



Department of Corrections (DOC) Employee Collaboration Survey Results for 2010

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By
Research & Evaluation



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Collaboration Report: Executive Summary

- This is the third Staff-Collaboration Study conducted by DOC Research and Evaluation; the first was conducted in 2006, and the second in 2008.
- The response rate continues to decline: from 57% in 2006, to 46% in 2008, to 44% in 2010.
- Every DOC employee, contractor, and volunteer had the opportunity to participate during the 2010 staff-collaboration study. Both paper surveys and electronic surveys were available in 2010.
- Four domains were considered during the 2010 Collaboration Study:
 - Safety and Wellness
 - Beliefs about the DOC mission
 - Perceptions or beliefs about DOC
 - Collaboration between staff and management
- Respondents include employees from two county offices (Linn and Douglas), DOC administration, and DOC facilities.
- About 74% of DOC employees are aware of wellness programs offered to employees. Nearly 85% 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 (81%) care about the fate of DOC and two-thirds are glad they work for DOC. Over one-third of DOC employees continue to believe DOC does not care about them.
- Just over 60% of DOC employees (decreased from 67%) are comfortable voicing their opinions to their manager. Over half feel trusted and valued by their manager (56%), and feel respected by their manager (60%).
- Fewer employees (from 45% to 40%) believe their manager provides frequent feedback regarding employee job performance. Seventy-four percent of DOC employees prefer verbal one-on-one contact with their manager; about 11% prefer contact by e-mail.

Institutional Differences:

- **DOC Administration**—The administration group is above average for each domain¹. Higher scores are most apparent with the employee's perception² of DOC, Manager and Employee Collaboration, and Safety and Wellness. When assessing change between 2008 and 2010 the administration group has improved.
- **CCCF**³—Coffee Creek is above average or similar to the overall average in all domains. Since 2008, CCCF tends to be regressing in all domains except for Safety and Wellness.
- **CRCI**—CRCI is above average in three of the four domains: Safety and Wellness, DOC Mission, and Manager and Employee Collaboration. When assessing change between studies, CRCI has shown improvement in only one domain – Safety and Wellness.
- **Douglas Community Corrections**—Douglas is below average in two of the four domains: Safety and Wellness and Manager and Employee Collaboration. Douglas supports the Mission of DOC and is slightly above average in DOC and Employee Collaboration. Overall, Douglas County has regressed between studies, and differences between manager and employee responses remain large in most domains.
- **DRCI**—Deer Ridge has declined in three of the four domains: DOC Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. However, when comparing DRCI to the overall average, DRCI is similar or above average.
- **EOCI**—EOCI has improved in one domain (Safety and Wellness) and regressed in the remaining three domains. Though EOCI is similar to the overall average in one domain (Manager and Employee Collaboration), they are below average in the other three domains.
- **Linn Community Corrections**—Linn County has improved in three domains: Safety and Wellness, DOC and Employee Collaboration, and Manager and Employee Collaboration. Linn County is above the overall average in two domains: Safety and Wellness and Manager and Employee Collaboration. However, differences in manager and non-manager responses remain large in all domains.

¹ Survey questions fall within four domains: DOC Safety and Wellness, DOC Mission, DOC and Employee Collaboration, or Manager and Employee Collaboration.

² Employee perception is synonymous with the domain DOC and Employee Collaboration.

³ Appendix F provides a list of institutional full names.

- **OSCI**—OSCI has declined in all four domains and is below average in three of the four domains: Safety and Wellness, DOC Mission, and DOC and Employee Collaboration.
- **OSP**—OSP has improved slightly between studies. OSP is above average in the domain Manager and Employee Collaboration and has improved awareness of DOC's Safety and Wellness. Although OSP is similar to the overall average in DOC Mission and DOC and Employee, OSP has regressed in these two domains.
- **OSPM**—OSPM has drastically improved in the Manager and Employee Collaboration domain, and remains similar to the overall average in the remaining three domains.
- **PRCF**—Powder River is above average in all four domains, but has slightly regressed in DOC and Employee Collaboration, and Manager and Employee Collaboration. PRCF has improved their awareness of Safety and Wellness and continues to support DOC's mission.
- **SCCI**—Shutter Creek is far above the overall average in all four domains, but has slightly decreased between studies in two domains: DOC Mission and Manager and Employee.
- **SCI/MCCF**—Santiam and Mill Creek facilities have not changed between studies in three domains: DOC Mission, DOC and Employee Collaboration and Manager and Employee. These two institutions did improve in Safety and Wellness, and are above average in Safety and Wellness, DOC Mission, and Manager and Employee Collaboration. Overall, these institutions have improved when compared to 2008.
- **SFFC**—when compared to other institutions, South Fork has made one of the most drastic turns since 2008. SFFC is below the overall average and has regressed in all four domains when compared to 2008. SFFC has fallen most drastically in DOC and Employee Collaboration, and Manager and Employee Collaboration. However, differences between managers' and non-managers' responses remain small in all domains for SFFC.
- **SRCI**—Snake River continues to be below average in all domains but has slightly improved in Safety and Wellness. SRCI is slightly below average in DOC Mission, and DOC and Employee Collaboration.
- **WCCF**—Overall, Warner Creek has improved the most since 2008. WCCF is above average in all four domains and has drastically improved in three domains: DOC Safety and Wellness, DOC and Employee Collaboration, and Manager and Employee Collaboration.

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 (averages/means). When averages differ substantially between management and non-management, facility/locations tend to score lower (averages/means), and improvement in subsequent biennia tends to be slower.

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 for the first study occurred in March 2006, and again in March 2008. Data collection for the third study began in February 2010. It was important to maximize response rate, and provide every DOC employee the opportunity to participate in the Collaboration Study. 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 same process occurred for the 2010 data collection and paper surveys were also provided.

This report includes three sections: the first section provides estimates related to employee collaboration for 2010 with some recognition of change; the second section provides results by institution for 2010, and the third section includes institutional change between 2008 and 2010. The results associated with management and non-management comparisons may be found in Appendix D.

The collaboration survey asked numerous demographic questions including the employee's age, gender, number of years with DOC, and position (Appendix A). Participants answered 33 questions on the collaboration survey: five questions were associated with DOC's safety and wellness, six questions were related to DOC's mission, and the remaining 22 questions were included to rate how well DOC (as an agency) and Managers collaborate with DOC staff members. 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 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.

Results

Response Rates and Demographics

The overall response rate for the 2010 Collaboration Study is 44%. This estimate is slightly lower when compared to 2008 (46%) and 2006 (57%). The response rate continues to decline and may be attributable to staff feeling their responses do not matter.

During the 2006 study, paper surveys were used during the data collection phase of the study. In 2008 and 2010, the survey data was collected electronically; however, paper surveys were also used in 2010. Providing both paper and electronic surveys was intended to increase response rate. In all collaboration surveys between 2006 and 2010, confidentiality of respondents was assured and maintained. Providing both paper and electronic surveys did not increase response rate. Review of survey comments suggest confidentiality of responses was not an issue; comments suggest the low response rate is more likely attributable to management not reacting to previous survey results.

Approximately 4,000 DOC employees were given the opportunity to complete a staff collaboration survey and more than 1700 surveys were completed. Respondents were asked 11 questions related to DOC's safety/wellness and the DOC mission; another 22 questions were related to collaboration between staff and management; and four questions were related to demographics of the respondents. The four demographic questions included age, gender, number of service years with DOC, and employee position; Security and Security plus options were added to the 'Position' demographic for 2010.

During the 2010 collection, nearly 80% of the respondents were non-management employees and about 20% of the respondents were management. The 2010 response rate for managers was 61%; for non-management staff the response rate was 36%. These estimates decreased when compared to 2008 (89% for managers and 40% for non-managers). The 2010 non-management category included Security, Security plus, and

non-management (other represented). Approximately 30% 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. Thirty percent of the respondents said they have been employed with DOC for 1 to 5 years, slightly more than one-quarter have been employed with DOC for 6 to 10 years, and nearly one-quarter have been employed for 11 to 15 years.

Responses Associated with DOC's Safety and Wellness for 2010:

The responses associated with DOC's Safety and Wellness Initiative again were positive. Over 80% said they were aware of the Public Employee Benefit Board (PEBB), as well as the Employee Assistance Program (EAP). Two-thirds said they value safety and wellness at their work location, feel safety concerns are being addressed, and (over two-thirds) were aware of the department's safety goals. Approximately 83% said they were aware of the department's safety and wellness goals.

Responses Associated with DOC's Mission for 2010:

Approximately 92% of the respondents are committed to DOC's mission, and 87% understand how their work unit and position impact the mission, values, and goals of DOC. Nearly 84% of the respondents know their role in making DOC's mission successful, 89% understand the goals and outcomes of DOC, and 73% (80% in 2008) believe DOC's mission makes them feel their jobs are important.

Responses Associated with DOC and Employee Collaboration for 2010:

Most estimates associated with the employee's perception of DOC slightly decreased between studies. Fewer feel the people employed by DOC are working towards the same goals (60% versus 54%); and only 37% of the respondents feel DOC cares about them. This estimate of 37% continues to decrease between studies (45% in 2008 and 42% in 2006). Slightly fewer respondents are happy they chose to work for DOC (62% versus 56%), fewer view DOC's problem as their own (58% versus 53%), and slightly fewer care about the fate of DOC (86% versus 81%). However, respondents are still disturbed to hear others criticize the agency (71%), continue to be loyal to DOC (67%), and over half continue to agree with DOC's policies on important matters related to them.

Responses Associated with Manager and Employee Collaboration for 2010:

The survey included 12 questions related to how well managers and staff members collaborate. Most estimates associated with manager and employee collaboration decreased between studies (2008 to 2010). Approximately two-thirds (67%) of DOC employees were comfortable voicing their opinions to their managers in 2008, which decreased to 61% in 2010. Fewer employees value and trust their managers decisions (61% versus 54%), fewer feel trusted and valued by their manager (62% versus 56%), and fewer feel they can make a mistake without feeling degraded (61% versus 55%). In 2008, over two-thirds of the respondents freely discussed with their managers when mistakes were made, which decreased to just under two-thirds in 2010. Nearly 60% of the respondents feel their managers are willing to help with difficulties in their job, and feel they receive respect and fair treatment from their managers; the estimates associated with each of these questions decreased between studies (each was about 67% in 2008).

More than half (53%) the respondents in 2010 said they feel they receive the support to do their jobs well (decreased from 57% in 2008) and just under half (48%) feel their managers value and use their ideas (decreased from 53% in 2008). Though only 46% feel their manager involves them in making important decisions, this estimate did not drastically change between studies; and, like in 2008, about half the respondents do not know when they are doing well or poorly in their jobs. DOC employees continue to be split (about 40% each way) when asked if their managers provide them with frequent feedback on the way they perform their job. Employees prefer to receive feedback from their managers through one-on-one verbal contact (74%). About 11% prefer e-mail, and only 9% prefer a performance appraisal.

Management Verses Non-management for 2010:

The responses associated with each question asked 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 continue to be slightly more informed than non-

managers. Both management and non-management are positive about DOC's mission during the 2010 collection; however, estimates are slightly lower for non-managers when compared to managers.

For the remaining two domains (DOC and Employee, and Manager and Employee Collaboration), responses are also more positive for managers when compared to non-managers. The questions associated with DOC and Employee Collaboration (employee's perception of DOC) tends to be improving for managers and staying about the same for non-managers. For Manager and Employee Collaboration, most estimates have remained the same or have slightly decreased for both managers and non-managers between studies.

NOTE: Security and Security Plus were options added to the 2010 survey. Since Security and Security Plus staff selected "Non-management" during prior studies (2006 and 2008) it is difficult to make non-management comparisons for 2010.

The collaboration survey questions and the associated responses for the *Overall, Management, and Non-Management, Security and Security Plus* estimates are listed below. For 2010, *Agree* includes moderately/slightly agree and strongly agree, and *disagree* includes moderately/slightly disagree and strongly disagree. Due to the proportion of respondents answering "Neutral," not all comparisons total to 100%. More detailed responses can be found in Appendix B.

Responses Associated with DOC's Safety & Wellness for 2010:

I am aware of the Department's safety goals.

- Overall: 82.9% agree; 3.5% disagree
- Management: 93.4% agree; 1.7% disagree
- Non-Management (other represented staff): 79.4% agree; 6.39% disagree
- Security: 77.7% agree; 6.9% disagree
- Security Plus: 84.2% agree; 5.2% disagree

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

- Overall: 67.4% agree; 18.3% disagree
- Management: 89.4% agree; 4.6% disagree
- Non-Management (other represented staff): 69.5% agree; 16.3% disagree
- Security: 54.3% agree; 28.5% disagree
- Security Plus: 71.5% agree; 12.9 disagree

Safety and wellness are valued at my work location.

- Overall: 71.0% agree; 14.7% disagree
- Management: 91.1% agree; 8.3% disagree
- Non-Management (other represented staff): 73.8% agree; 12.8% disagree
- Security: 56.8% agree; 22.8 disagree
- Security Plus: 77.1% agree; 11.2 disagree

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

- Overall: 73.6% agree; 8.9% disagree
- Management: 88.8% agree; 3.0% disagree
- Non-Management (other represented staff): 73.8% agree; 11.4% disagree
- Security: 66.7% agree; 12.2% disagree
- Security Plus: 78.3% agree; 7.5% disagree

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

- Overall: 73.1% agree; 10.3% disagree
- Management: 94.4% agree; 2.3% disagree
- Non-Management (other represented staff): 75.2% agree; 7.1% disagree
- Security: 63.1% agree; 15.6% disagree
- Security Plus: 76.9% agree; 8.8% disagree

Responses Associated with DOC's Mission for 2010:

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

- Overall: 84.6% agree; 6.7% disagree
- Management: 95.4% agree; 1.6% disagree
- Non-Management (other represented staff): 82.3% agree; 7.1% disagree
- Security: 79.5% agree; 9.7% disagree
- Security Plus: 86.3% agree; 5.6% disagree

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

- Overall: 87.0% agree; 5.7% disagree
- Management: 97.0% agree; 0.7% disagree
- Non-Management (other represented staff): 87.9% agree; 5.7% disagree
- Security: 81.7% agree; 7.9% disagree

- Security Plus: 88.3% agree; 5.6% disagree

I am committed to DOC's mission.

