collaboration survey recognizes facility/location differences but does not identify specific factors influencing the averages.

³ The domain “Manager and Employee Collaboration” is synonymous with “Staff-Management Collaboration” in this report.

Change by Institution—2006 versus 2008

There are many factors influencing the facility/location estimates. Changing management, changing the mission of a facility, changing management philosophy, changing methods of communication, and staff turnover all influence facility averages.

Each facility/location can be placed in 1 of 4 groups:

- Doing well and improving
- Above average but not improving
- Below average but improving
- Below average and not improving

The charts below represent change between 2006 and 2008 for three domains: DOC's Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. Since the "DOC's Re-organization" was included in 2006 but not in 2008, the change could not be assessed; similarly, DOC's Safety and Wellness was included in 2008 and not in 2006.

Previous analyses identified facility/location averages for 2008. The analyses presented in this section include data for 2006 and 2008. When you include both 2006 and 2008 data, facility/location averages might differ slightly from the 2008 estimates provided earlier. This section recognizes change between 2006 and 2008; it does not recognize difference among facilities/locations for 2008.

The "overall average" is defined as the average of all facilities/locations for 2006 and 2008. The overall average is 3.4 for the domain DOC's Mission, 2.8 for the domain DOC and Employee Collaboration, and 2.5 for the domain Management and Employee Collaboration. Some institutions have estimates that are increasing between 2006 and 2008 (improving), some are decreasing (not improving) and some are similar between 2006 and 2008 (no change). It is also important to note that during the 2008 data collection, OSP and OSPM were sampled as individual institutions. However, it was decided to combine both institutions since both institutions were combined during the

2006 analysis; SCI and MCCF were also combined to allow comparisons between 2006 and 2008.

Chart 5—Institutional Change between 2006 & 2008 for DOC’s Mission⁴

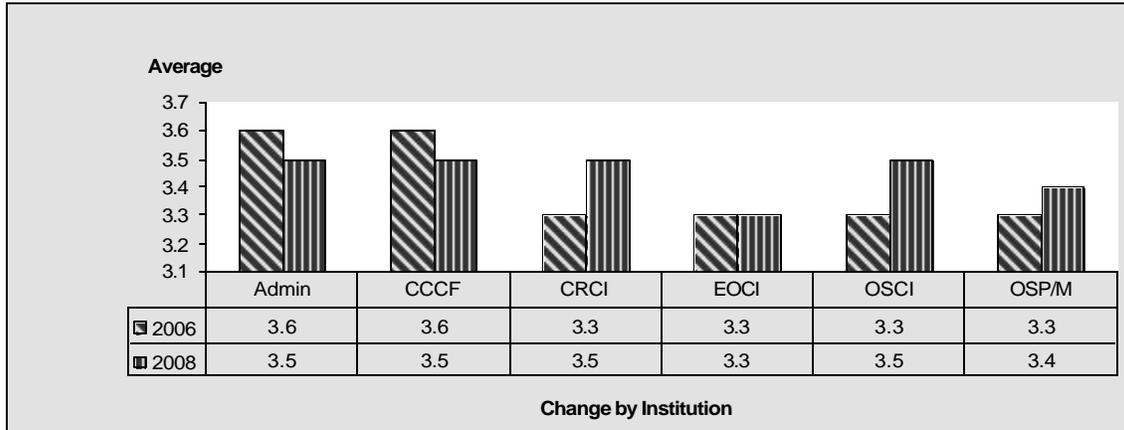
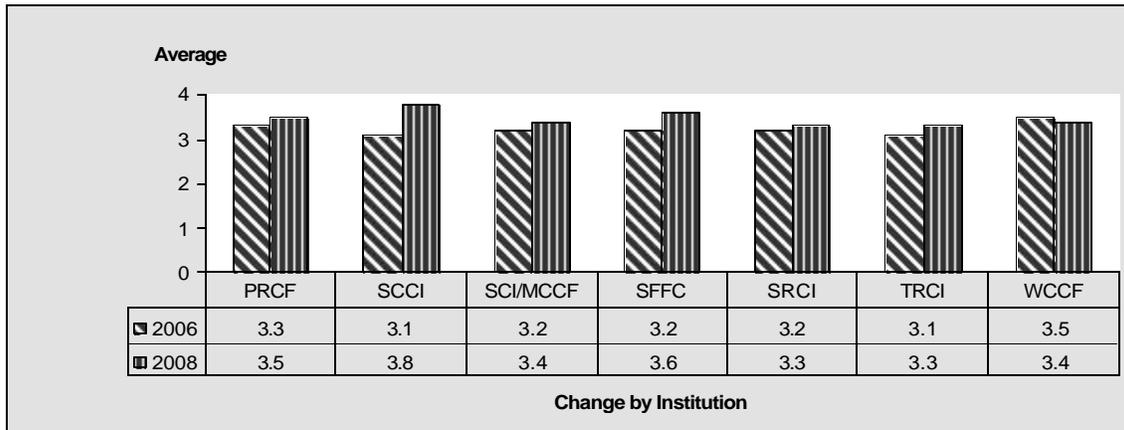


Chart 5 — Continued



The overall average for DOC’s mission is 3.4; facilities/locations with higher estimates in 2008 are improving but could be considered average (3.4) or below average (3.3 or lower). To clarify, some facilities/locations may show improvement since 2006 and still have average or below average estimates. The averages associated with SCCI and SFFC have increased since 2006, EOCI has remained static and the averages for SRCI and TRCI have improved; however, both are still below the overall average. Admin, CCCF, and WCCF are above average for 2006 but each has regressed for 2008 in this domain.

⁴ Averages for DRCI, Linn County, and Douglas County were not included in 2006; therefore, comparisons to 2008 could not be made.

Chart 6—Institutional Change between 2006 & 2008 for DOC and Employee Collaboration

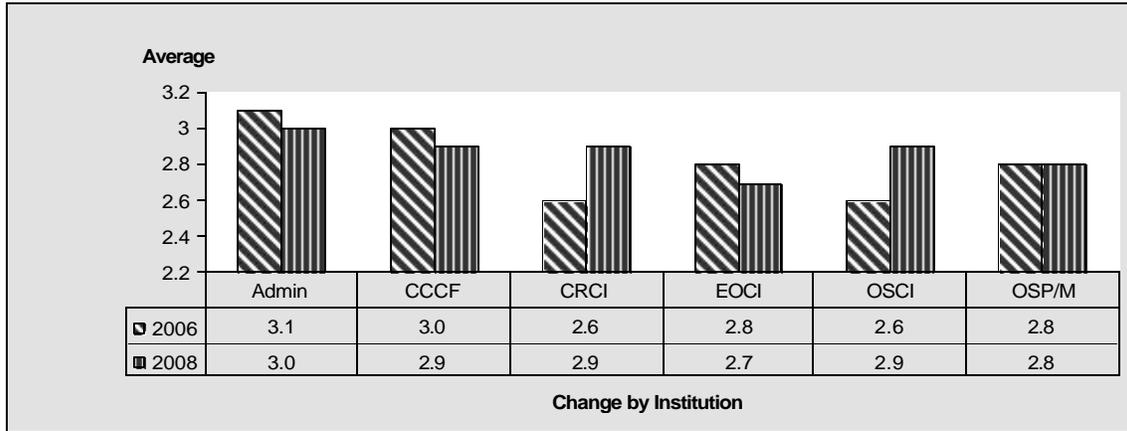
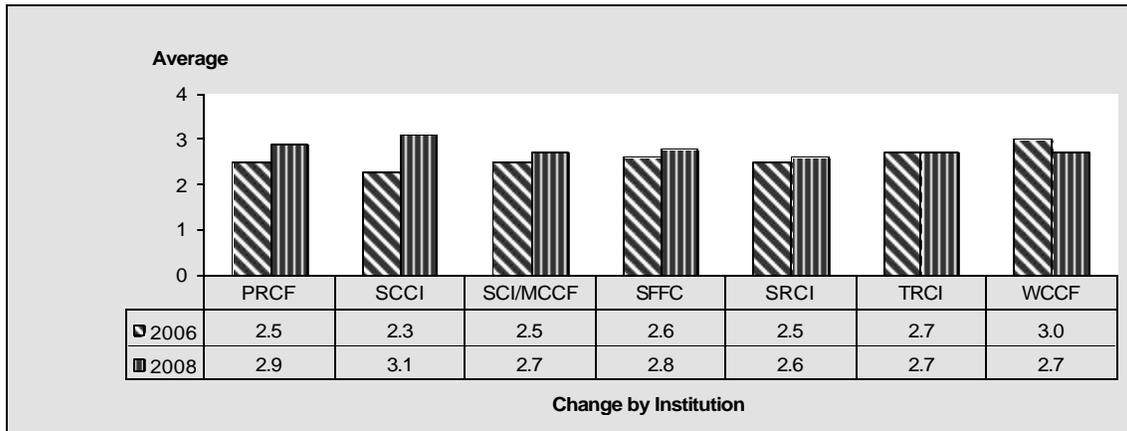


Chart 6 — Continued



The overall average for the domain DOC and Employee Collaboration is 2.8; facilities/locations with higher estimates in 2008 are improving but could be considered average (2.8) or below average (2.7 or lower). Estimates associated with DOC and Employee Collaboration are more consistent among eight facilities/locations (EOCI, OSP/OSPM, SCI/MCCF, SFFC, SRCI, and TRCI). Estimates for SCI/MCCF, SFFC, and SRCI have improved between 2006 and 2008, and institutions above average but showing a decline in DOC and Employee collaboration include the Admin group and CCCF.