- Overall: 92.0% agree; 2.3% disagree
- Management: 98.4% agree; 0.0% disagree
- Non-Management (other represented staff): 94.3% agree; 0.0% disagree
- Security: 87.0% agree; 3.8% disagree
- Security Plus: 94.8% agree; 1.5% disagree

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

- Overall: 89.0% agree; 4.4% disagree
- Management: 97.0% agree; 1.0% disagree
- Non-Management (other represented staff): 89.4% agree; 3.6% disagree
- Security: 85.1% agree; 5.9% disagree
- Security Plus: 89.6% agree; 4.4% disagree

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

- Overall: 73.0% agree; 11.4% disagree
- Management: 87.5% agree; 3.3% disagree
- Non-Management (other represented staff): 75.2% agree; 9.9% disagree
- Security: 66.4% agree; 16.0% disagree
- Security Plus: 72.5% agree; 10.4% disagree

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

- Overall: 84.0% agree; 5.4% disagree
- Management: 94.4% agree; 1.7% disagree
- Non-Management (other represented staff): 82.0% agree; 2.9% disagree
- Security: 78.7% agree; 7.7% disagree
- Security Plus: 85.7% agree; 4.8% disagree

Responses Associated with DOC and Employee Collaboration for 2010:

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

- Overall: 53.7% agree; 27.2% disagree
- Management: 69.5% agree; 15.7% disagree
- Non-Management (other represented staff): 60.3% agree; 23.4% disagree
- Security: 43.5% agree; 35.6% disagree
- Security Plus: 54.5% agree; 25.1% disagree

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

- Overall: 53.9% disagree; 23.4% agree
- Management: 75.7% disagree; 13.8% agree
- Non-Management (other represented staff): 53.2% disagree; 21.3% agree
- Security: 44.5% disagree; 28.8% agree

- Security Plus: 53.1% disagree; 22.8% agree

I feel that DOC cares about me. *⁴

- Overall: 37.0% agree; 39.5% disagree
- Management: 61.9% agree; 21.1% disagree
- Non-Management (other represented staff): 46.8% agree; 31.9% disagree
- Security: 22.5% agree; 53.1% disagree
- Security Plus: 36.5% agree; 36.5% disagree

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

- Overall: 55.7% agree; 55.6% disagree
- Management: 78.3% agree; 6.9% disagree
- Non-Management (other represented staff): 60.7% agree; 21.4% disagree
- Security: 43.7% agree; 32.4% disagree
- Security Plus: 58.5% agree; 19.6% disagree

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

- Overall: 67.2% agree; 11.2% disagree
- Management: 84.9% agree; 4.3% disagree
- Non-Management (other represented staff): 68.1% agree; 12.1% disagree
- Security: 60.0% agree; 14.2% disagree
- Security Plus: 67.3% agree; 11.7% disagree

In general, I view DOC’s problems as my problems. *

- Overall: 53.4% agree; 23.5% disagree
- Management: 80.9% agree; 6.9% disagree
- Non-Management (other represented staff): 58.9% agree; 18.4% disagree
- Security: 42.2% agree; 33.1% disagree
- Security Plus: 51.0% agree; 22.3% agree

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

- Overall: 70.7% agree; 10.9% disagree
- Management: 88.5% agree; 3.9% disagree
- Non-Management (other represented staff): 71.6% agree; 9.9% disagree
- Security: 62.3% agree; 15.4% disagree
- Security Plus: 71.8% agree; 9.7% disagree

I feel very little loyalty to DOC.

- Overall: 66.7% disagree; 17.0% agree
- Management: 83.6% disagree; 12.5% agree
- Non-Management (other represented staff): 73.1% disagree; 8.5% agree
- Security: 56.8% disagree; 22.1% agree

⁴ Although the mean difference is large between managers and security for most questions, the questions with an asterisk are those where the difference is the largest between management and security.

- Security Plus: 68.2% disagree; 15.4% agree

I really care about the fate of DOC.

- Overall: 81.3% agree; 6.0% disagree
- Management: 95.4% agree; 2.3% disagree
- Non-Management (other represented staff): 80.9% agree; 4.3% disagree
- Security: 74.8% agree; 8.3% disagree
- Security Plus: 82.2% agree; 5.4% disagree

Responses Associated with Manager and Staff Collaboration for 2010:

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

- Overall: 65.0% agree; 22.7% disagree
- Management: 82.3% agree; 10.8% disagree
- Non-Management (other represented staff): 63.8% agree; 24.8% disagree
- Security: 54.0% agree; 29.9% disagree
- Security Plus: 68.6% agree; 19.9% disagree

I feel trusted and valued by my supervisor or manager.

- Overall: 56.3% agree; 31.0% disagree
- Management: 76.7% agree; 15.4% disagree
- Non-Management (other represented staff): 59.6% agree; 31.9% disagree
- Security: 43.4% agree; 39.7% disagree
- Security Plus: 59.5% agree; 28.5% disagree

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

- Overall: 58.7% agree; 27.3% disagree
- Management: 78.6% agree; 12.2% disagree
- Non-Management (other represented staff): 56.7% agree; 31.9% disagree
- Security: 48.7% agree; 32.5% disagree
- Security Plus: 59.7% agree; 28.5% disagree

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

- Overall: 60.0% agree; 25.0% disagree
- Management: 79.9% agree; 12.5% disagree
- Non-Management (other represented staff): 59.6% agree; 27.0% disagree
- Security: 50.7% agree; 30.2% disagree
- Security Plus: 60.0% agree; 25.4% disagree

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

- Overall: 61.1% agree; 27.8% disagree
- Management: 78.9% agree; 13.8% disagree
- Non-Management (other represented staff): 61.7% agree; 28.4% disagree
- Security: 51.2% agree; 34.5% disagree
- Security plus: 62.9% agree; 27.9% disagree

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

- Overall: 53.8% agree; 27.1% disagree
- Management: 78.3% agree; 10.5% disagree
- Non-Management (other represented staff): 47.9% agree; 37.2% disagree
- Security: 44.0% agree; 29.3% disagree
- Security Plus: 53.3% agree; 31.2% disagree

I can make a mistake without feeling degraded.

- Overall: 55.1% agree; 28.8% disagree
- Management: 76.6% agree; 15.8% disagree
- Non-Management (other represented staff): 55.3% agree; 31.9% disagree
- Security: 41.4% agree; 36.4% disagree
- Security Plus: 60.4% agree; 26.3% disagree

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

- Overall: 48.6% disagree; 33.4% agree
- Management: 54.6% disagree; 32.6% agree
- Non-Management (other represented staff): 51.8% disagree; 31.2% agree
- Security: 41.8% disagree; 35.8% agree
- Security Plus: 52.1% disagree; 31.9% agree

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

- Overall: 46.1% agree; 37.9% disagree
- Management: 75.0% agree; 15.8% disagree
- Non-Management (other represented staff): 53.2% agree; 34.1% disagree
- Security: 29.4% agree; 49.3% disagree
- Security Plus: 50.0% agree; 36.6% disagree

My supervisor or manager values and uses my ideas. *

- Overall: 48.3% agree; 32.8% disagree
- Management: 77.0% agree; 12.5% disagree
- Non-Management (other represented staff): 56.4% agree; 28.6% disagree
- Security: 30.0% agree; 44.8% disagree
- Security Plus: 53.5% agree; 30.2% disagree

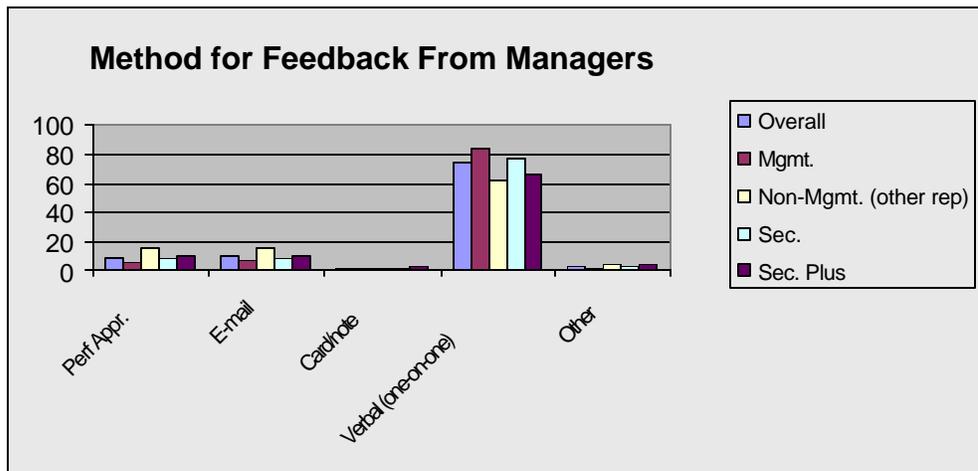
I receive the support I need to do my job well.

- Overall: 53.0% agree; 29.2% disagree
- Management: 76.0% agree; 15.1% disagree
- Non-Management (other represented staff): 56.0% agree; 29.1% disagree
- Security: 41.0% agree; 36.0% disagree
- Security Plus: 53.7% agree; 29.0% disagree

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

- Overall: 40.8% agree; 40.7% disagree
- Management: 64.5% agree; 19.4% disagree
- Non-Management (other represented staff): 44.7% agree; 38.3% disagree
- Security: 26.3% agree; 52.1% disagree
- Security Plus: 44.8% agree; 38.3% disagree

What is the method you prefer to receive feedback from your supervisor or manager?



In summary, most responses are positive for 2010; however some have decreased between studies (refer to Appendix B for all statistics and comparisons). DOC employees are receiving the information they need for Safety and Wellness and continue to support and value the mission of DOC. When assessing these two domains between managers and non-managers,⁵ responses are positive but more positive for managers. For

⁵ The category for Non-management was expanded during the 2010 survey collection. Non-management was broken out into 3 categories: Non-management (other represented staff), Security, and Security Plus. Non-management (other represented staff) includes dentists, parole and probation staff and temporary staff members.

instance, when asked if the DOC mission makes staff feel their job is important about two-thirds of the security staff said yes. The estimate associated with this question was much higher with managers (88%). The Security Plus and the Non-management (other represented) groups had estimates similar to the overall estimate of 73%. Despite generally positive responses overall, differences between management and security can be large for some questions (*see questions above with an asterisk*).

This same trend continues (lower estimates associated with Security staff) for the DOC and Employee Collaboration, and Manager and Employee Collaboration domains. For example, only 22% of Security staff feel DOC cares about them (62% of Managers feel DOC cares about them); and, fewer Security staff feel glad they chose to work for DOC, and tend to be less affected when they hear others criticize DOC, when compared to managers. However, the majority of Security staff care about the fate of DOC (75%) and more than half (57%) feel loyalty to DOC.

When asked about Manager and Employee Collaboration, the responses again are more positive for managers than non-managers. The estimates associated with this domain tend to be the lower for Security staff members. Security staff members and non-managers, in general, wish to receive more value and trust from their managers, want to be included more when making important decisions, and want help from their managers when needed. Employees continue to need more frequent feedback from managers. The most preferred method of feedback (from all groups) was verbal (one-on-one) contact (over 70% for most groups).

Staff Collaboration by Institution for 2010

Institutional Differences for 2010:

The results reported in the first section recognize departmental issues and trends. Some DOC facilities have excellent staff-management collaboration and there are others 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 2010 collaboration study are the same domains identified in the 2006 and 2008 collaboration studies. These domains 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.

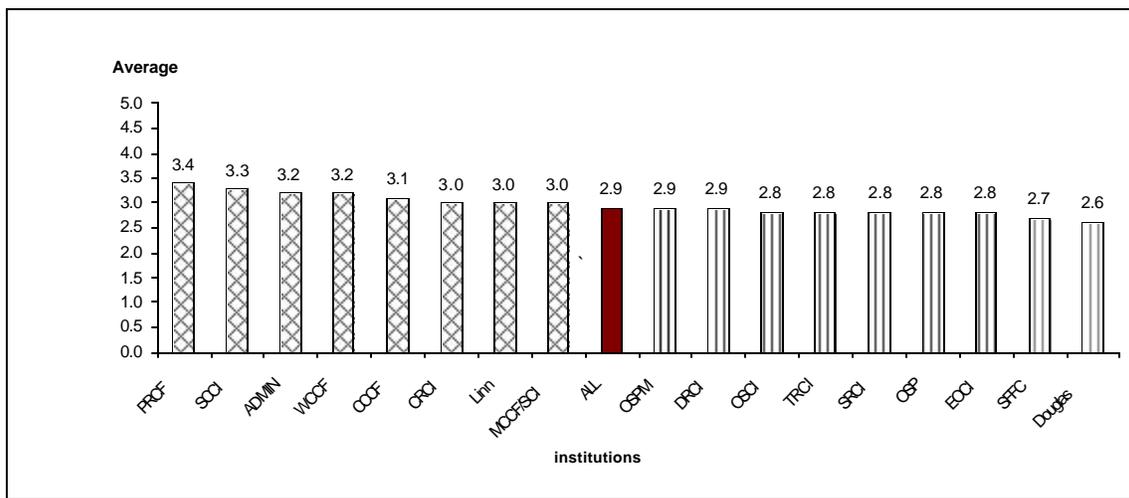
Appendix C provides more descriptions and measures associated with this analysis. In addition, Appendix C lists the questions associated with each domain.

Results by Institution for 2010:

The following tables represent how DOC employees responded to the four domains during 2010: DOC Safety and Wellness, DOC Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. The group represented as *Administration* during the 2010 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/location 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 2010—Domain 1

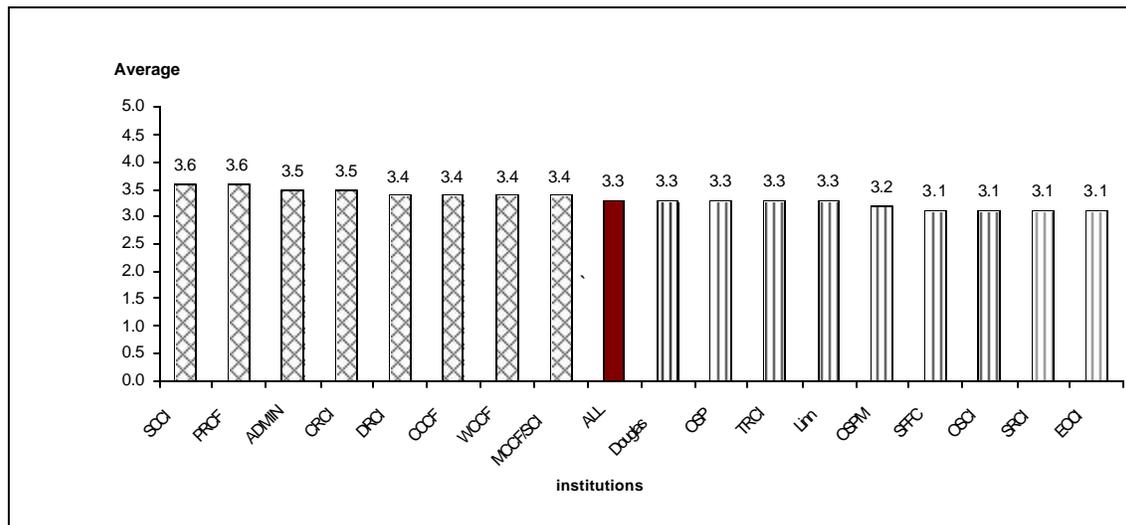


The overall average in Chart 1 is 2.9 and represented as ALL; institutions scoring above the overall average feel more informed when compared to those institutions scoring below the overall average. When asked about DOC safety and wellness, employees from PRCF and SCCI scored higher when compared to all other facilities/locations.

Employees from DOC Administration, WCCF, CCCF, CRCI, Linn County, and MCCF/SCI also scored well in this domain. Employees from SFFC and Douglas County feel less informed when asked about DOC safety and wellness, and all other institutions have averages similar to the overall average in this domain.

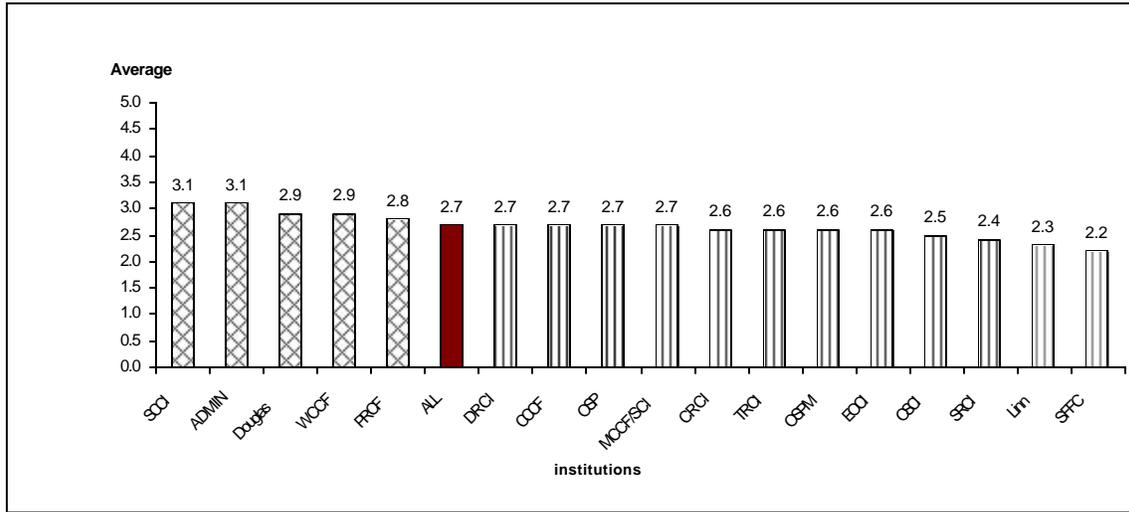
A listing of institution full names may be found in Appendix F.

Chart 2—DOC’s Mission for 2010—Domain 2



The overall average for DOC’s Mission is 3.3; those institutions scoring above the overall average are more supportive of DOC’s mission when compared to those institutions scoring below the overall average. Like the Safety and Wellness domain, employees from SCCI and PRCF are more supportive of DOC’s mission when compared to other DOC facilities/locations. Others scoring above the overall average include DOC Administration, CRCI, DRCI, CCCF, WCCF, and MCCF/SCI. Employees from SFFC, OSCI, SRCI, and EOICI feel less supportive when asked about DOC’s mission.

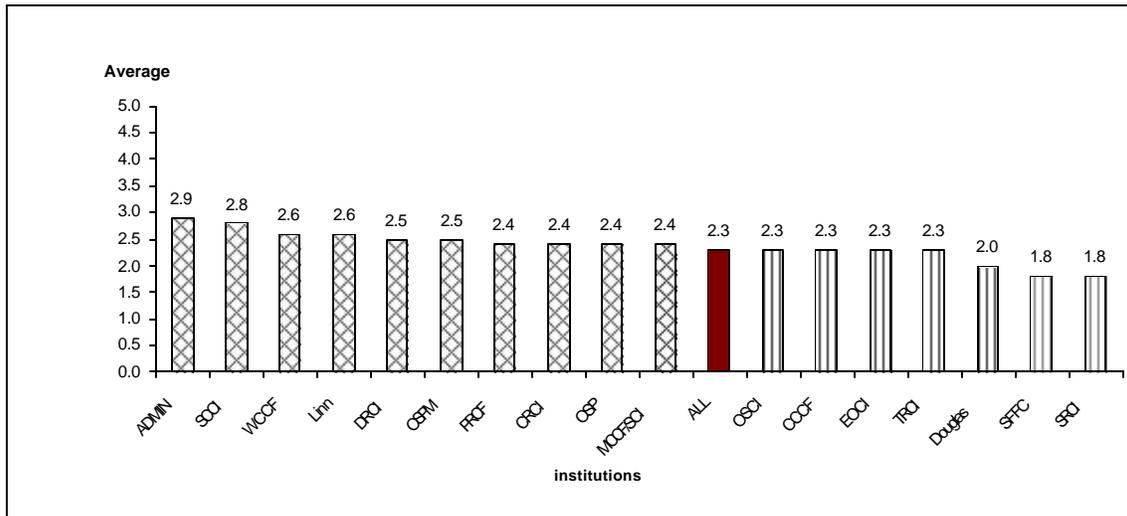
Chart 3— DOC and Employee Collaboration⁶ for 2010—Domain 3



The overall average for the third domain is 2.7; 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 five institutions: SCCI, DOC Administration, Douglas County, WCCF, and PRCF; in 2008, eight institutions were above the overall average in this domain. The institutions scoring the lowest in this domain include OSCI, SRCI, Linn County, and SFFC.

⁶ In this report, the domain “DOC and Employee Collaboration” is also referred to as the “Employee Perception of DOC.”

Chart 4—Manager and Employee Collaboration⁷ for 2010—Domain 4



The overall average for manager and employee collaboration is 2.3; this average decreased from 2.5 in 2008. Employees from facilities/locations 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 with the DOC Administration, and SCCI. Other institutions above the overall average include WCCF, Linn County, DRCI, OSPM, PRCI, CRCI, OSP, and MCCF/SCI. OSCI, CCCF, EOCI and TRIC have averages similar to the overall average, and employees from Douglas County, SFFC, and SRCI feel manager and employee collaboration could improve at their work location.

The previous four charts combine management and non-management responses to identify facility/location differences within DOC. Averages associated with each institution are above, below, or similar to the overall average. There are only four locations scoring above the overall average in all four domains, SCCI, PRCF, DOC Administration, and WCCF. There were five institutions above the overall mean in all four domains in 2008, and since then, two institutions (CCCF and OSCI) dropped from this list and are regressing. WCCF, however, has significantly improved in all four domains since 2008.

⁷ The domain “Manager and Employee Collaboration” is synonymous with “Staff-Management Collaboration” in this report.

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. In addition, averages do fluctuate and may reflect unique situations when the survey was administered. In general, more episodic change is associated with smaller facilities while change tends to be much slower in larger facilities.

Change by Institution—2008 versus 2010

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 5 groups:

- Above average and improving⁸
- Above average but not improving
- Average and remains the same
- Below average but improving
- Below average and not improving

The charts below represent change between 2008 and 2010 for four domains: DOC's Safety and Wellness, DOC's Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration.

Previous analyses in this report identified facility/location averages for 2010. The analyses presented in this section include data for 2008 and 2010. When both 2008 and 2010 data is included, facility/location averages might differ slightly from the 2010 estimates provided earlier. This section recognizes change between 2008 and 2010; it does not recognize difference among facilities/locations for 2010.

The "overall average" is defined as the average of all facilities/locations for 2008 and 2010. The overall average is 2.9 for the domain DOC's Safety and Wellness, 3.3 for the domain DOC's Mission, 2.7 for the domain DOC and Employee Collaboration, and 2.3 for the domain Management and Employee Collaboration. Three of these overall averages decreased between 2008 and 2010: DOC Mission (3.4 in 2008), DOC and Employee (2.8 in 2008), and Manager and Employee (2.5 in 2008). DOC's Safety and wellness increased from 2.8 in 2008 to 2.9 in 2010. Some institutions have estimates that

⁸ *Above average*, *average*, and *below average* statements represent institutional comparisons to the *overall average or mean*, and *improving*, *remains the same*, and *not improving* refers to how much an institution has changed between studies (2008 and 2010).

are increasing between 2008 and 2010 (improving), some are decreasing (not improving) and some are similar between 2008 and 2010 (no change). It is also important to note that during the 2010 data collection, SCI and MCCF were sampled as individual institutions. However, it was decided to combine both institutions since both institutions were combined during the 2008 analysis.

Chart 5—Institutional Change between 2008 & 2010 for DOC’s Safety & Wellness

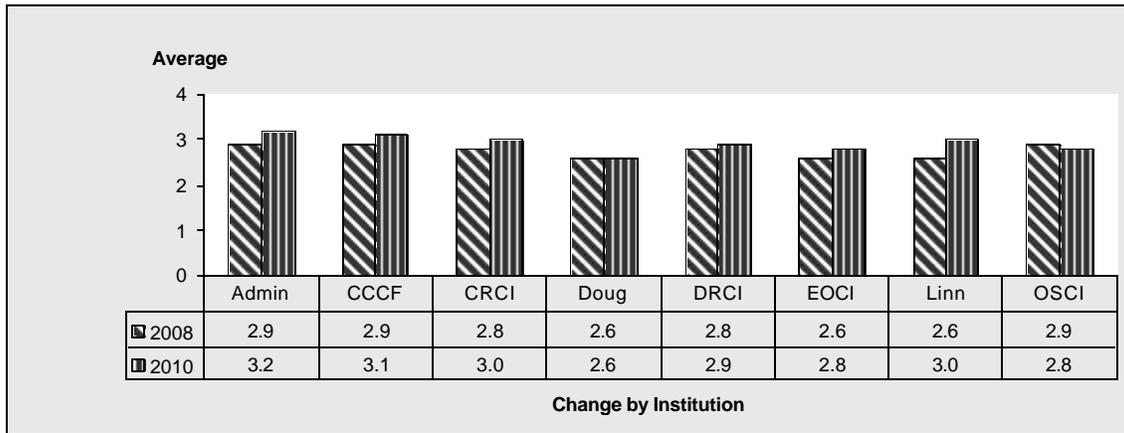
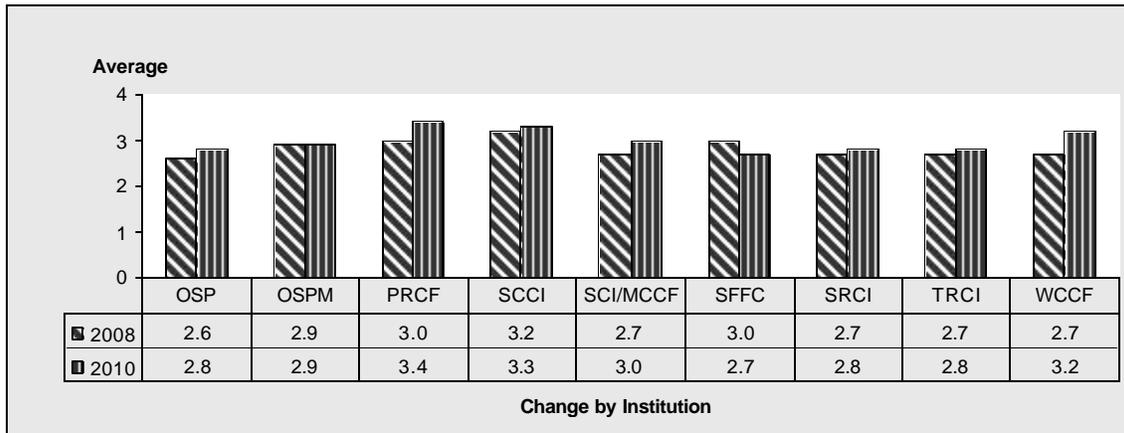


Chart 5 — Continued



The overall average for DOC’s Safety and Wellness is 2.9; facilities/locations with higher estimates in 2010 are improving but could be considered average (2.9) or below average (2.8 or lower). To clarify, some facilities/locations may show improvement since 2008 and still have below average estimates (this statement is true for all domains). Overall, DOC is doing well in the domain Safety and Wellness. There are nine

institutions/facilities that have improved and are above average in this domain. Those institutions include DOC Administration, CCCF, CRCI, Linn County, PRCF, SCCI, SCI/MCCF, and WCCF. DRCI is about average in this domain and their knowledge of DOC’s safety and wellness has improved since 2008. All other institutions have shown only slight to no improvement, and have average to below average ratings. For instance, EOCI, SRCI, TRCI, and OSP have improved in this domain, but each remains below average. SFFC has shown a significant decrease in this domain; though Douglas County has remained the same between studies, Douglas County has the lowest average when compared to other facilities/locations.

Chart 6—Institutional Change between 2008 & 2010 for DOC’s Mission

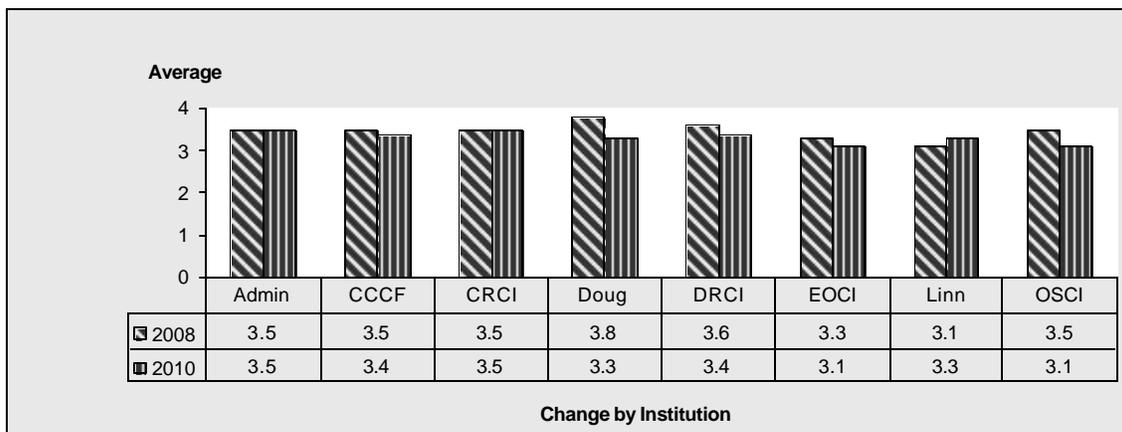
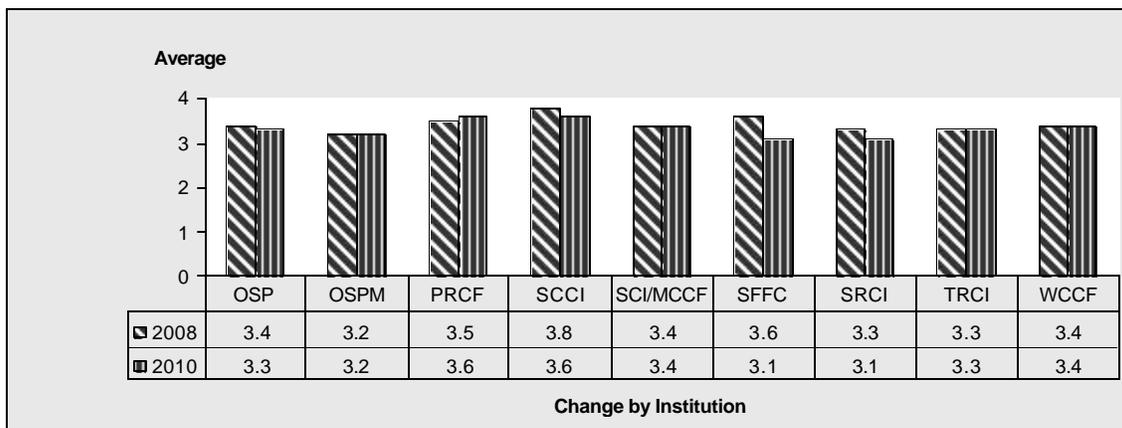


Chart 6 — Continued



The overall average for DOC’s mission is 3.3; facilities/locations with higher estimates in 2010 are improving but could be considered average (3.3) or below average (lower than

3.3). PRCF is the only institution that has improved between studies. DOC Administration, CRCI, SCI/MCCF, and WCCF have ratings above the overall mean, but each has remained the same since 2008. Linn and Douglas counties have ratings similar to the overall average, however Linn tends to be more supportive of DOC's mission when compared to Douglas County. CCCF and SCCI are above average in this domain, but have not improved since 2008. Employees from OSP, OSPM and TRCI have not changed their views about DOC's mission since 2008, and their estimates are similar or slightly below the overall average. The remaining facilities have decreased between studies and are below average in this domain.