Chart 7—Institutional Change between 2006 & 2008 for Manager and Employee Collaboration

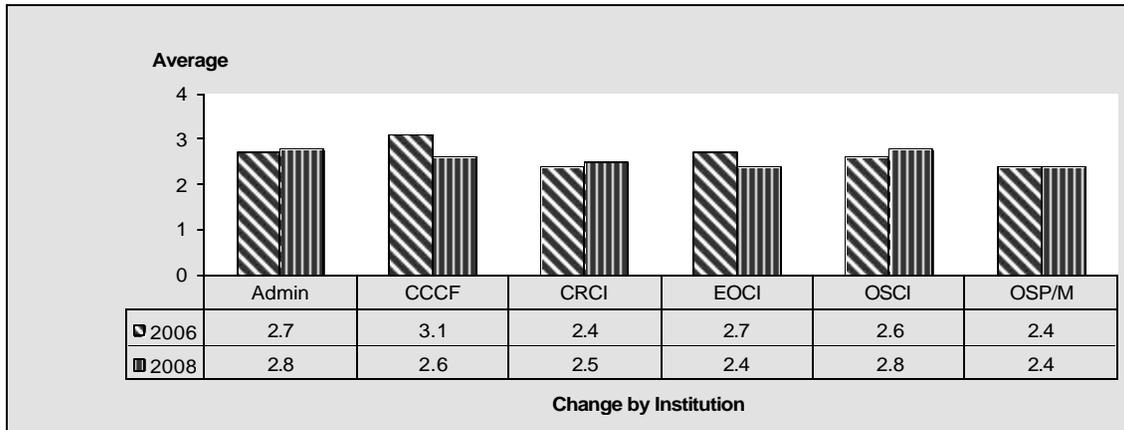
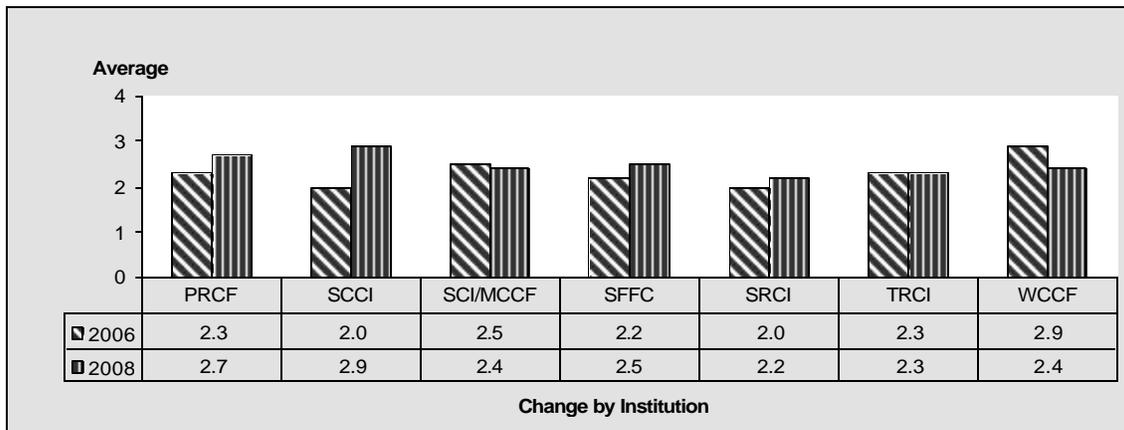


Chart 7 — Continued



The overall average associated with the domain Manager and Employee Collaboration is 2.5. Manager and Employee Collaboration responses have improved for seven facilities/locations, declined in four facilities/locations and remained static in two facilities/locations. The estimate for CCCF is above the overall average of 2.5, but has declined since 2006; the average for WCCF was high in 2006 but below average in 2008. The most dramatic decline between 2006 and 2008 occurred with CCCF and WCCF.

Institutions above the overall average in 2008 and improving include the Admin group, OSCI, PRCF, and SCCI. Overall, responses for employees from SRCI and TRCI tend to be less positive when asked about manager and employee collaboration. SCCI and SRCI

were the lowest scoring facilities in 2006; though not the highest scoring institution in Oregon, the average for SCCI has increased for 2008.

Chart 8—Summary of Current Status and Change between 2006 and 2008

<u>Institution</u>	<i>DOC Mission</i>		<i>DOC and Employee</i>		<i>Manager & Employee</i>	
	<u>2008</u>	<u>Change</u>	<u>2008</u>	<u>Change</u>	<u>2008</u>	<u>Change</u>
ADMIN	Good	-	Very Good	-	Very good	+
CCCF	Good	-	Good	-	Average	--
CRCI	Good	+	Good	++	Average	+
DRCI	Very Good	N/A	Best	N/A	Good	N/A
EOCI	Low	No change	Low	-	Average	-
OSCI	Good	+	Good	++	Very Good	+
OSP/M	Average	+	Average	No change	Average	No change
PRCF	Good	+	Good	++	Good	++
SCCI	Best	+++	Best	+++	Best	+++
SCI/MCCF	Average	+	Low	+	Average	-
SFFC	Very Good	++	Good	+	Average	+
SRCI	Low	+	Lowest	+	Lowest	+
TRCI	Low	+	Low	No Change	Low	No change
WCCF	Average	-	Low	--	Average	--

Chart eight summarizes current rankings among facilities/locations and the change that has occurred between 2006 and 2008 for three domains: DOC Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. The “2008” columns recognize how a particular facility/location compares to other facilities/locations in 2008. For example, the Admin group is considered good for DOC mission, very good for DOC and employee collaboration, and very good for manager and employee collaboration. Despite the current status, estimates between 2006 and 2008 have declined for DOC mission, have declined for DOC and employee collaboration, but have improved for manager and employee collaboration. The column labeled “Change” recognizes improving facilities/locations (+) and facilities/locations where estimates have declined (-).

Comparing 2006 and 2008 estimates, SCCI is the institution with the most improvement for all three domains. PRCI, SFFC, OSCI, and CRCI have also improved in all domains between 2006 and 2008. Collaboration was a problem for employees from SRCI, but

tends to be improving. Collaboration is still problematic for employees at TRCI and EOCI, and the estimates have not improved between 2006 and 2008.

Assessing the individual domains within chart eight is also interesting. When asked about DOC's mission, SCCI exhibits the most improvement and employees from SFFC show signs of "very good" improvement. Collaboration between "DOC and Employee" tends to be declining with the Admin group, CCCF, EOCI, and WCCF. SRCI employees found DOC and employee collaboration to be problematic but estimates appear to be improving. "Manager and Employee Collaboration" tends to be "best" for employees at SCCI, and is "very good" for the Admin group, and OSCI.

Compared elsewhere, employees from TRCI show the least amount of improvement when asked about manager and employee collaboration.

Office collaboration is beneficial to all parties involved. Collaboration allows individuals to address interpersonal differences before leading to resistance which can limit understanding. Collaborative awareness allows individuals to handle resistance, provides opportunity for empathetic listening, and verifies better understanding of important management and employee needs. Furthermore, good collaboration provides opportunity for useful feedback from team-building networks which can limit assumptions and allow individuals to gain new awareness.

Appendix A: Collaboration Electronic Survey

2008 Staff-Management Collaboration Questions

Question Text
<p>This survey is designed to gather information about the quality of collaboration between managers and staff within the Department of Corrections. Collaboration is influenced by organizational change, staff commitment and agency values. There are a few demographic variables included; however, this survey is confidential and your responses cannot be individually identified! Your input into the collaboration process is critical.</p> <p>If you feel the demographic information requested may identify who you are please feel free to leave one of the demographic questions blank.</p> <p>The survey should only take a few minutes to complete.</p> <p>Please select the answer that most closely matches how you feel for each question on the screen. Then click 'Continue' which is one of the choices located at the bottom of each set of questions. Please only complete the survey one time.</p> <p>At the conclusion of the survey click 'Finish' and you will be redirected to the DOC home page.</p> <p>At any time you may click the 'Quit Survey' button and your answers will not be saved.</p> <p>Thank you for taking a few minutes to complete the Staff-Management Collaboration Survey.</p> <p>The 2006 Staff-Management Collaboration survey results can be found at:</p> <p>http://www.oregon.gov/DOC/RESRCH/docs/StaffCollaborationReport.pdf</p>
Please select the facility or site where you usually work. (Required field)
Your age
Your gender
Number of years with DOC
What is your current position?
Safety and Wellness.
I am aware of the Department's safety goals for 2008.
I feel that safety concerns are addressed in a timely manner at my facility.
Safety and wellness are valued at my work location.
I am aware of the Safety and Wellness Initiative for the Department.
I am aware of the benefits of the Public Employee Benefit Board (PEBB).
I am aware of the benefits of the Employee Assistance Program (EAP).
Department's Mission, Goals, and Values.
I have a clear understanding of the goals and outcomes of DOC.
I have a clear understanding of how my work unit impacts the mission, values, and goals of DOC.
I am committed to DOC's mission.
I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.
The mission of DOC makes me feel my job is important.
I understand what role I play to ensure the goals of DOC's mission are successful.
DOC and Employee related questions.
In general, the people employed by DOC are working toward the same goals.
I find it difficult to agree with DOC's policies on important matters related to me.
I feel that DOC cares about me.
I often describe myself to others by saying "I work for DOC" or "I am from DOC".
I am glad I chose to work for DOC rather than another organization.