Chart 7—Institutional Change between 2008 & 2010 DOC and Employee Collaboration

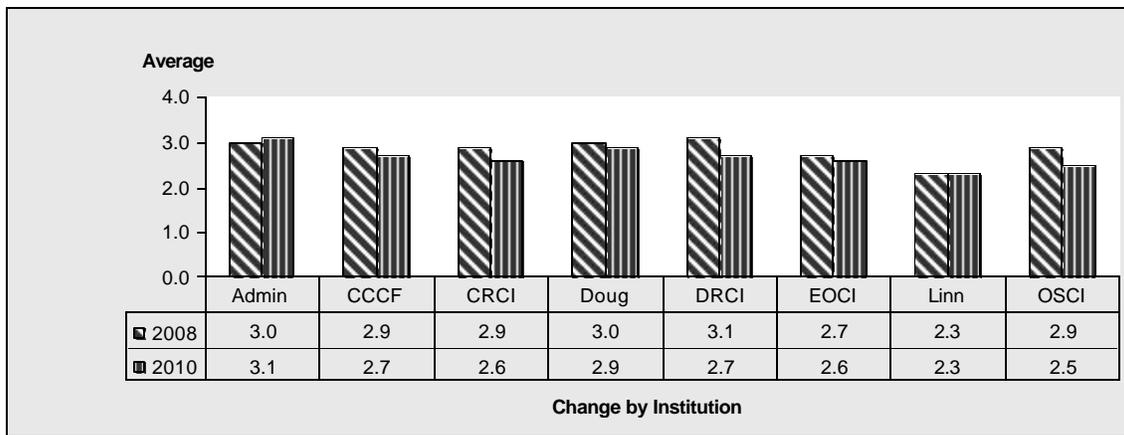
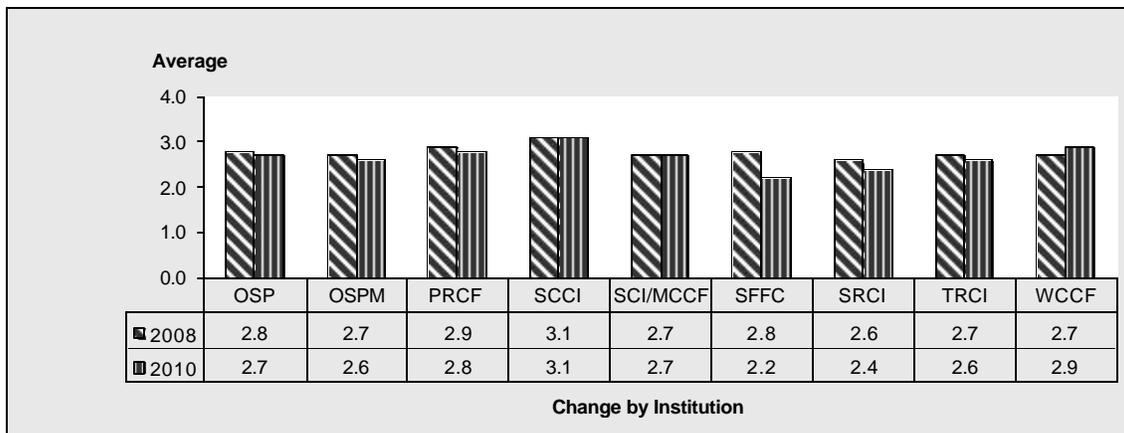


Chart 7 — Continued



The overall average for the domain DOC and Employee Collaboration is 2.7; facilities/locations with higher estimates in 2010 are improving but could be considered average (2.7) or below average (2.6 or lower). Respondents tend to be less positive about DOC and Employee Collaboration when compared to 2008. Eight facility/locations had positive ratings associated with this domain in 2008, and only four locations had positive ratings in 2010: DOC Administration, WCCF, SCCI and SCI/MCCF. Douglas County and PRCF are above average, but each has declined in this domain since 2008. Six facility/locations are below average and have decreased in this domain since 2008: CRCI, EOCI, OSPM, TRCI, SRCI, and SFFC.

Chart 8—Institutional Change between 2008 & 2010 Manager and Employee Collaboration

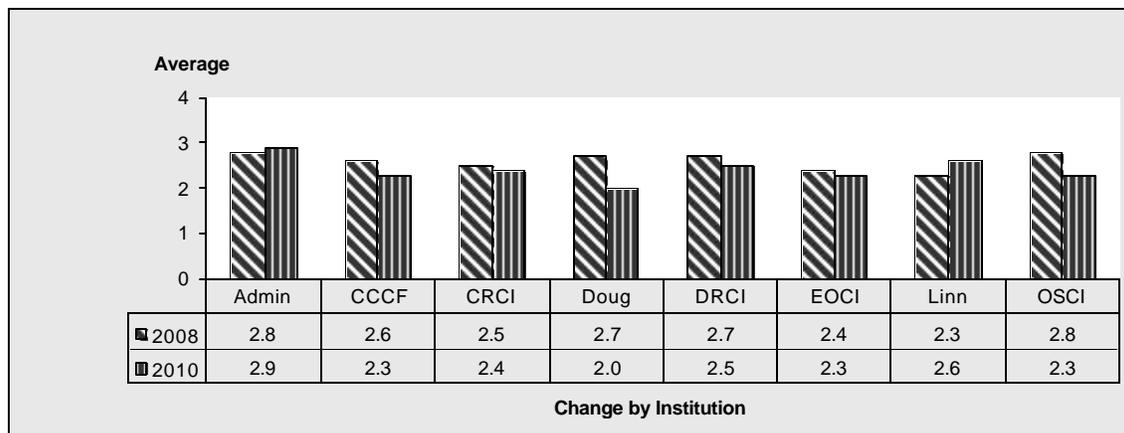
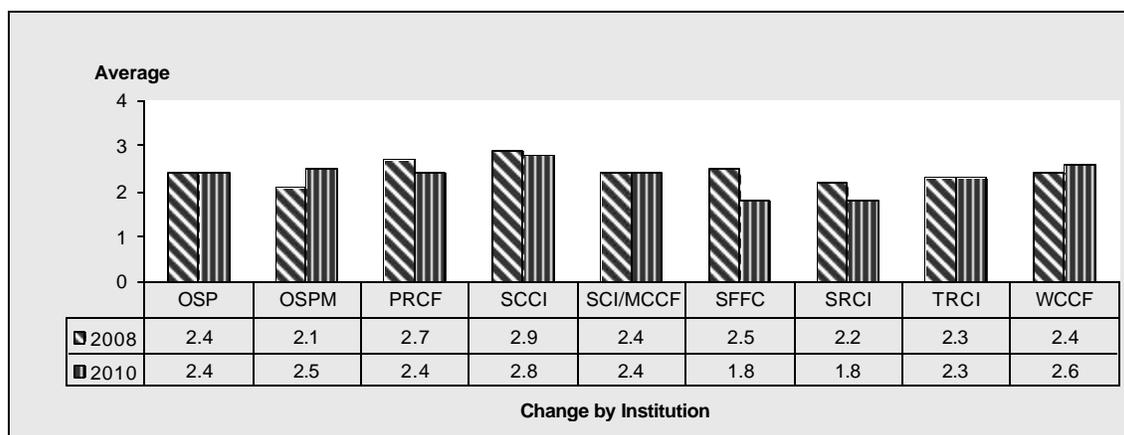


Chart 8 — Continued



The overall average associated with Manager and Employee Collaboration is 2.3. Manager and Employee Collaboration responses have improved for four facilities/locations, declined in ten facilities/locations, and remained static in three facilities/locations. Overall estimates are declining in this domain when compared to 2008. The DOC Administration group, Linn County, WCCF, and OSPM are improving and are above the overall average for 2010. OSP and SCI/MCCCF are slightly above average and have stayed the same between studies. DRCI, SCCI, PRCF, and CRCI have declined since 2008, but still have estimates above the overall average; whereas, CCCF, EOCI, and OSCI have decreased between studies, and each have estimates similar to the overall average. TRCI has not changed between studies and is similar to the overall average. Douglas County, SFFC, and SRCI have decreased significantly between studies and are significantly below average in this domain.

Chart 9—Summary of Current Status and Change between 2008 and 2010

<u>Inst.</u>	<i>Safety & Wellness</i>		<i>DOC Mission</i>		<i>DOC & Employee</i>		<i>Manager & Employee</i>	
	<i>2010</i>	<i>Change</i>	<i>2010</i>	<i>Change</i>	<i>2010</i>	<i>Change</i>	<i>2010</i>	<i>Change</i>
ADMIN	Very good	++	Very good	No change	Best	+	Best	+
CCCF	Good	+	Good	-	Average	-	Average	--
CRCI	Good	+	Very good	No change	Low	--	Good	-
Douglas	Lowest	No change	Average	---	Very good	-	Very low	---
DRCI	Average	+	Good	-	Average	---	Very good	-
EOCI	Low	+	Very low	-	Low	-	Average	-
Linn	Good	+++	Average	++	Lowest	No change	Very good	++
OSCI	Low	-	Very low	--	Very low	---	Average	---
OSP	Low	+	Average	-	Average	-	Good	No change
OSPM	Average	No change	Low	No change	Low	-	Very good	+++
PRCF	Best	+++	Best	+	Good	-	Good	--
SCCI	Very good	+	Best	-	Best	No change	Best	-
SCI/MCCF	Good	++	Good	No change	Average	No change	Good	No change
SFFC	Very low	--	Very low	---	Lowest	---	Lowest	---
SRCI	Low	+	Very low	-	Very low	-	Lowest	--
TRCI	Low	+	Average	No change	Low	-	Average	No change
WCCF	Very good	+++	Good	No change	Very good	++	Very good	+
Overall Average⁹	2.9	+	3.3	-	2.7	-	2.3	-

⁹Best, very good, and good represent those facilities/locations above the overall average; Average represents those similar to the overall average; and low, very low, and lowest represent those below the overall average for 2010.

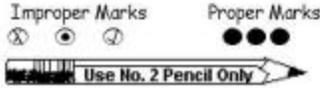
Chart 9 summarizes current rankings among facilities/locations and the change that has occurred between 2008 and 2010 in four domains: Safety and Wellness, DOC Mission, DOC and Employee Collaboration, and Manager and Employee Collaboration. The “2010” columns recognize how a particular facility/location compares to other facilities/locations in 2010. For example, CCCF is considered “good” for Safety and Wellness, and “good” for DOC mission, but despite the current status, estimates between 2008 and 2010 have only slightly improved for Safety and Wellness and have declined for DOC mission. The column labeled “Change” recognizes improving facilities/locations (+) and facilities/locations where estimates have declined (-) between studies.

Comparing 2008 and 2010 estimates, the DOC Administration and WCCF are the two locations exhibiting the most improvement for all four domains. SCCI is significantly above average in most domains, but is regressing in two domains: DOC Mission and Manager and Employee Collaboration. In 2008, PRCI, SFFC, OSCI, and CRCI were strong in all domains, but each tends to be declining in some or all domains. Linn County is improving in three domains, but is weak in the DOC and Employee collaboration domain. OSPM has shown the most improvement in the Manager and Employee domain, and SCI/MCCF are above average, but show “no change” in three of the four domains. Douglas County and SFFC have significantly regressed in each domain, and though SRCI and TRCI have improved in Safety and Wellness, they tend to be regressing in the other domains.

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

Fostering Collaboration between Management and Staff Survey



IF YOU HAVE RECENTLY COMPLETED THE STAFF COLLABORATION SURVEY BY E-MAIL, PLEASE DO NOT FILL OUT THIS SURVEY! STAFF MEMBERS SHOULD ONLY FILL OUT ONE SURVEY (PAPER OR ELECTRONIC SURVEY, BUT NOT BOTH).

This survey is designed to gather information about the quality of collaboration between managers and staff here at 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 identified. **PLEASE NOTE: Unless the question is specific to the overall view of DOC, your responses to this survey should reflect your opinion and relationship with the institution you work at, and *not* the division you work for.** The survey was set up this way to protect the anonymity of the smaller divisions.

Demographics

- | | | | |
|---|--|--|--|
| <p>Your age</p> <ul style="list-style-type: none"> <input type="radio"/> Less than 25 <input type="radio"/> 25 - 35 <input type="radio"/> 36 - 45 <input type="radio"/> 46 - 55 <input type="radio"/> Over 55 | <p>Your Gender</p> <ul style="list-style-type: none"> <input type="radio"/> Male <input type="radio"/> Female | <p>Number of years with DOC</p> <ul style="list-style-type: none"> <input type="radio"/> Less than one year <input type="radio"/> 1 - 5 years <input type="radio"/> 6 - 10 years <input type="radio"/> 11 - 15 years <input type="radio"/> 16 - 20 years <input type="radio"/> More than 20 years | <p>Indicate your position below:</p> <ul style="list-style-type: none"> <input type="radio"/> Management <input type="radio"/> Non-management (Other represented staff) <input type="radio"/> Security <input type="radio"/> Security Plus <input type="radio"/> Contractor <input type="radio"/> All other DOC employees |
|---|--|--|--|

Fill in one circle that represents your opinion best.

Questions Related to DOC's Safety and Wellness:

- I am aware of the Department's safety goals.
- 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 benefits of the Public Employee Benefit Board (PEBB).
- I am aware of the benefits of the Employee Assistance Program (EAP).

Questions Related to DOC'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.

Strongly agree	Slightly/moderately agree	Neutral	Slightly/moderately disagree	Strongly disagree	Not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

Please turn over to continue.

Questions Related to DOC's Mission, Goals, and Values, cont.:

	Strongly agree	Slightly/moderately agree	Neutral	Slightly/moderately disagree	Strongly disagree	Not applicable
I am committed to DOC's mission.	1	2	3	4	5	6
I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.	1	2	3	4	5	6
The mission of DOC makes me feel my job is important.	1	2	3	4	5	6
I understand what role I play to ensure the goals of DOC's mission are successful.	1	2	3	4	5	6

Collaboration Questions:

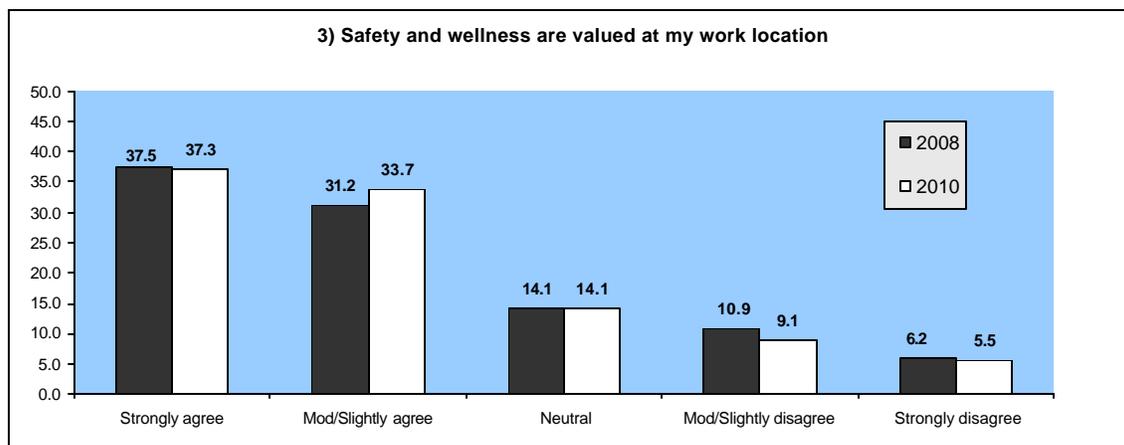
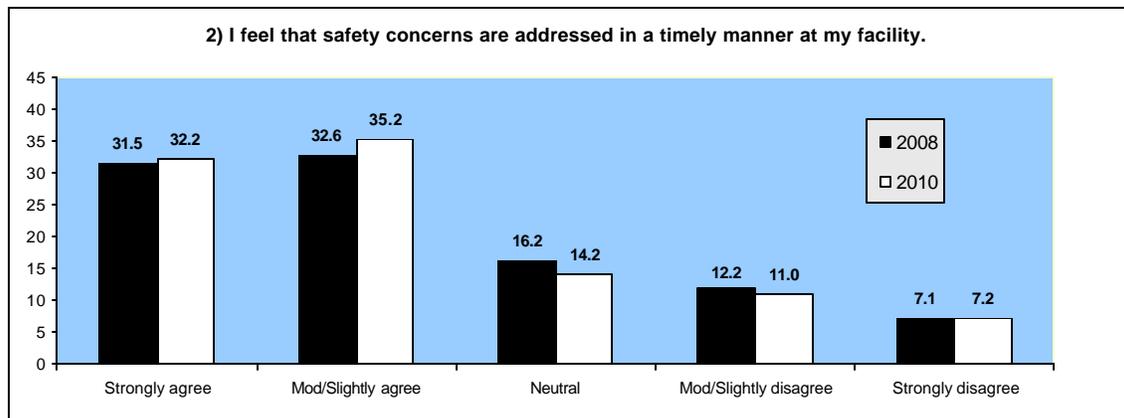
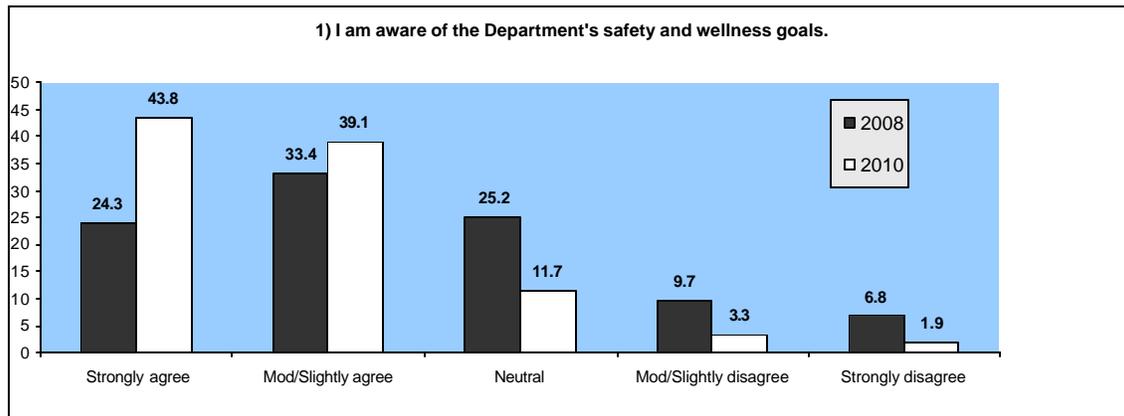
In general, the people employed by DOC are working toward the same goals.	1	2	3	4	5	6
I find it difficult to agree with DOC's policies on important matters related to me.	1	2	3	4	5	6
If mistakes are made, I am allowed to freely admit or discuss the reason with my manager or supervisor.	1	2	3	4	5	6
I feel trusted and valued by my supervisor or manager.	1	2	3	4	5	6
I feel my supervisor or manager is willing to help when I face difficulties with my job.	1	2	3	4	5	6
I feel that DOC cares about me.	1	2	3	4	5	6
I receive respect and fair treatment from my supervisor or manager.	1	2	3	4	5	6
I often describe myself to others by saying "I work for DOC" or "I am from DOC."	1	2	3	4	5	6
I am glad I chose to work for DOC rather than another organization.	1	2	3	4	5	6
In general, I view DOC's problems as my problems.	1	2	3	4	5	6
It is disturbing to me to hear others outside DOC criticize the agency.	1	2	3	4	5	6
I am comfortable voicing my opinions to my supervisor or manager.	1	2	3	4	5	6
I value and trust my supervisor's or manager's decisions.	1	2	3	4	5	6
I can make a mistake without feeling degraded.	1	2	3	4	5	6
I feel very little loyalty to DOC.	1	2	3	4	5	6
I really care about the fate of DOC.	1	2	3	4	5	6
I have trouble figuring out whether I'm doing well or poorly in my job.	1	2	3	4	5	6
My supervisor or manager involves me in making important decisions regarding my work.	1	2	3	4	5	6
My supervisor or manager values and uses my ideas.	1	2	3	4	5	6
I receive the support I need to do my job well.	1	2	3	4	5	6
My supervisor or manager provides me with frequent feedback on the way I perform my job.	1	2	3	4	5	6

What is the method you prefer to receive feedback from your supervisor or manager?

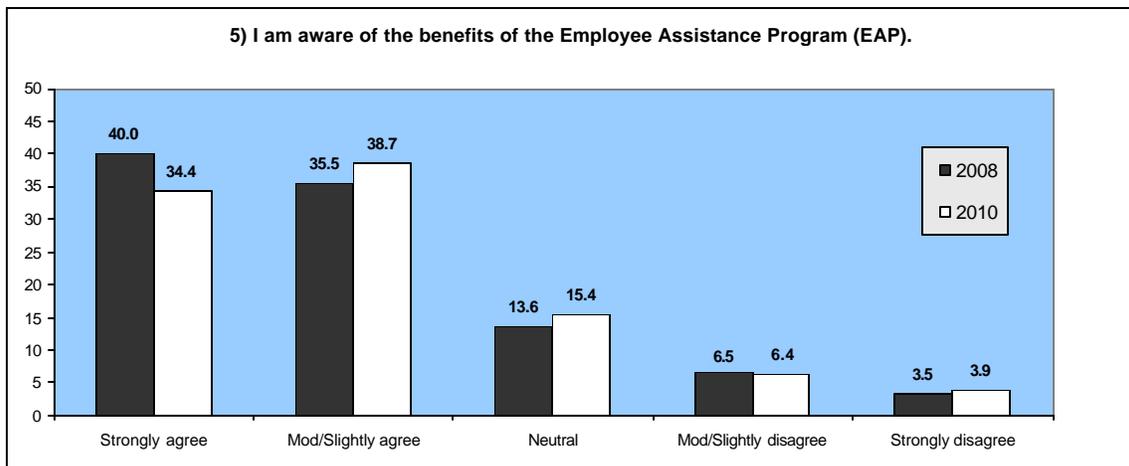
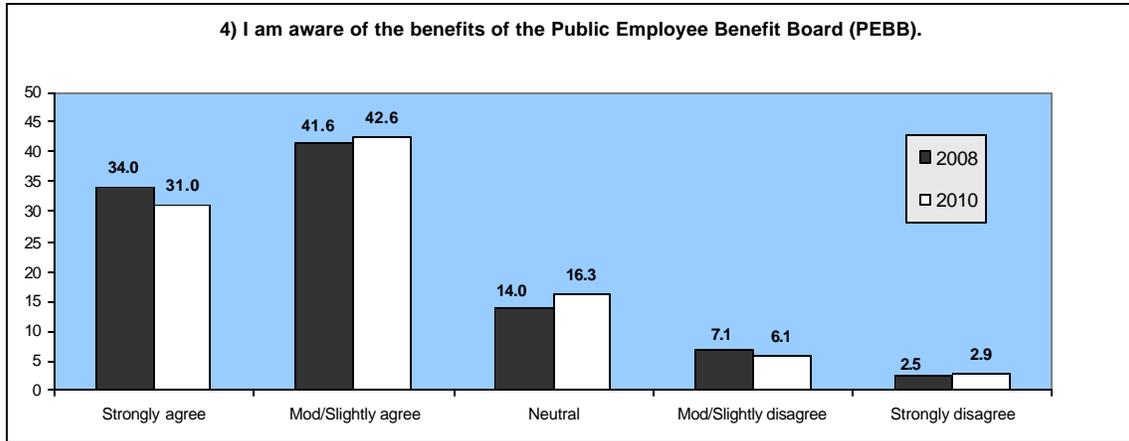
- Performance appraisal
- E-mail
- Card or a note
- Verbal contact (one-on-one)
- Other, please specify: _____

Appendix B: All Statistics and Charts for 2008 and 2010

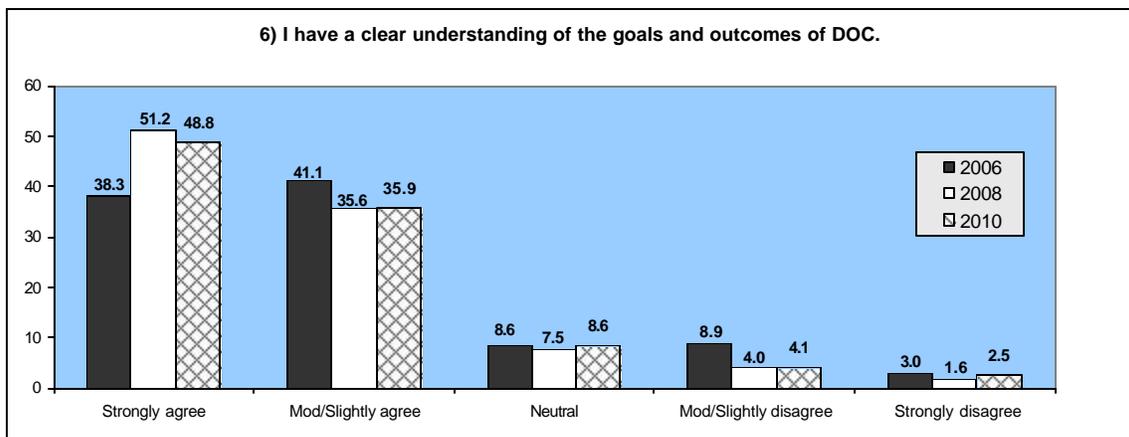
Questions Related to DOC's Safety & Wellness¹⁰: 2008 and 2010 Comparisons

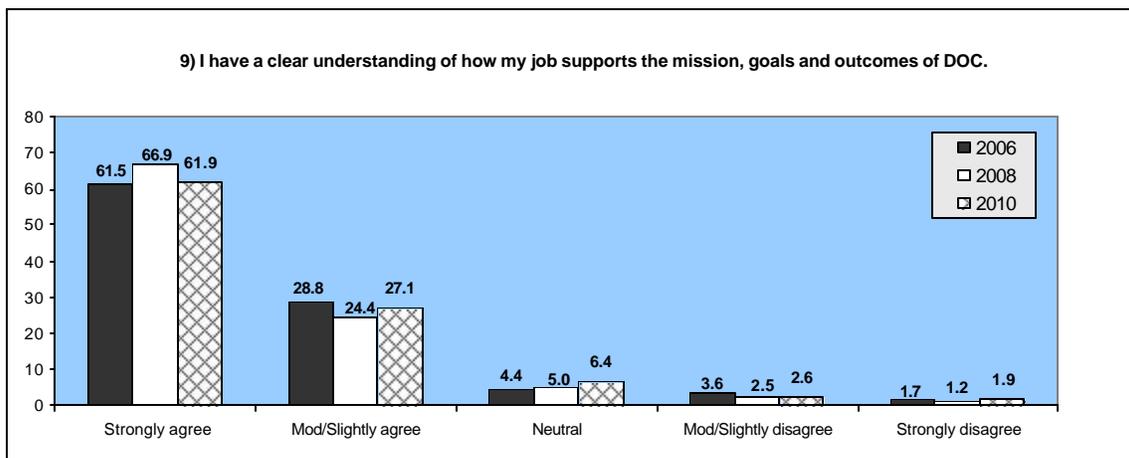
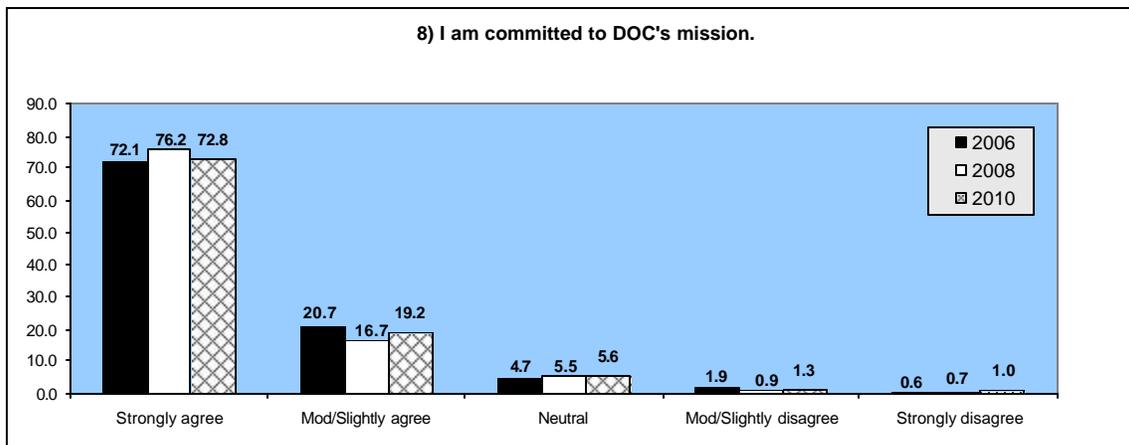
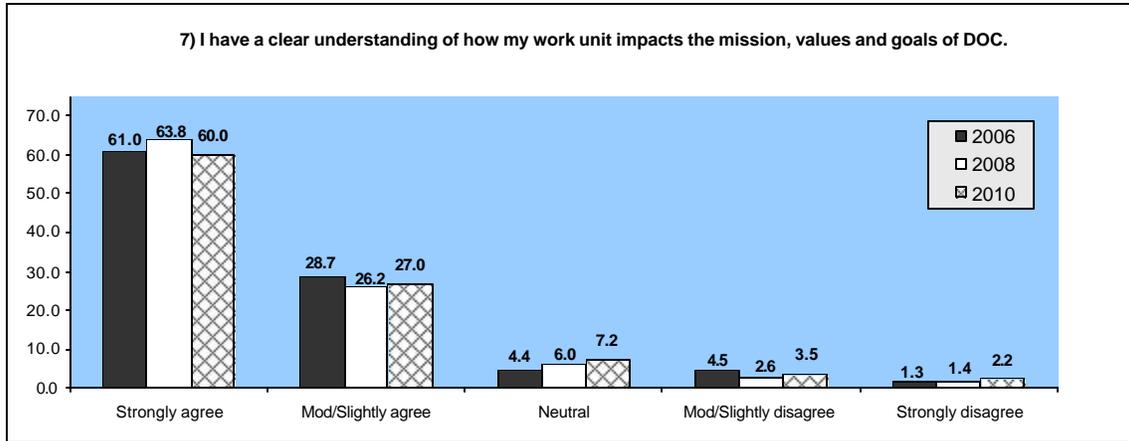


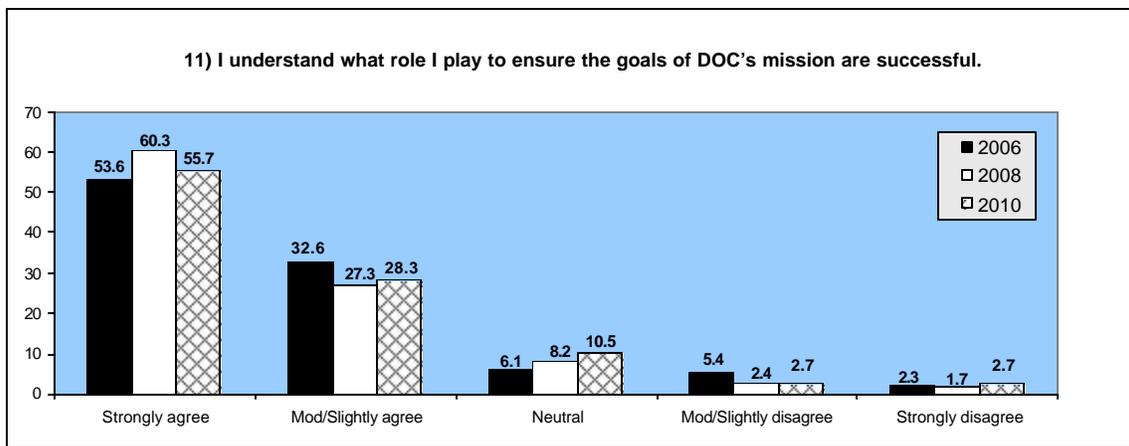
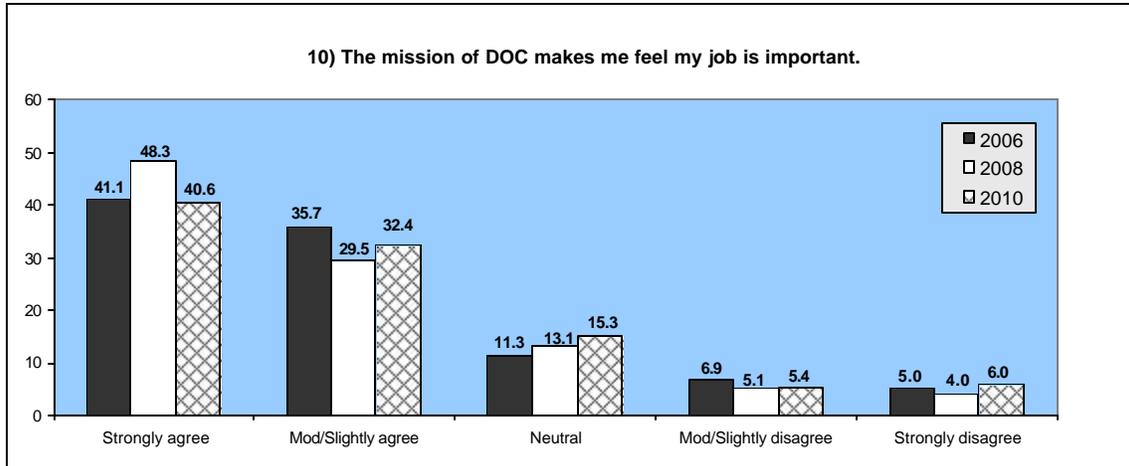
¹⁰ Safety and Wellness was not a domain in 2006; therefore, comparisons could not be made.