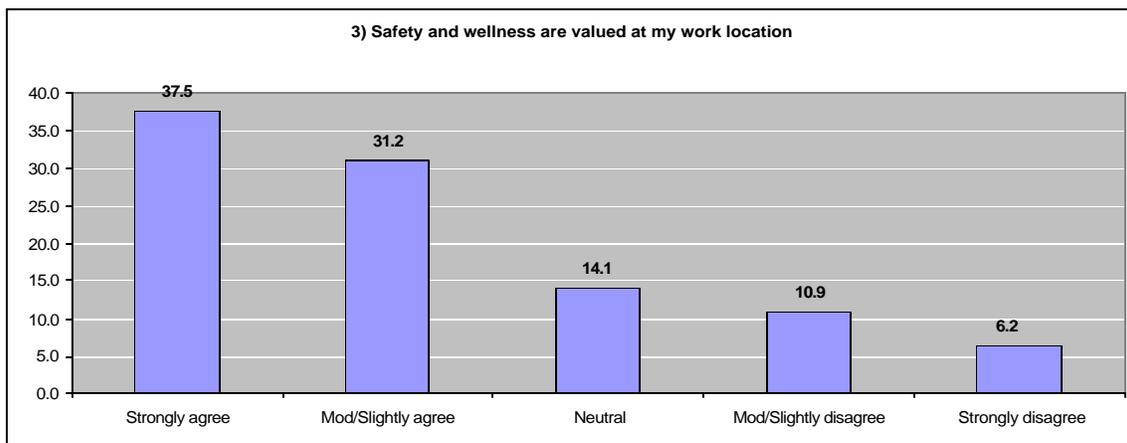
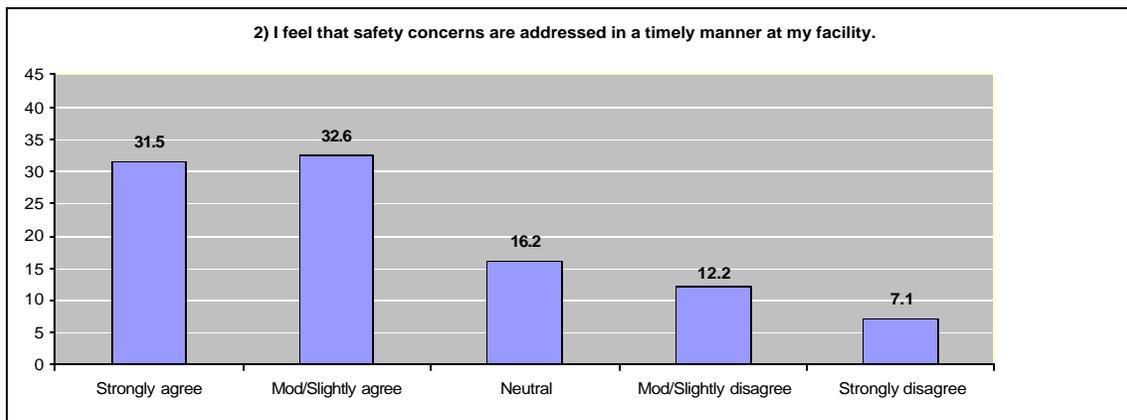
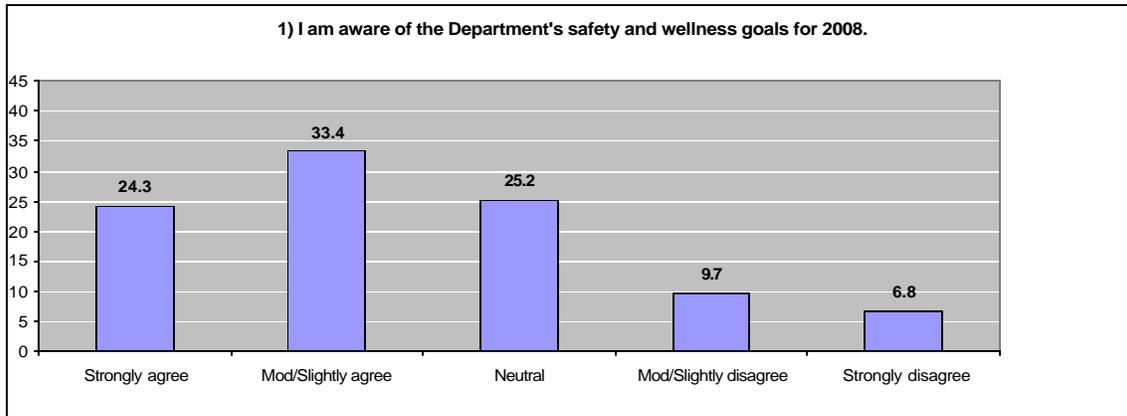
In general, I view DOC's problems as my problems.
It is disturbing to me to hear others outside DOC criticize the agency.
I feel very little loyalty to DOC.
I really care about the fate of DOC.

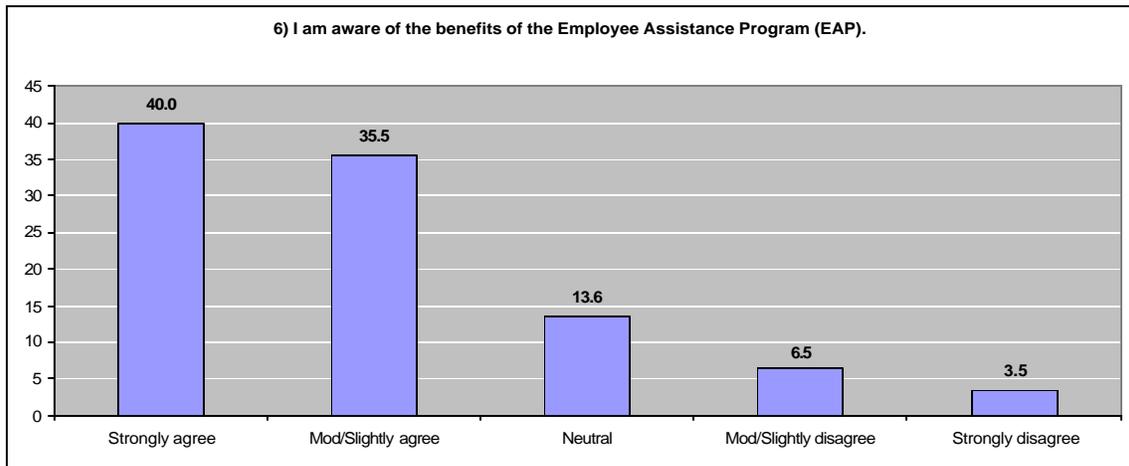
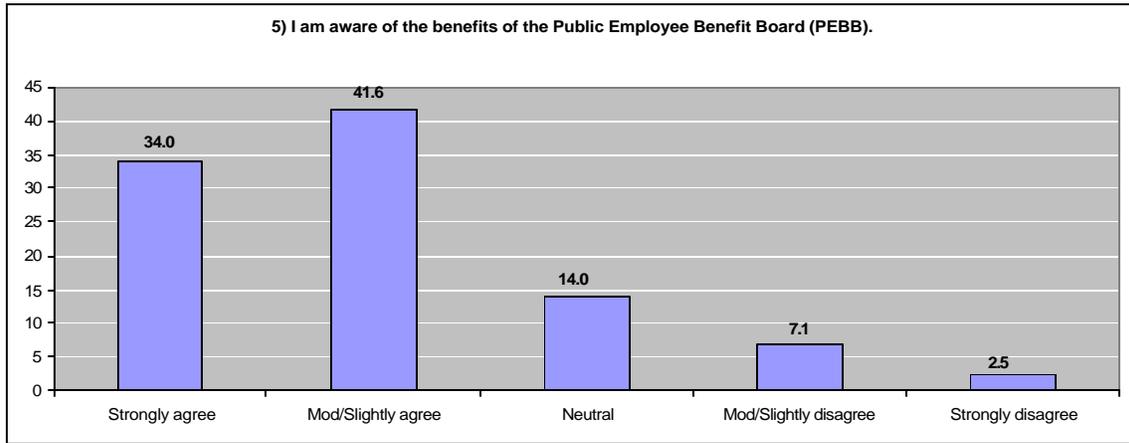
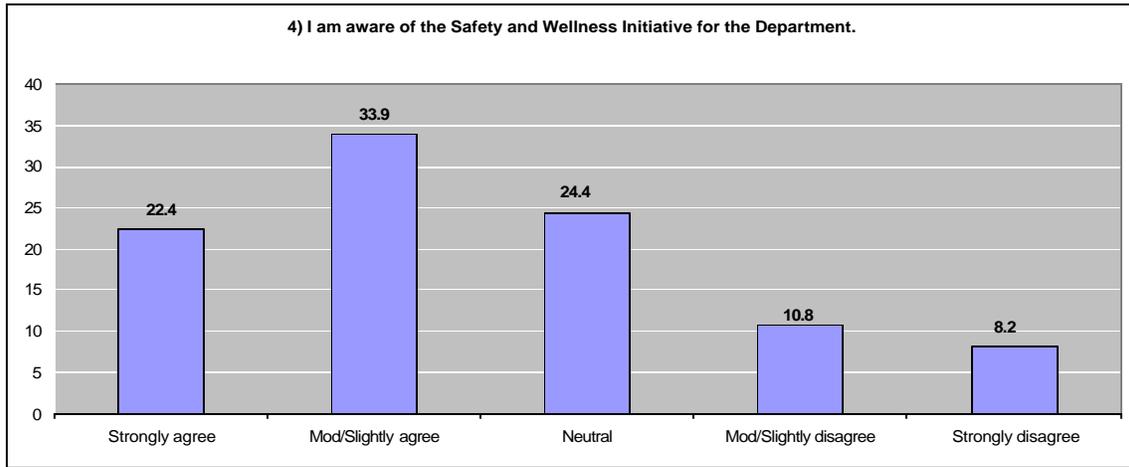
Manager and staff related questions

If mistakes are made, I am allowed to freely admit or discuss the reason with my manager or supervisor.
I feel trusted and valued by my supervisor or manager.
I feel my supervisor or manager is willing to help when I face difficulties with my job.
I receive respect and fair treatment from my supervisor or manager.
I am comfortable voicing my opinions to my supervisor or manager.
I value and trust my supervisor or manager's decisions.
I can make a mistake without feeling degraded.
I have trouble figuring out whether I'm doing well or poorly in my job.
My supervisor or manager provides me with frequent feedback on the way I perform my job.
My supervisor or manager involves me in making important decisions regarding my work.
My supervisor or manager values and uses my ideas.
I receive the support I need to do my job well.