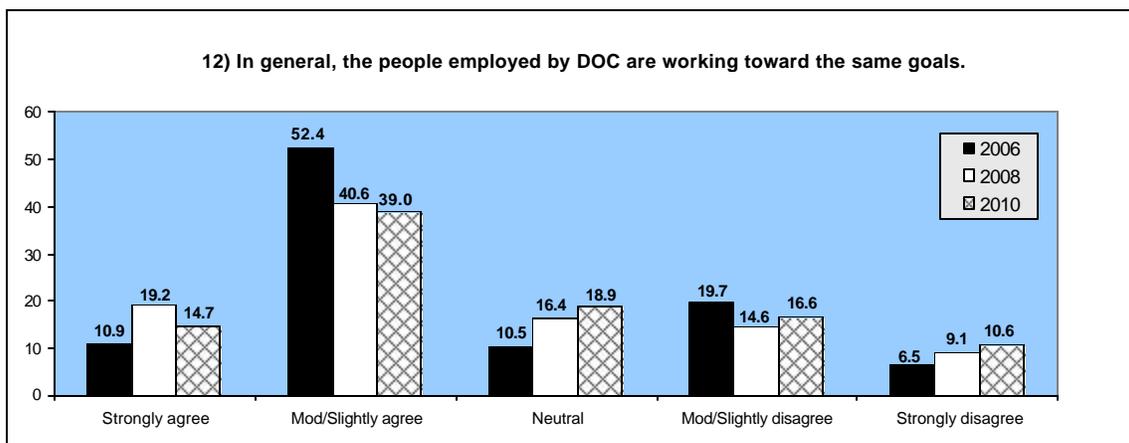
Questions Related to DOC's Mission (2006, 2008, and 2010 Comparisons)

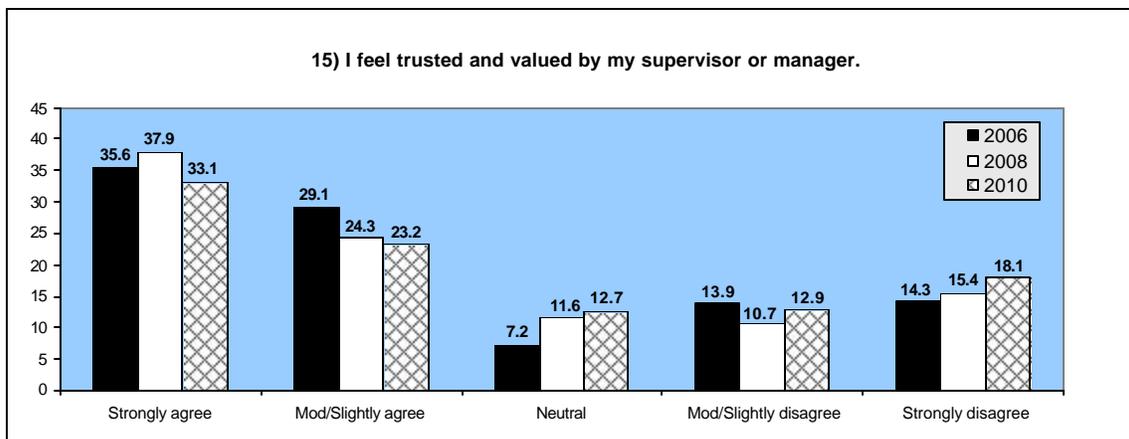
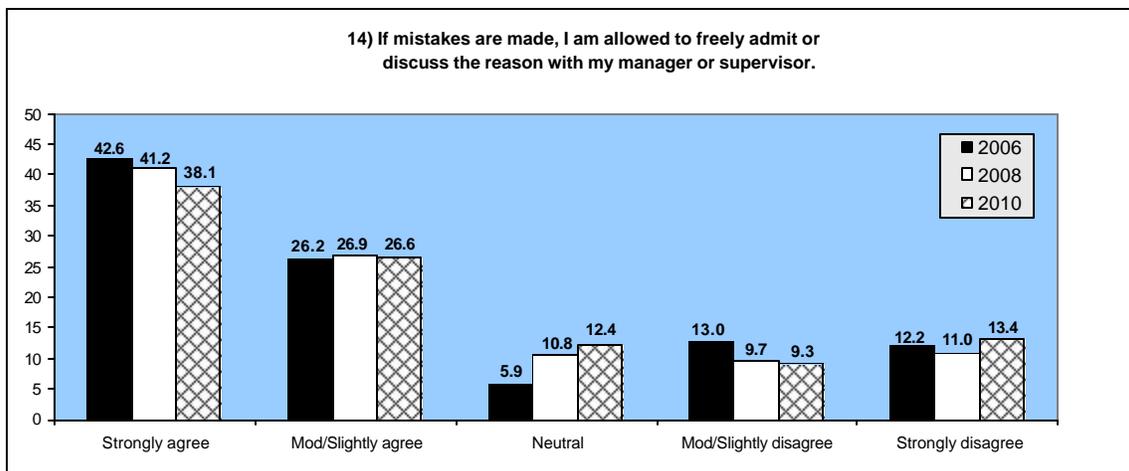
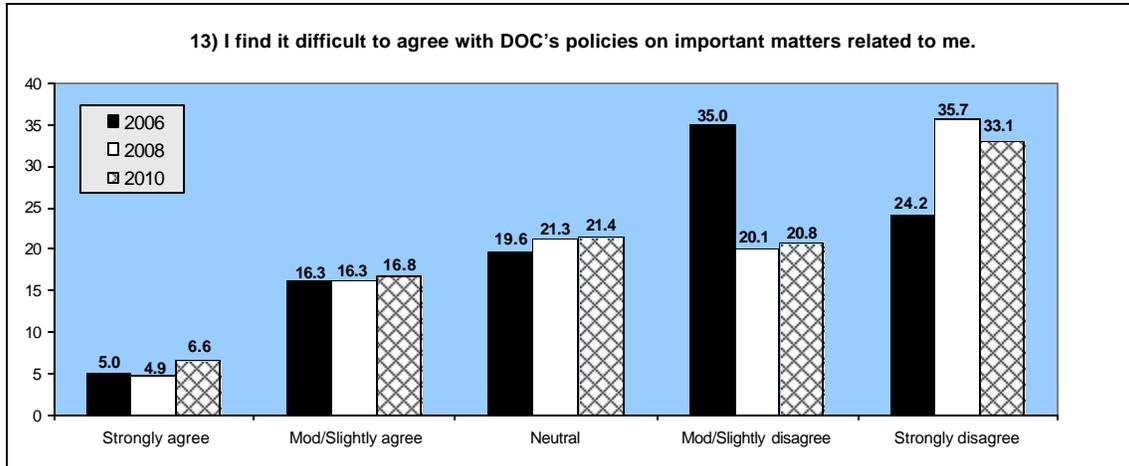


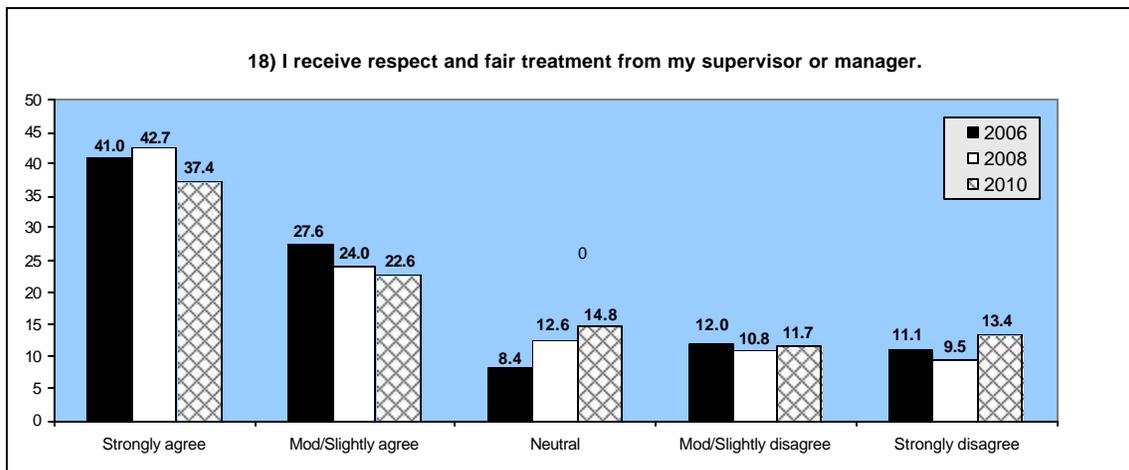
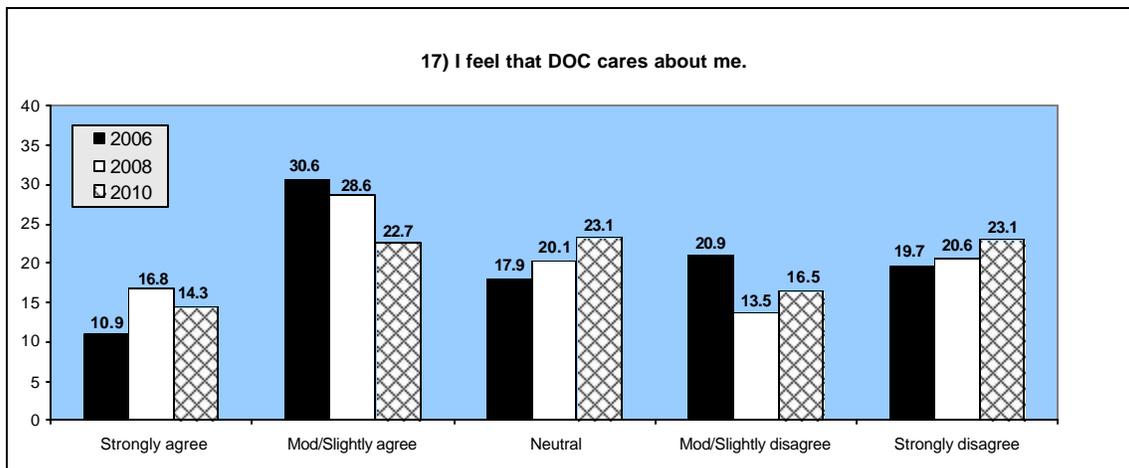
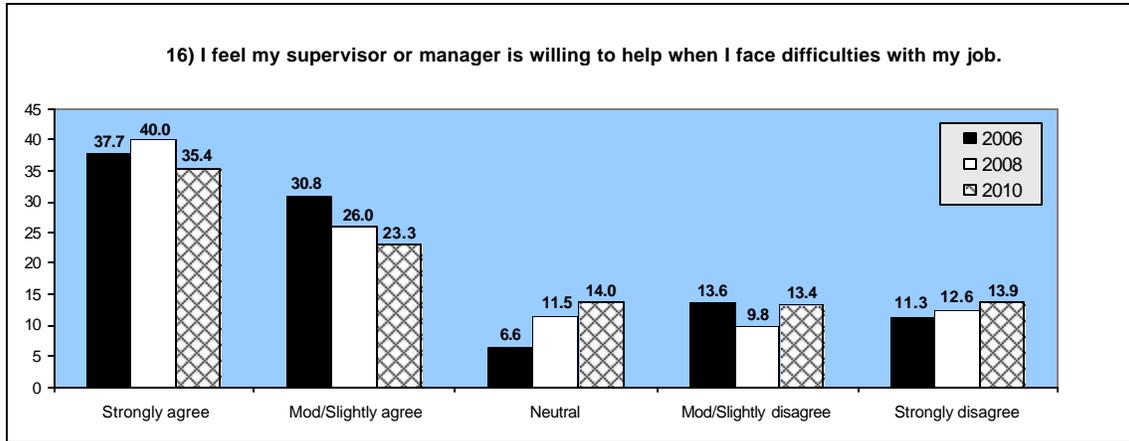


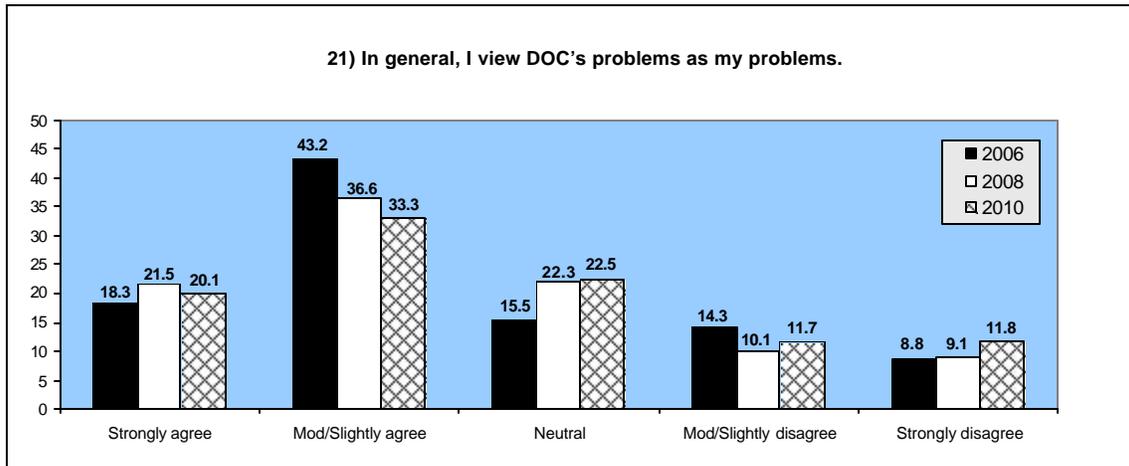
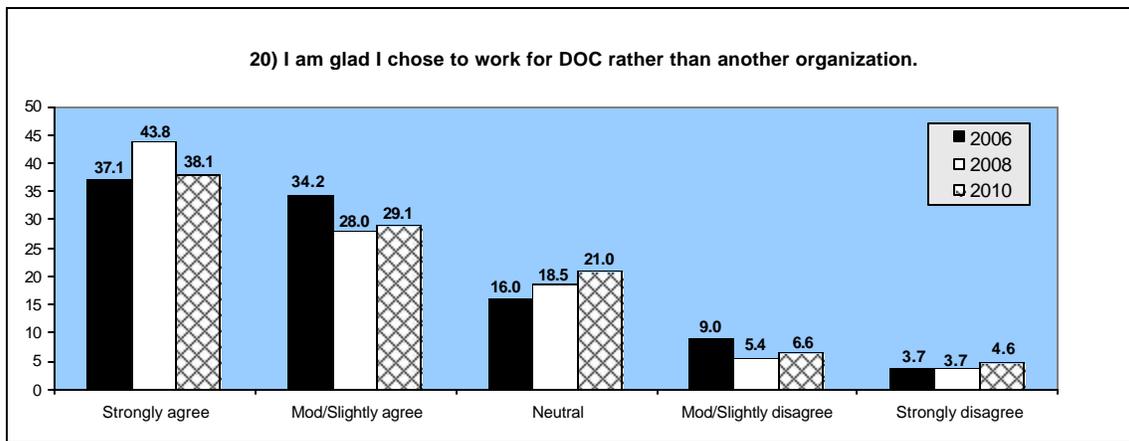
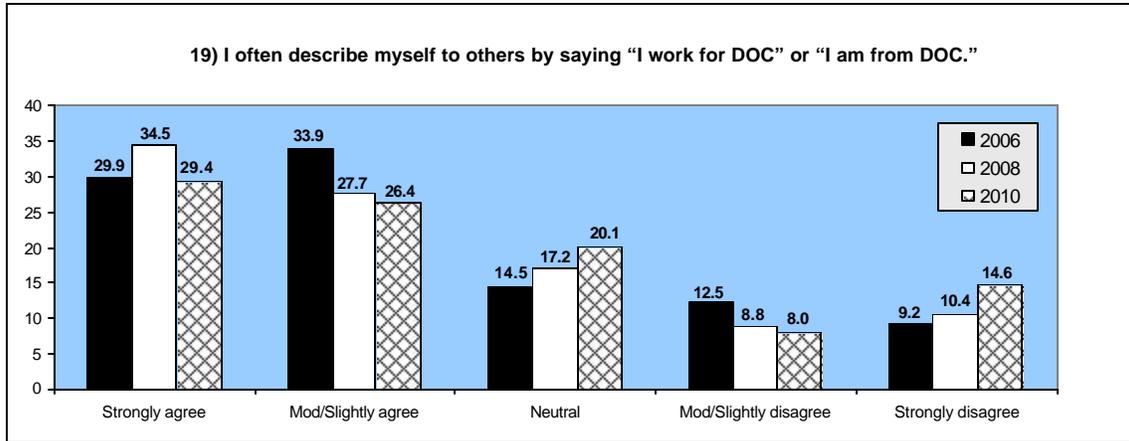


Collaboration Related Questions—(2006, 2008, and 2010 comparisons)

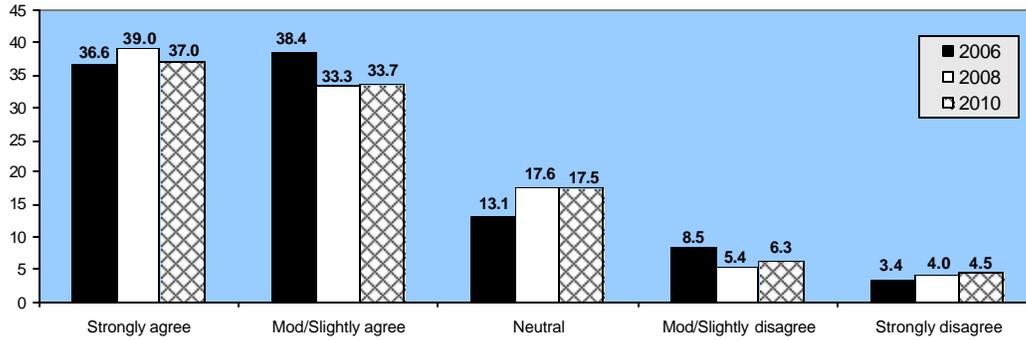




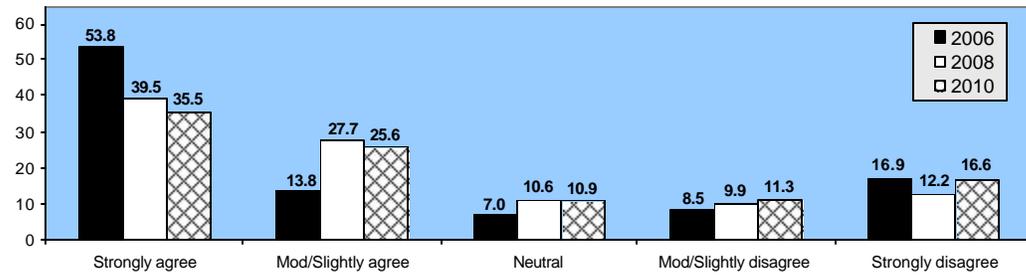




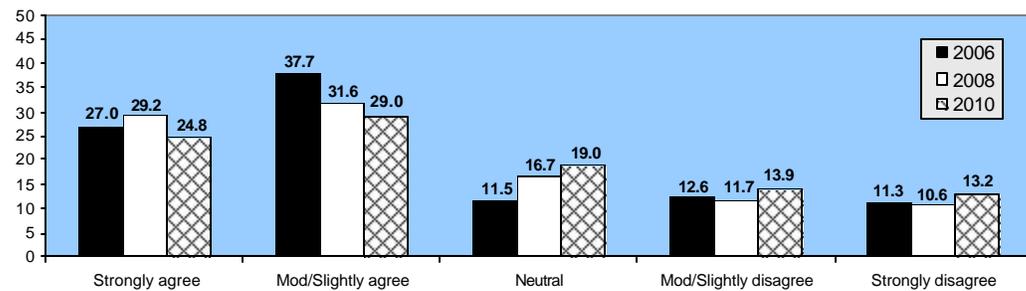
22) It is disturbing to me to hear others outside DOC criticize the agency.

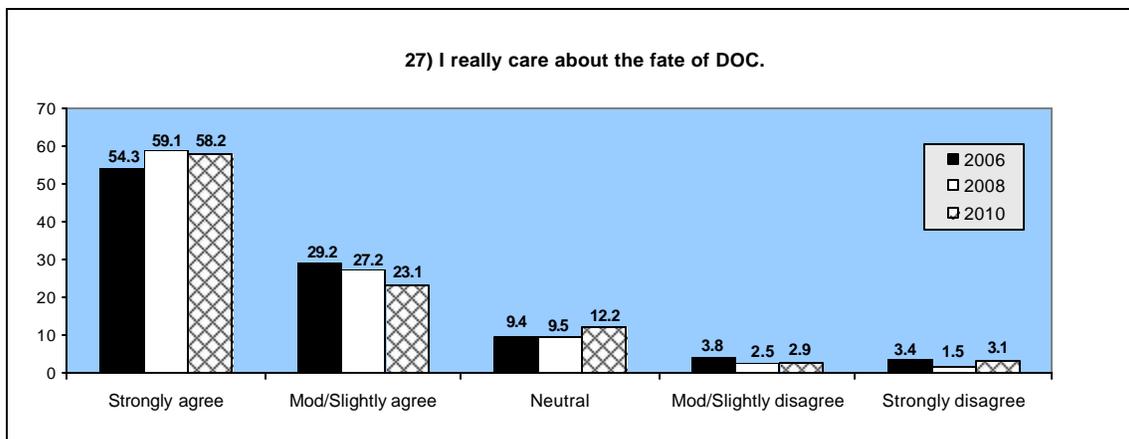
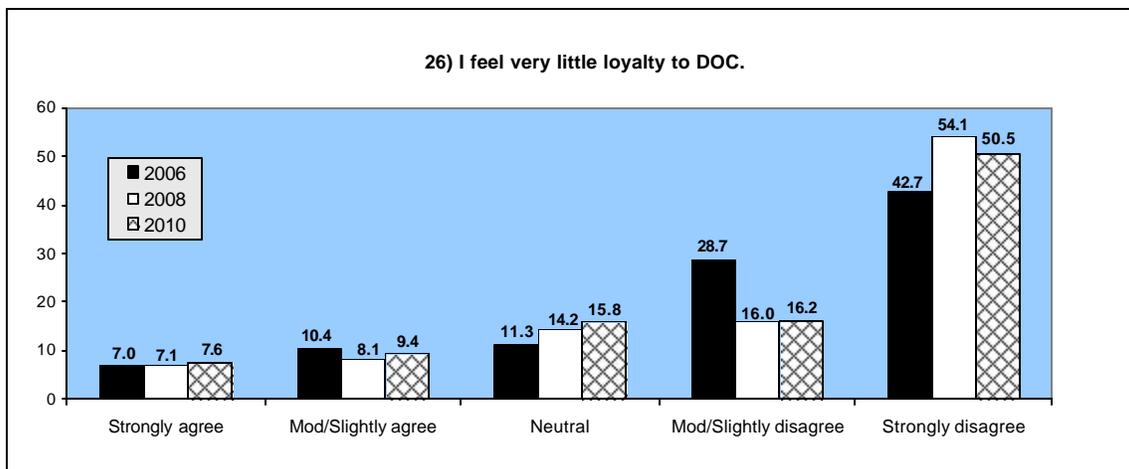
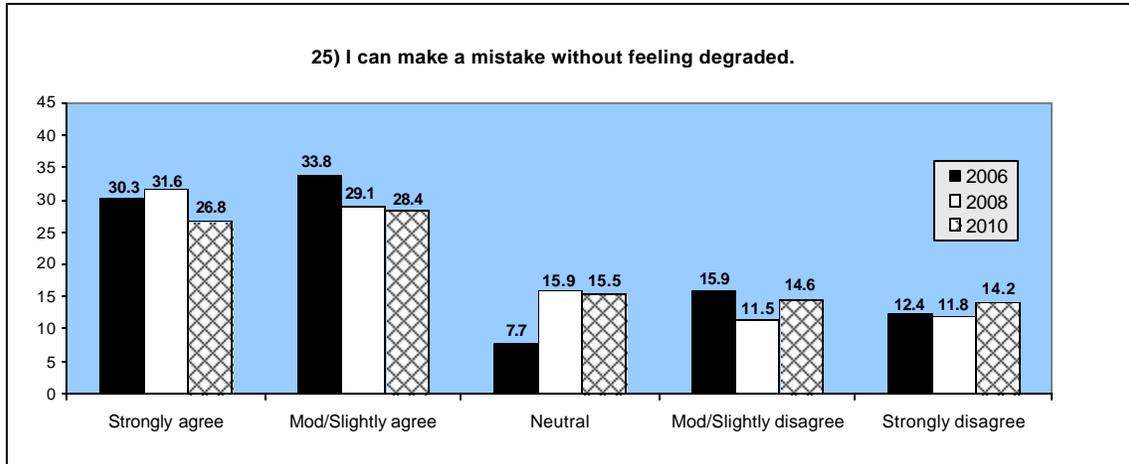


23) I am comfortable voicing my opinions to my supervisor or manager.

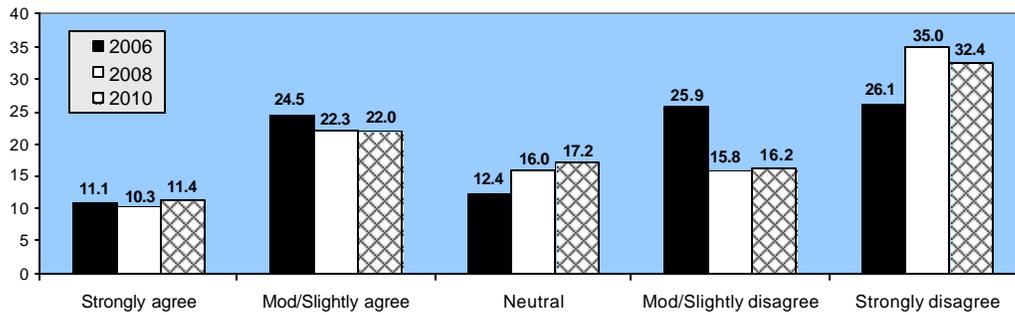


24) I value and trust my supervisor's or manager's decisions.

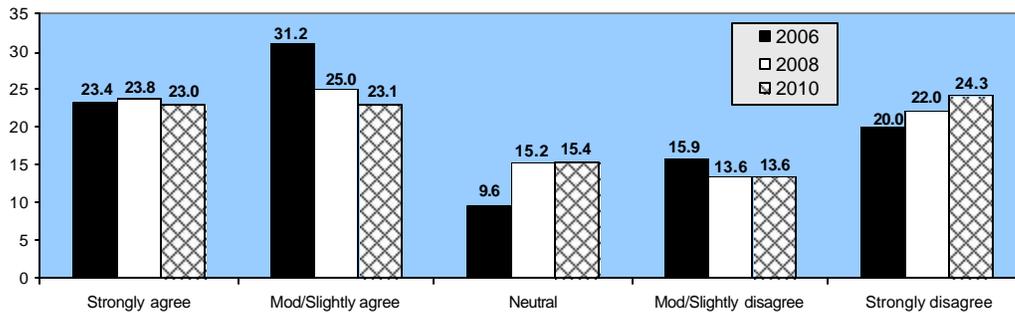




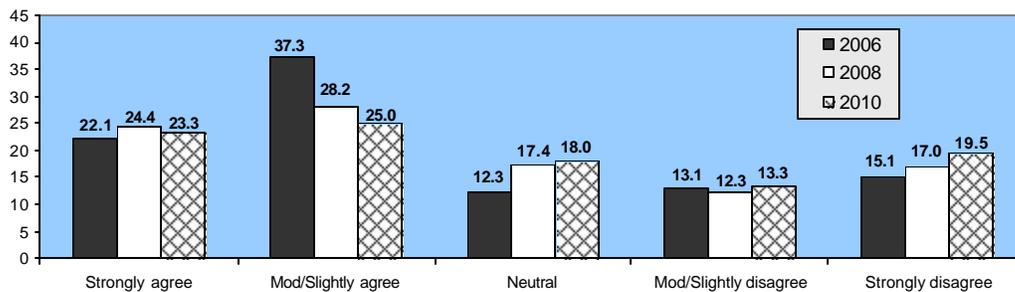
28) I have trouble figuring out whether I'm doing well or poorly in my job.