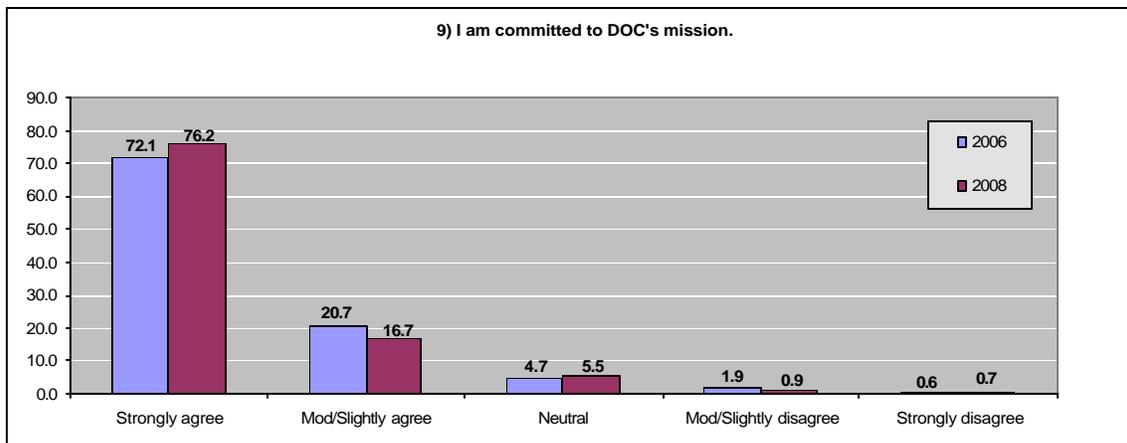
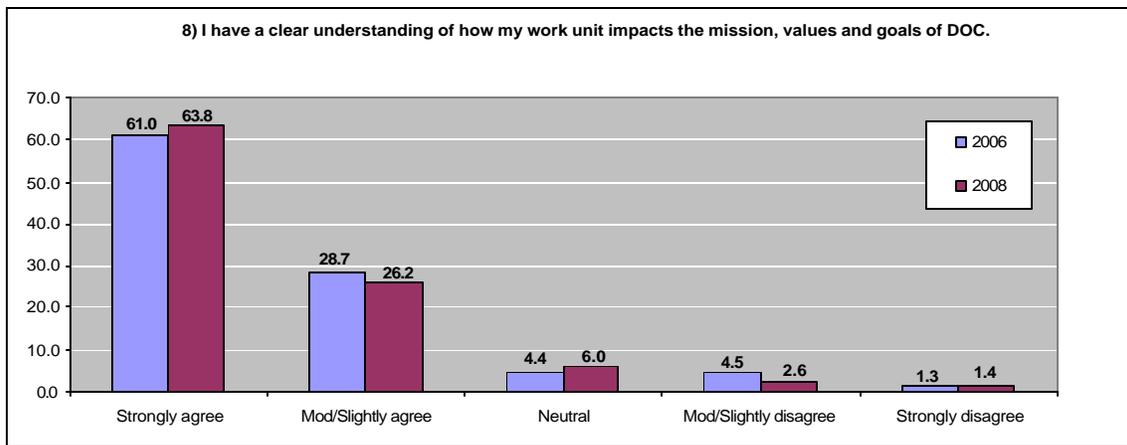
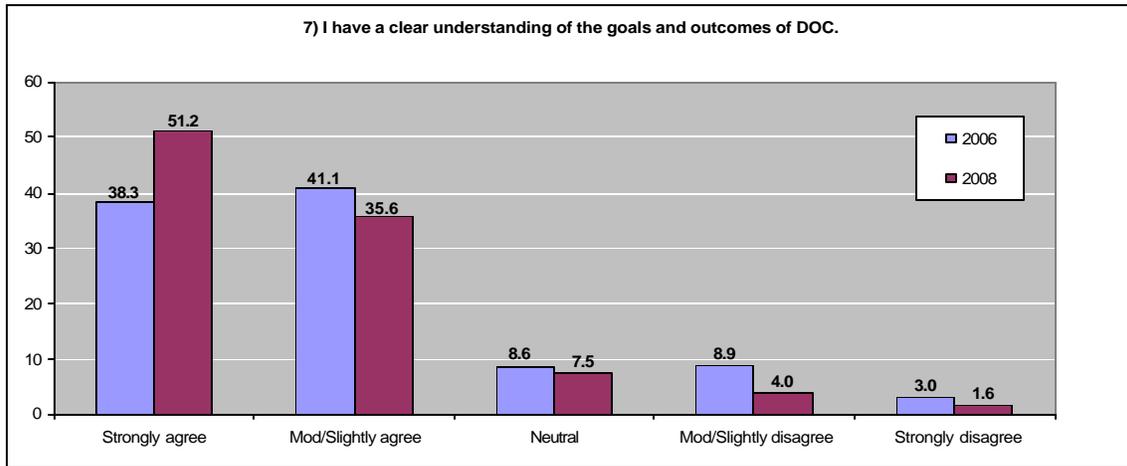
Appendix B: All Statistics and Charts for 2006 and 2008

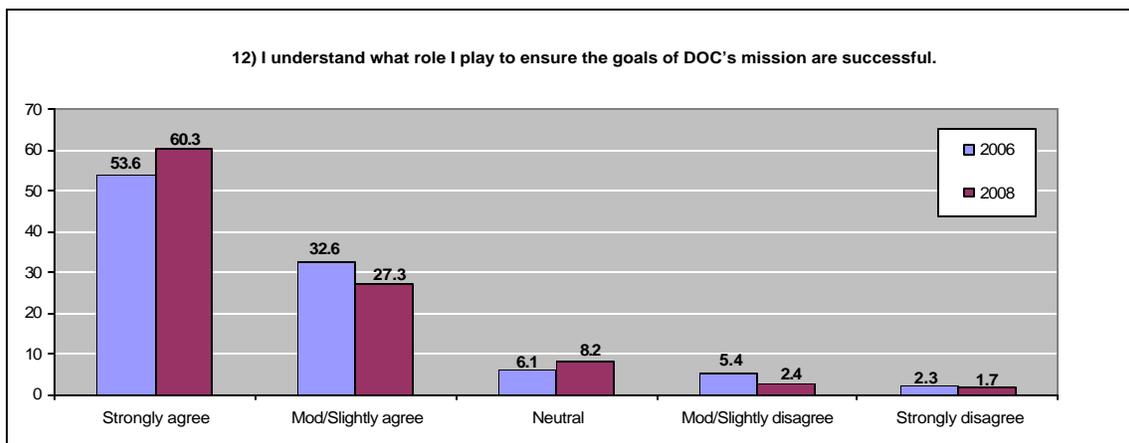
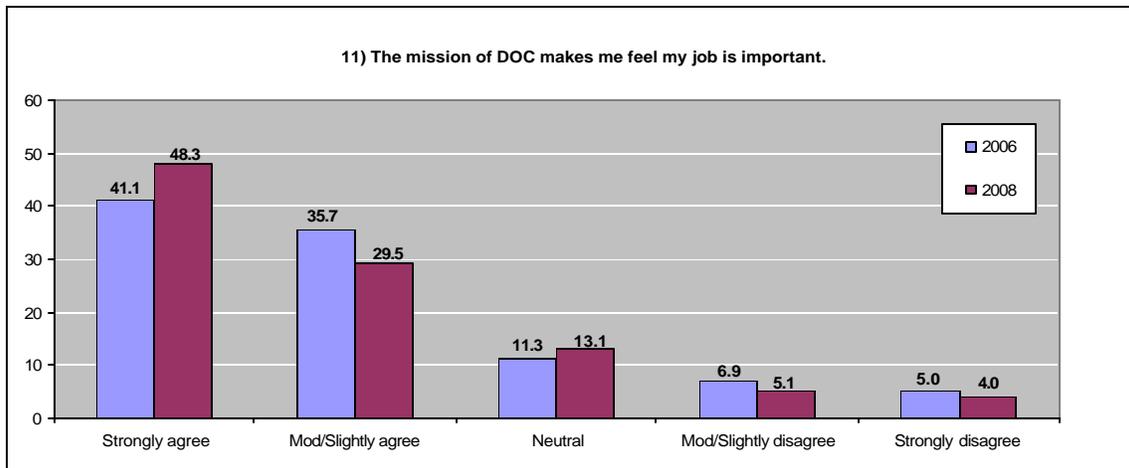
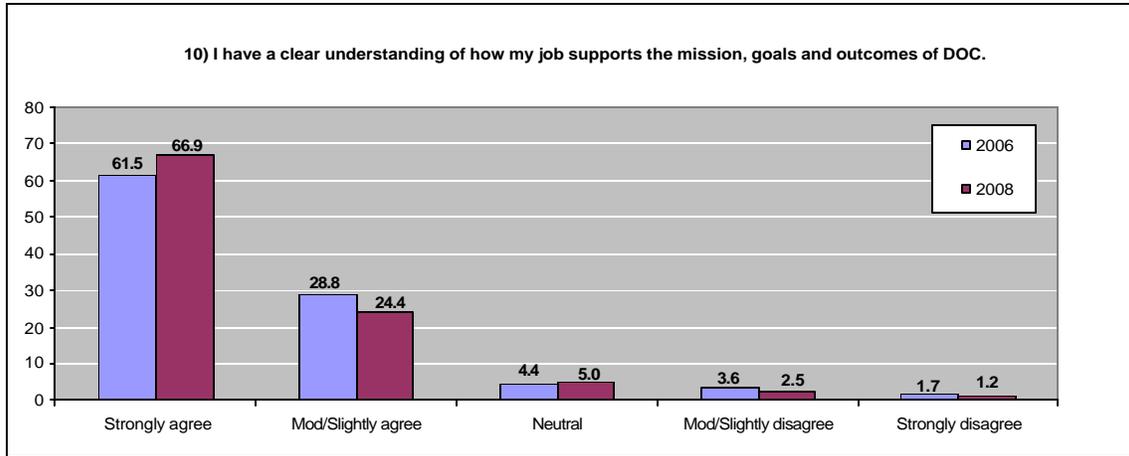
Questions Related to DOC's Safety & Wellness for 2008:



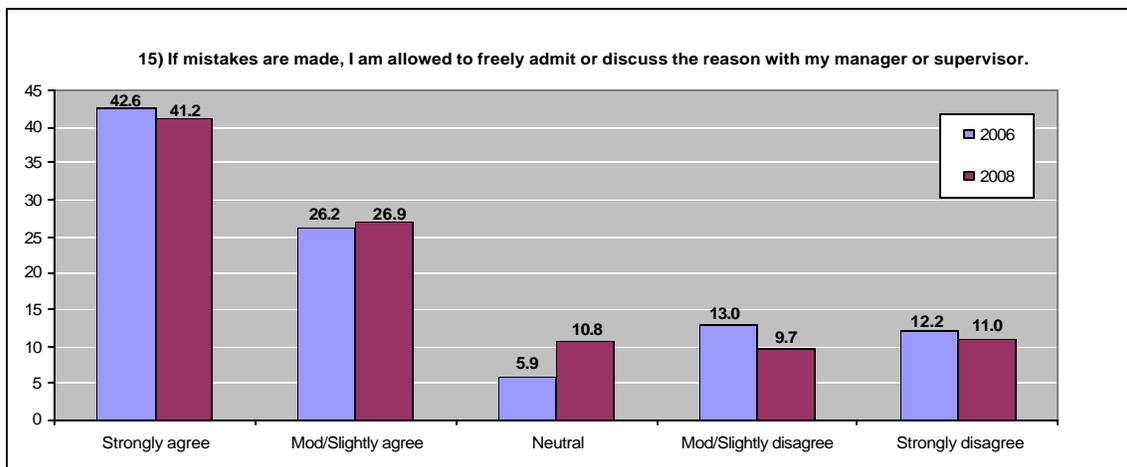
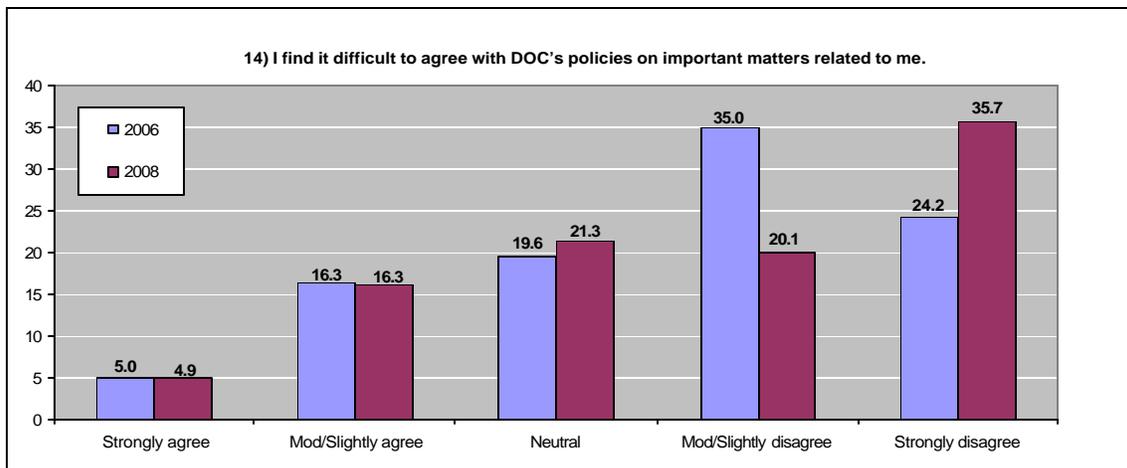
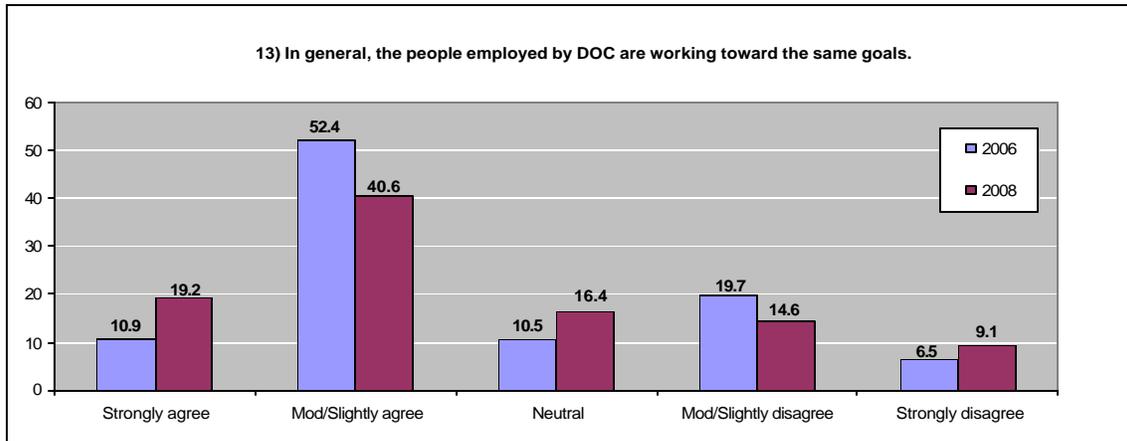


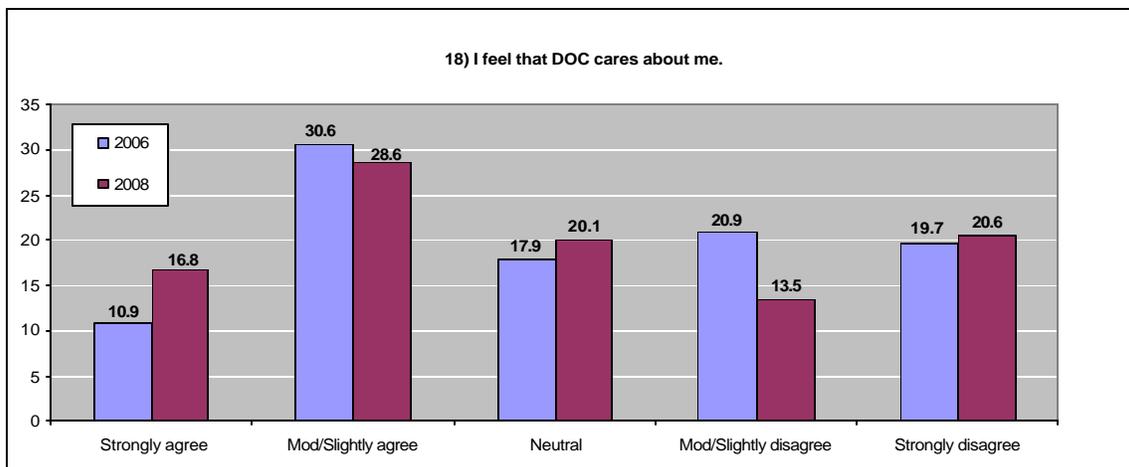
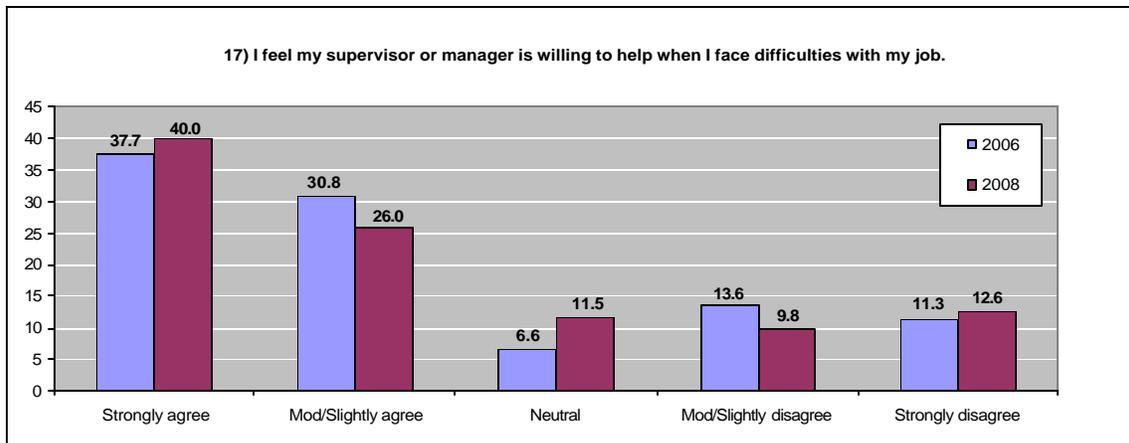
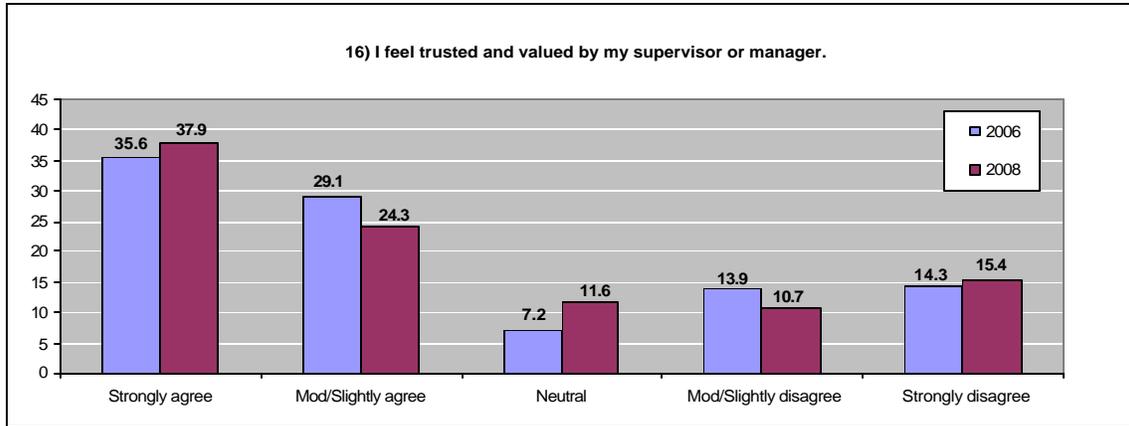
Questions Related to DOC's Mission—2006 versus 2008

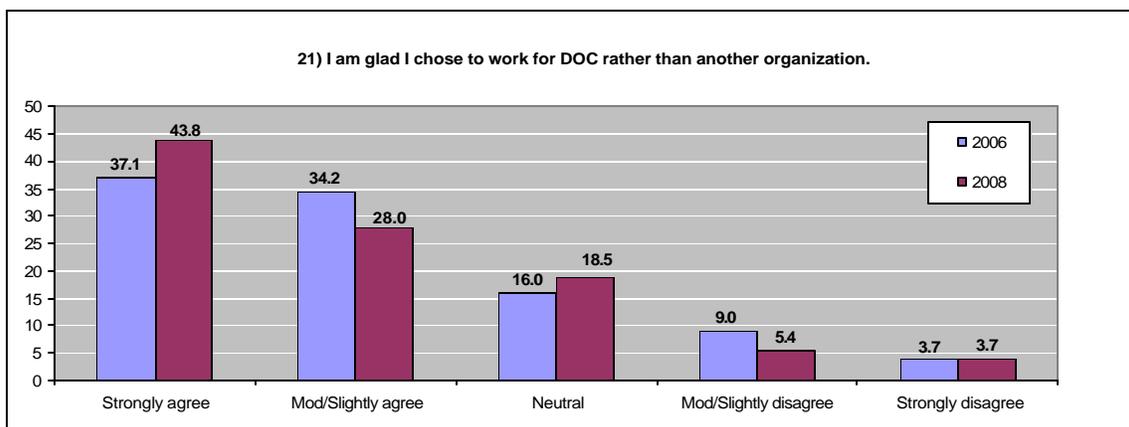
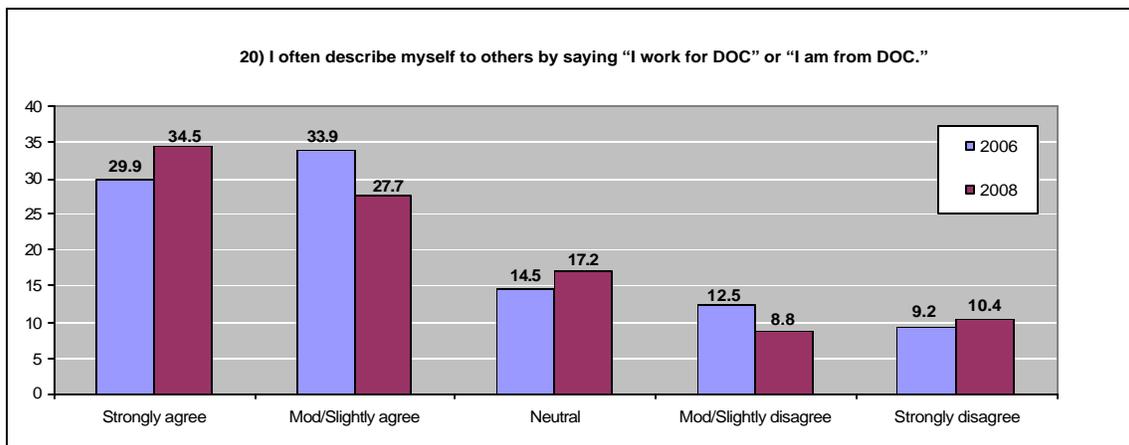
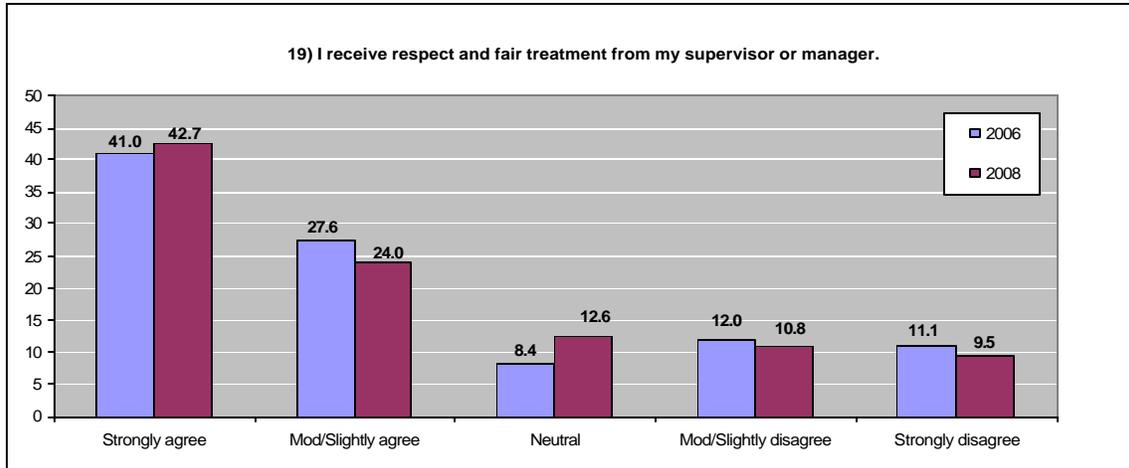


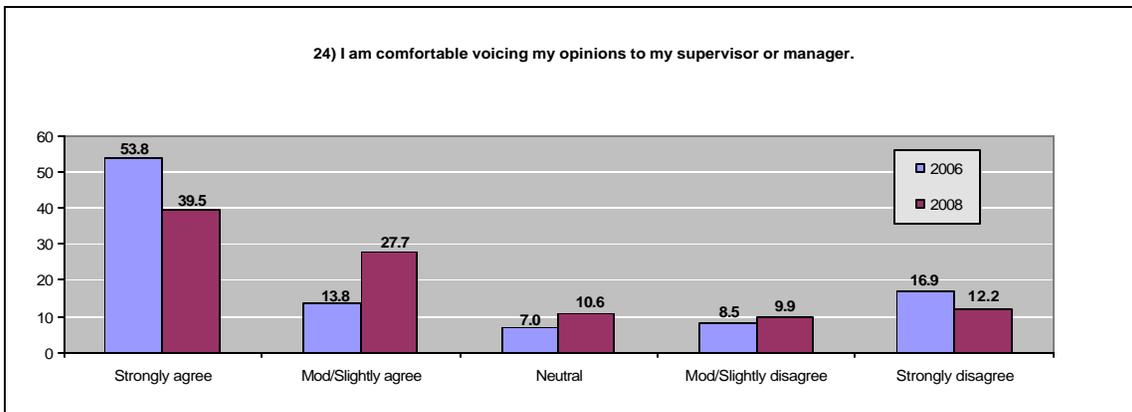
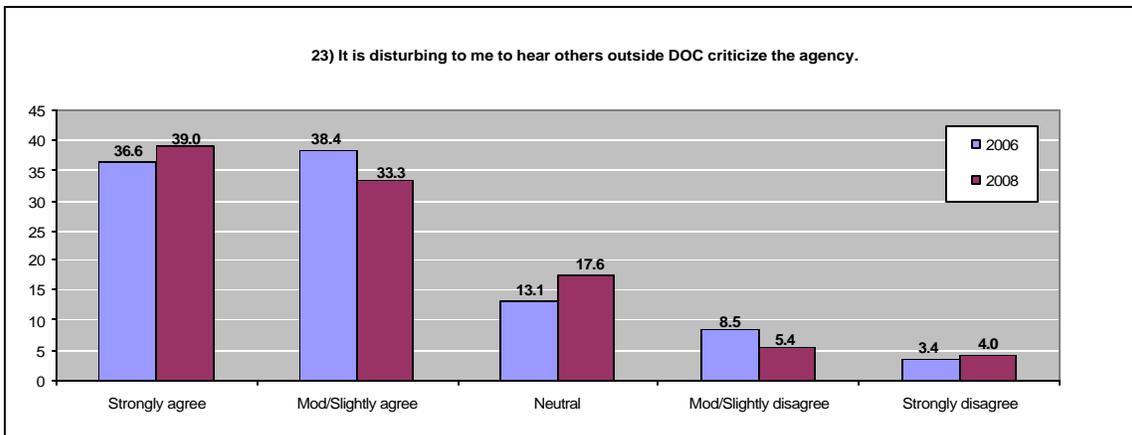
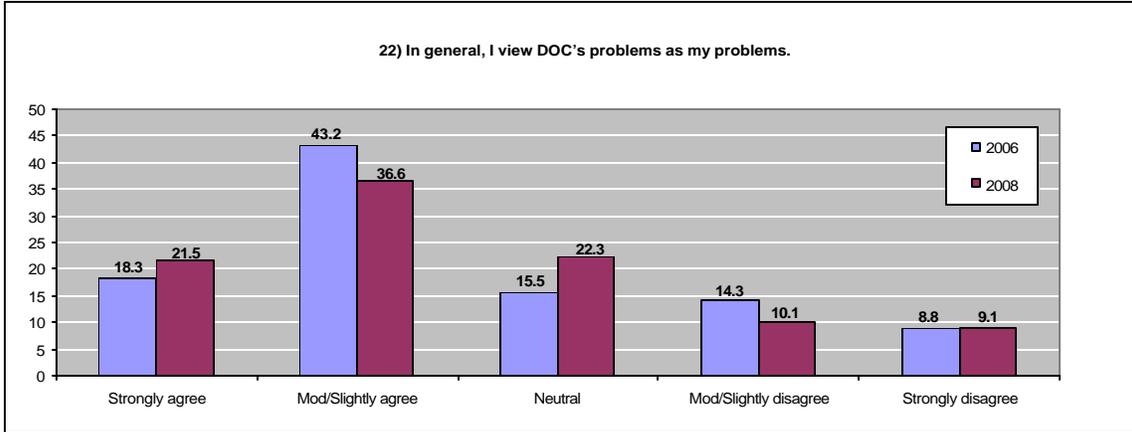


Collaboration Related Questions—2008 versus 2006

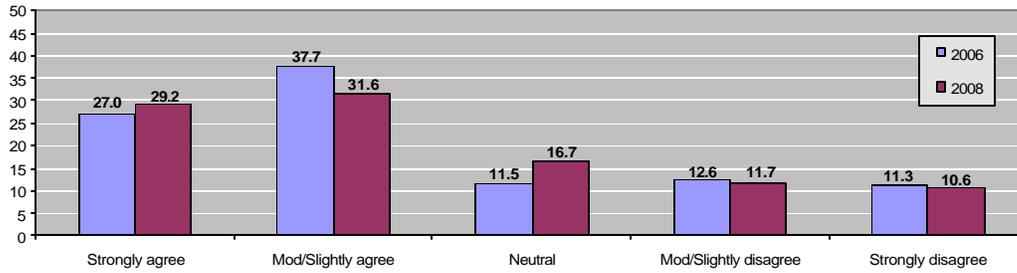




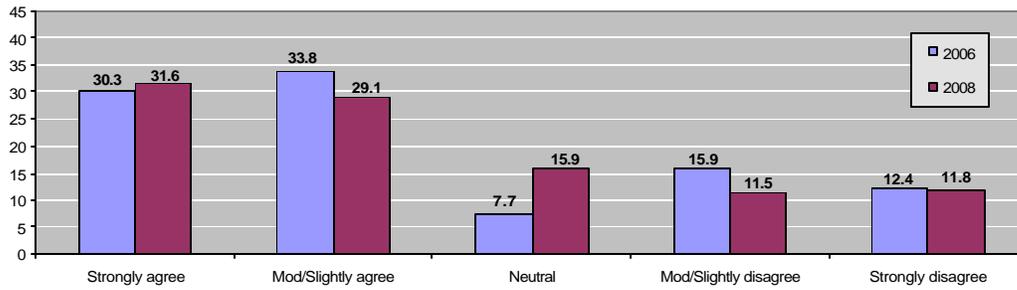




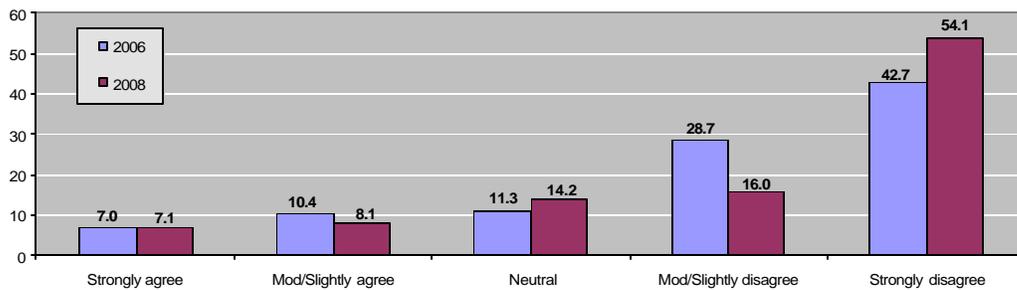
25) I value and trust my supervisor's or manager's decisions.



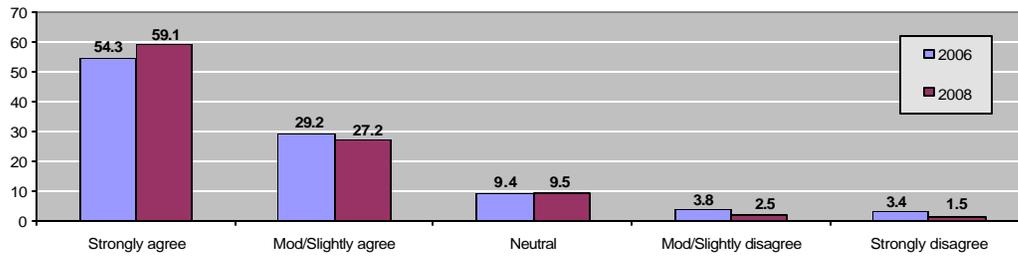
26) I can make a mistake without feeling degraded.



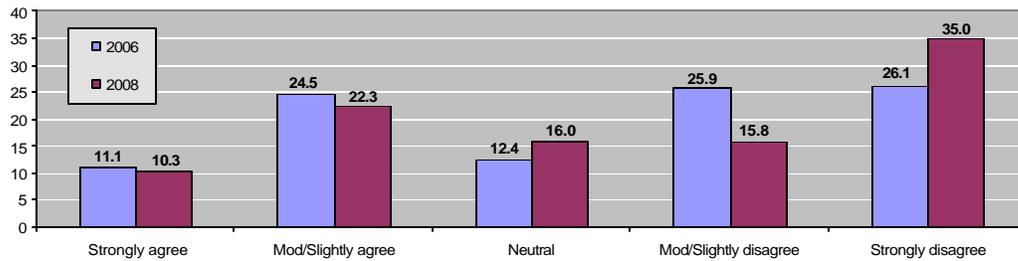
27) I feel very little loyalty to DOC.



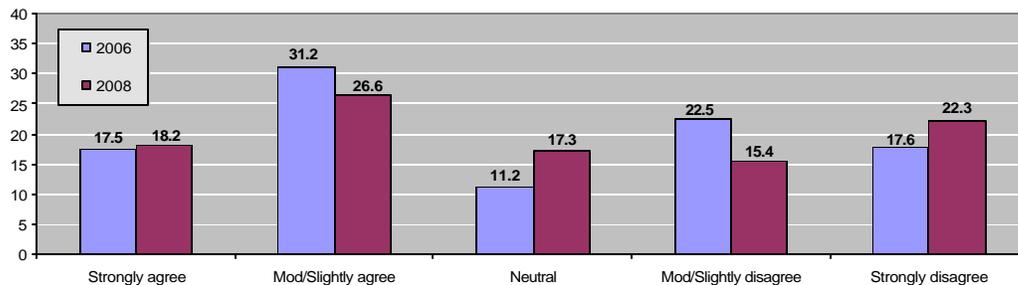
28) I really care about the fate of DOC.



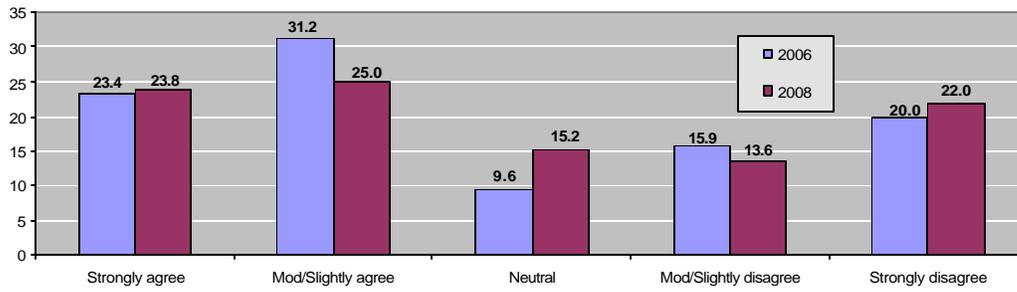
29) I have trouble figuring out whether I'm doing well or poorly in my job.



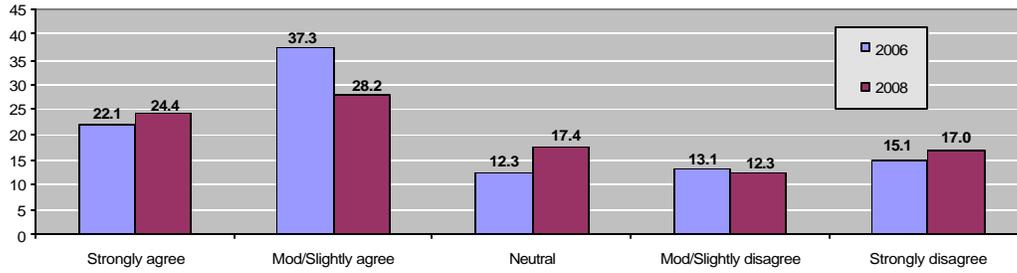
30) My supervisor or manager provides me with frequent feedback on the way I perform my job.



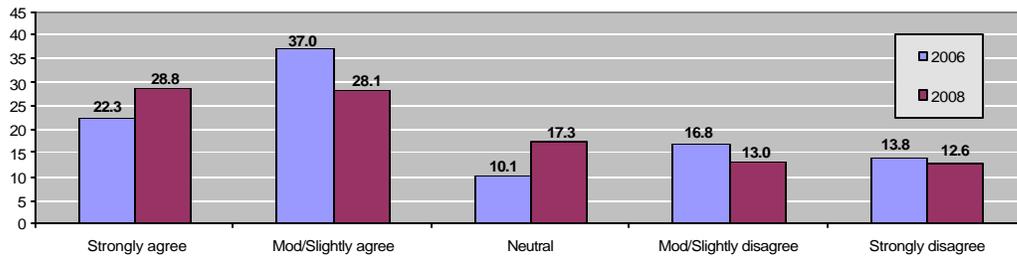
31) My supervisor or manager involves me in making important decisions regarding my work.



32) My supervisor or manager values and uses my ideas.



33) I receive the support I need to do my job well.



Appendix C: Factor Analysis—2008

Factor analysis reduces a large number of questions into a few definable areas. These areas or factors can be quantified for different groups and comparisons can be made. This data reduction technique makes the analyses more manageable and conclusions more definitive.

Prior to performing the factor analysis, the Cronbach’s Coefficient Alpha Test was performed to check for internal consistency of the four domains. From this test, a range is determined. To show consistency, the Alpha or the Measure of Internal Consistency should be 0.7 or higher. An Alpha of 0.3 or lower indicates poor internal consistency. In order to show congruency the factor analysis is then performed. The factor analysis associated with the domains used in the collaboration study determined good correlation among each of the four domains. Below are tables that represent each of the four domains and their associated Alpha score or Measure of Internal Consistency. Each domain has an Alpha of .81 or higher. A more statistical assessment of reliability is found below.

Table 1: Domain 1—DOC Safety and Wellness Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>></p> <p>0.81</p>	I am aware of the Department’s safely goals for 2008.
	I feel that safety concerns are addressed in a timely manner at my facility.
	Safety and wellness are valued at my work location.
	I am aware of the Safety and Wellness Initiative for the Department.
	I am aware of the benefits of the Public Employee Benefit Board (PEBB).
	I am aware of the benefits of the Employee Assistance Program (EAP).

Table 2: Domain 2—DOC Mission Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>></p> <p>0.91</p>	I have a clear understanding of the goals and outcomes of DOC.
	I have a clear understanding of how my work unit impacts the mission, values and goals of DOC.
	I am committed to DOC's mission.
	I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.
	The mission of DOC makes me feel my job is important.
	I understand what role I play to ensure the goals of DOC's mission are successful.

Table 3: Domain 3—DOC and Employee Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>></p> <p>0.86</p>	In general, the people employed by DOC are working toward the same goals.
	I find it difficult to agree with DOC's policies on important matters related to me.
	I feel that DOC cares about me.
	I often describe myself to others by saying I work for DOC or I am from DOC.
	I am glad I chose to work for DOC rather than another organization.
	In general, I view DOC's problems as my problems.
	It is disturbing to me to hear others outside DOC criticize the agency.
	I feel very little loyalty to DOC.
	I really care about the fate of DOC.

Table 4: Domain 4—Manager and Employee Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>></p> <p>0.96</p>	If mistakes are made, I am allowed to freely admit or discuss the reason with my manager or supervisor.
	I feel trusted and valued by my supervisor or manager.
	I feel my supervisor or manager is willing to help when I face difficulties with my job.
	I receive respect and fair treatment from my supervisor or manager.
	I am comfortable voicing my opinions to my supervisor or manager.
	I value and trust my supervisor's or manager's decisions.
	I can make a mistake without feeling degraded.
	I have trouble figuring out whether I'm doing well or poorly in my job.
	My supervisor or manager provides me with frequent feedback on the way I perform my job.
	My supervisor or manager involves me in making important decisions regarding my work.
	My supervisor or manager values and uses my ideas.
	I receive the support I need to do my job well.

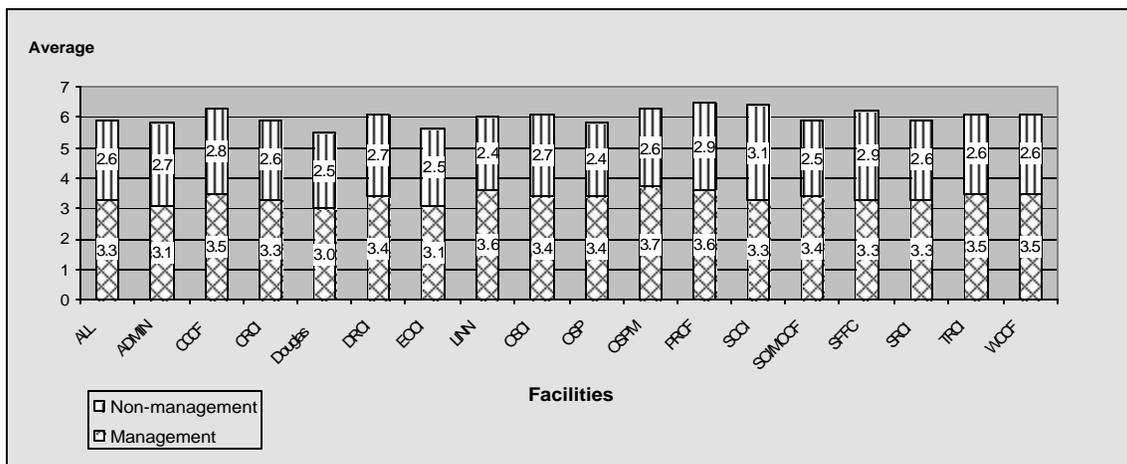
Appendix D: Management versus Non-Management

Management versus Non-Management Comparisons

The institution and facility averages include both management and non-management responses. Average/below average facility performances could be attributable to average/below average responses from both management and non-management. Alternately, mediocre facility performance could be attributable to poor responses from non-management and extremely positive responses from management. This next section compares management and non-management responses for each facility/location. These analyses recognize that responses from management staff tend to be more favorable than responses from non-management staff.

The location averages for management and non-management staff are represented in the following four charts. The overall average is represented as “ALL” in the charts below. There are two overall averages associated with each chart: one for the management population and the other for the non-management population.

Chart 9—Management and Non-management Comparisons for Safety and Wellness

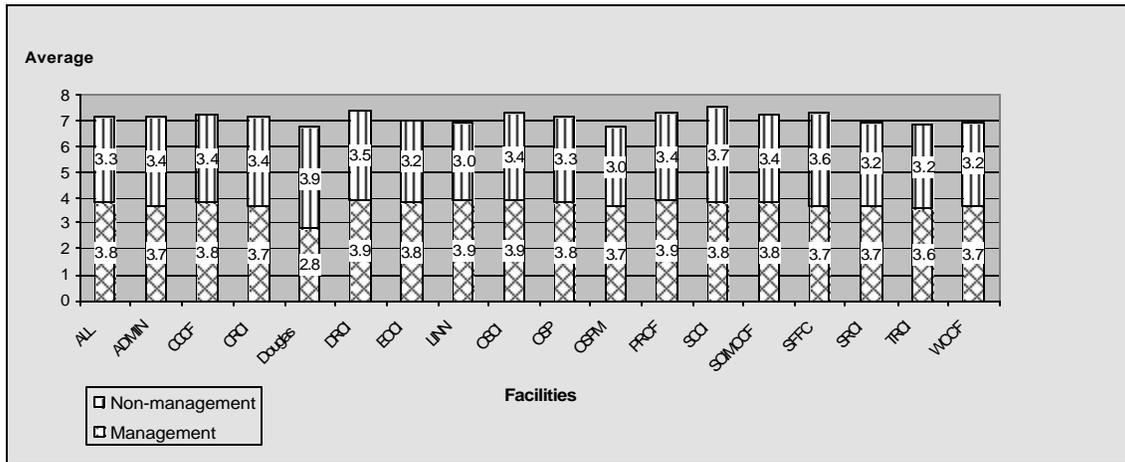


The overall average for safety and wellness is 3.3 for managers and 2.6 for non-managers. The facilities/locations with the highest averages for both management and non-management include SCCI, PRCF, and SFFC. The lowest averages are for Douglas County, EOCI, Linn County, and OSP. The management and non-management

differences associated with safety and wellness are greatest for OSPM, OSP, SCI/MCCF, TRCI, and WCCF. The differences between management and non-management averages are smallest for SCCI, SFFC, and Admin.

For high scoring facilities, the differences between management and non-management responses tend to be small. For lower scoring facilities/locations, the differences between management and non-management responses are largest. Interestingly, managers from the facility with the highest overall average (SCCI) actually score lower than managers from the lower scoring locations/facilities. Perhaps managers from the better facilities have a more realistic perception. Alternately, managers from the lower scoring facilities tend to believe the facility/location is performing well; however, non-management employee responses tend to be less favorable.

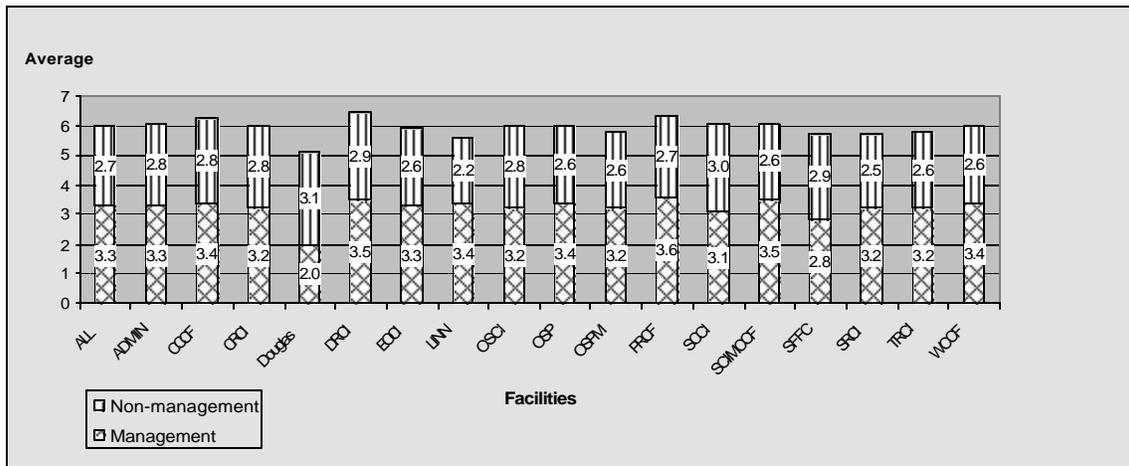
Chart 10—Management and Non-management Comparisons for DOC’s Mission



The overall average for DOC’s Mission is 3.8 for managers and 3.3 for non-managers. Linn County, OSPM, EOCI, SRCI, and TRCI have the lowest non-management averages associated with DOC’s mission; the lowest management average is in Douglas County. The highest non-management averages are for SCCI and SFFC. The largest differences between estimates for management and non-management are for OSPM and EOCI; and, the smallest differences are associated with SCCI and SFFC.

As with the previous domain, higher scoring facilities/locations tend to have agreement between management and non-management responses. Lower scoring facilities/locations tend to have more positive responses for management and less positive responses for non-management.

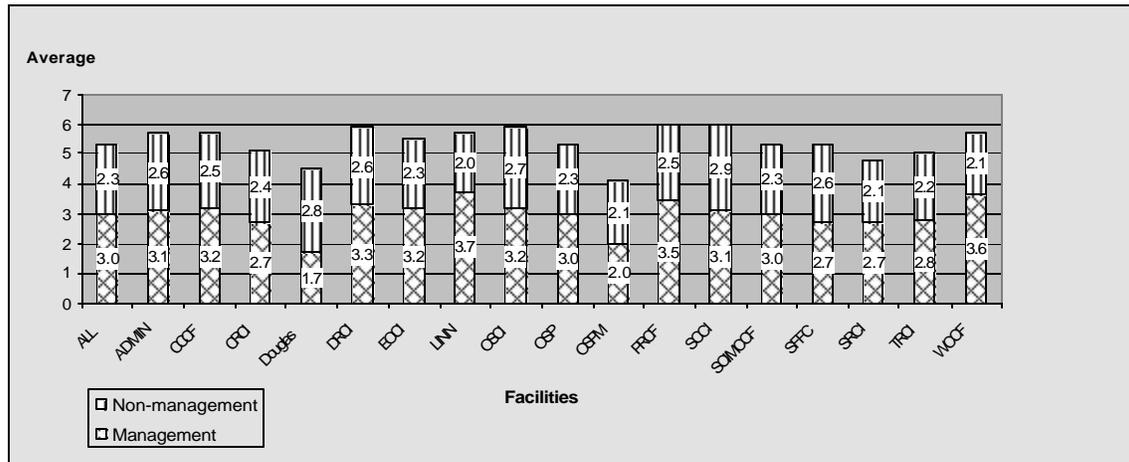
Chart 11—Management and Non-management Comparisons for DOC and Employee Collaboration



The overall average for DOC and Employee Collaboration is 3.3 for managers and 2.7 for non-managers. Consistency of non-management responses among facilities/locations is more apparent; likewise, facility/location averages for management responses are more similar for this domain. This domain reflects more about the employee’s perception of the department and less about a particular facility/location.

As with other domains, higher averages are associated with management staff. Despite these similarities some averages between management and non-management staff exist. The largest differences are associated with OSPM and SCI/MCCF, and the smallest differences are associated with SCCI and SFFC.

Chart 12—Management and Non-management Comparisons for Manager and Employee Collaboration



The overall average for Manager and Employee Collaboration is 3.0 for managers and 2.3 for non-managers. This domain recognizes the quality of the communication and interaction between management and non-management staff at each facility/location. Non-management averages for manager and employee collaboration are more variable than averages for other domains. The highest non-management averages are associated with SCD, OSCI, Admin, DRCI, and SFFC. The lowest non-management averages are associated with Linn County, OSPM, SRCI, WCCF, and TRCI. The highest management averages are for WCCF and PRCF, whereas, Douglas County, OSPM, SFFC, SRCI, and CRCI represent the lowest management averages.

The previous four charts recognize differences between management and non-management responses within each facility/location. This is particularly important because large differences between management and non-management are often associated with lower estimates for each domain. Conversely, when management and non-management responses are similar, the facility/location is often performing well within the domain.

Comparing management and non-management responses within a facility/location can be informative. Generally better performing facilities/locations tend to have more agreement between staff and management. Facilities/locations where management and staff have substantially different perceptions tend to have lower overall averages. Chart

13 provides a summary of management and non-management differences for each facility/location.

Chart 13—Summary by Institution and Domain—Management vs. Non-management

<i>Institutions/locations</i>	<i>Safety & Wellness</i>	<i>DOC Mission</i>	<i>DOC & Employee</i>	<i>Manager & Employee</i>
	<u>Difference</u>	<u>Difference</u>	<u>Difference</u>	<u>Difference</u>
Admin	Small	Small	Average	Average
CCCCF	Average	Small	Average	Average
CRCI	Average	Small	Small	Small
Douglas County	Average	Large	Large	Large
DRCI	Average	Small	Average	Average
EOCI	Average	Average	Average	Large
Linn County	Large	Large	Large	Large
OSCI	Average	Average	Small	Average
OSP	Large	Average	Large	Average
OSPM	Large	Average	Average	Small
PRCF	Average	Average	Large	Large
SCCI	Small	Small	Small	Small
SCI/MCCF	Large	Small	Large	Average
SFFC	Small	Small	Small	Small
SRCI	Average	Average	Average	Average
TRCI	Large	Small	Average	Average
WCCF	Large	Average	Large	Large

When asked about DOC safety and wellness the institutions that represent the greatest difference between managers and non-managers, include OSPM, OSP, SCI/MCCF, TRCI, and WCCF. When asked about DOC’s mission the highest averages for both management and non-management were found at SCCI and SFFC. Perceptions are different between managers and non-managers in Douglas County, Linn County, PRCF, SCI/MCCF, and WCCF when asked about DOC and employee collaboration. Estimates tend to be more variable for non-managers at SCCI, OSCI, Admin, DRCI, and SFFC when asked about manager and employee collaboration. Overall, managers tend to have higher estimates in all four domains when compared to non-managers.

The Staff Collaboration survey is used as a means for employees to have a voice. Taking the time to converse with administrators or employees from institutions who feel more positively about collaboration may be a good approach to take when looking for ways to improve employee collaboration in all institutions.