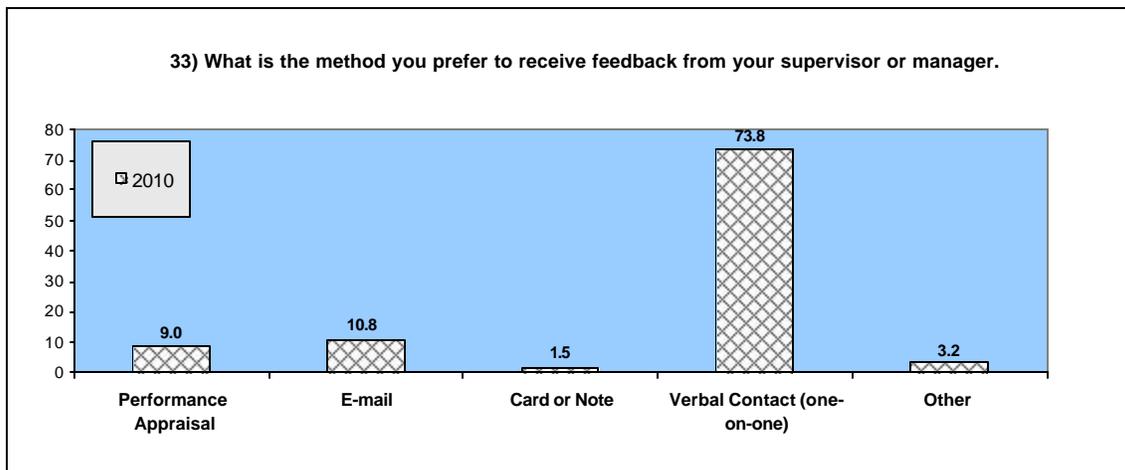
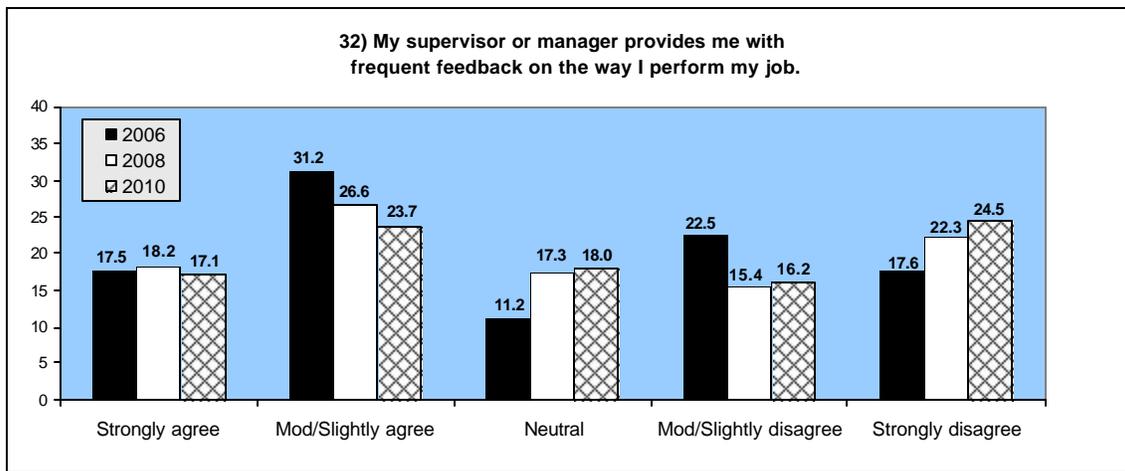
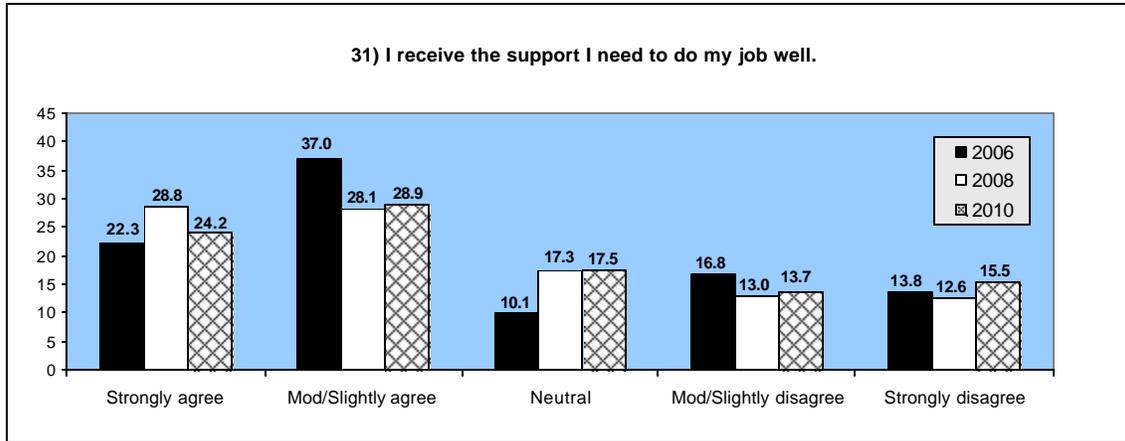


29) My supervisor or manager involves me in making important decisions regarding my work.



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





Appendix C: Factor Analysis—2010

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 .78 or higher. A more statistical assessment of reliability is found below.

Domain 1—DOC Safety and Wellness Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>></p> <p>0.78</p>	I am aware of the Department’s safely goals .
	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 benefits of the Public Employee Benefit Board (PEBB).
	I am aware of the benefits of the Employee Assistance Program (EAP).

Domain 2—DOC Mission Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>></p> <p>0.92</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.

Domain 3—DOC and Employee Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>0.87</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.

Domain 4—Manager and Employee Related Questions

<p>Alpha (Measure of Internal Consistency)</p> <p>0.95</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 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.
		My supervisor or manager provides me with frequent feedback on the way I perform my job.

Appendix D: Management versus Non-Management

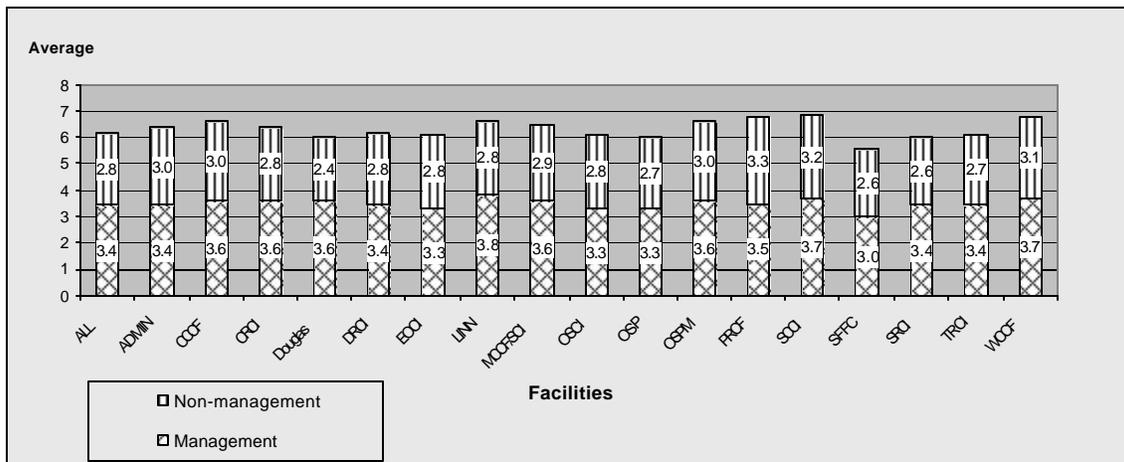
Management versus Non-Management Comparisons

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.

If perceptions differ substantially between management and non-management, domain averages will also differ. Mutual understanding between management and non-management must occur before substantial progress can be made. Thus, where differences are large between management and non-management, progress can be slow. Conversely, situations where both management and non-management agree on issues, is the first step in resolving the issue. Despite some low institutional averages for some domains, progress is expected. In locations where domain averages are inflated by management responses, progress may be slow. Generally, the understanding that an issue exists is the first step in resolving the issues.

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.

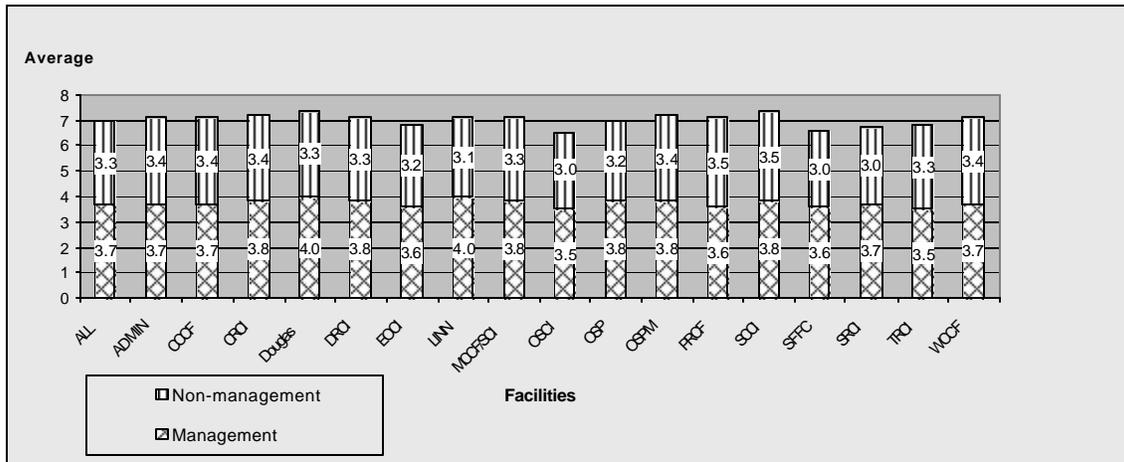
Chart 10—Management and Non-management Comparisons for Safety and Wellness, 2010



The overall average for safety and wellness is 3.4 for managers and 2.8 for non-managers. There are 10 institutions above the overall average (3.4) for managers, and seven institutions above the overall average (2.8) for non-managers. The facilities/locations with the highest averages for both management and non-management include SCCI, PRCF, WCCF, CCCF, and MCCF/SCI. The lowest averages in this domain for both managers and non-managers include OSP and SFFC. Other low averages include EOCI and OSCI for managers; Douglas, SRCI, and TRCI all have low averages for non-managers.

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 tend to be lower. Interestingly, managers from one of the highest scoring facilities (SCCI) actually score lower than managers from the lower scoring locations/facilities. Perhaps managers from higher scoring 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.

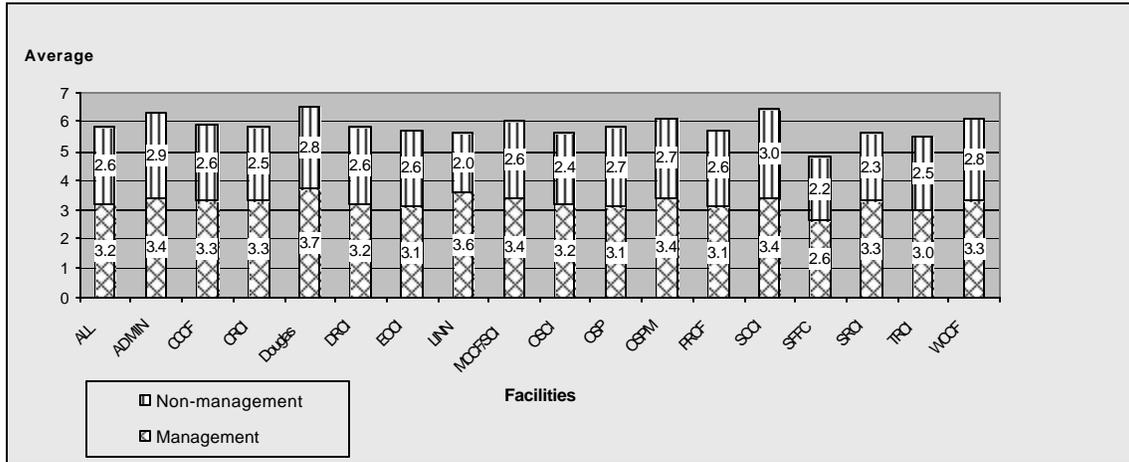
Chart 11—Management and Non-management Comparisons for DOC’s Mission, 2010



The overall average for DOC’s Mission is 3.7 for managers and 3.3 for non-managers. There are nine institutions above the overall average (3.7) for managers and seven institutions above the overall average (3.3) for non-managers. The facilities/locations with the highest averages for both management and non-management include CPCI and OSPM. In addition, Linn County, Douglas County, DRCI, MCCF/SCI, OSP, and SCCI have high averages for managers while PRCF, SCCI, DOC Administration, CCCF, and WCCF have high averages for non-managers. The lowest averages for both managers and non-managers include EOICI, OSCI, and SFFC. Lower management averages are apparent for PRCF and TRCI; lower non-management averages are apparent for Linn County, OSP, and SRCI.

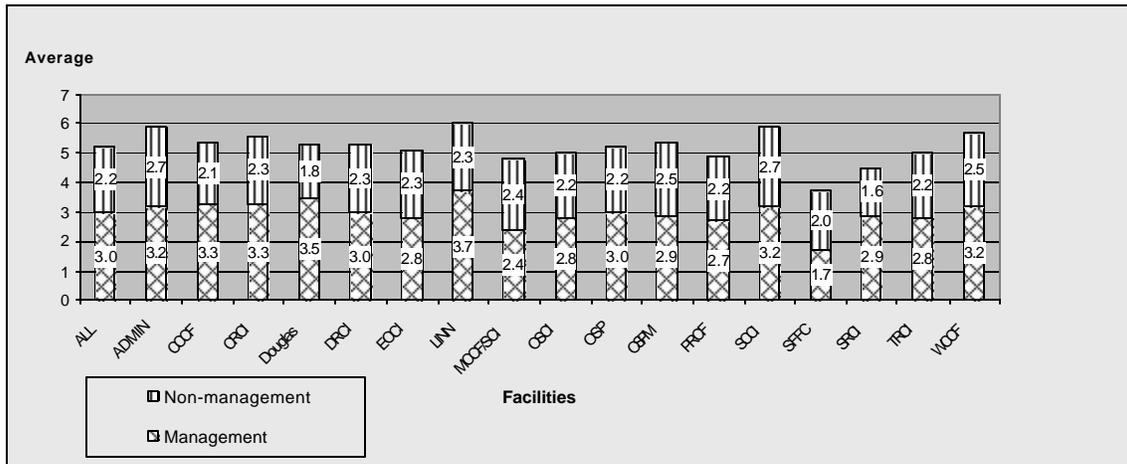
Generally speaking, higher scoring facilities/locations tend to have more agreement between management and non-management responses. Lower scoring facilities/locations tend to have more positive responses for management and less positive responses for non-management.

Chart 12—Management and Non-management Comparisons for DOC and Employee Collaboration, 2010



The overall average for DOC and Employee Collaboration is 3.2 for managers and 2.6 for non-managers. There are 11 institutions above the overall average (3.2) for managers, and six institutions above the overall average (2.6) for non-managers. The facilities/locations with the highest averages for both management and non-management include Douglas County, DOC Administration, OSPM, SCCI, and WCCF. In addition, Linn County, MCCCF/SCCI, CCCF, CRCI, and SRCI have high averages for managers, and OSP has a high average for non-managers. The lowest averages in this domain for both managers and non-managers include TRCI and SFFC. Other low averages include EOCI, OSP, and PRCF for managers, and CRCI, Linn County, OSCI, and SRCI for non-managers.

Chart 13—Management and Non-management Comparisons for Manager and Employee Collaboration, 2010



The overall average for Manager and Employee Collaboration is 3.0 for managers and 2.2 for non-managers. There are only seven institutions above the overall average (3.0) for managers, and nine are below the overall average for managers. Ten institutions are above the overall average (2.2) for non-managers and only four are below the overall average for non-managers. The facilities/locations with the highest averages for both management and non-management include Linn County, CRCI, DOC Administration, SCCI, and WCCF. In addition, Douglas County and CCCF have high averages for managers, and OSPM, MCCF/SCI, DRCI and EOCI have high averages for non-managers. The lowest averages in this domain for both managers and non-managers include SFFC and SRCI. Other institutions with low averages include EOCI, MCCF/SCI, OSCI, OSPM, PRCF, and TRCI for managers, and CCCF and Douglas County for non-managers.

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 (average or small; *See* chart 14 below),¹¹ 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 14 provides a summary of management and non-management differences for each facility/location.

Chart 14—Summary by Institution and Domain—Management vs. Non-management Differences, 2008 versus 2010

<i>Institutions//loc</i>	<i>Safety & Wellness Difference</i>		<i>DOC Mission Difference</i>		<i>DOC & Employee Difference</i>		<i>Manager & Employee Difference</i>	
	<u>2008</u>	<u>2010</u>	<u>2008</u>	<u>2010</u>	<u>2008</u>	<u>2010</u>	<u>2008</u>	<u>2010</u>
Administration	Small	Small	Small	Small	Average	Small	Average	Small
CCCCF	Average	Average	Small	Small	Average	Average	Average	Large
CRCI	Average	Large	Small	Average	Small	Large	Small	Large
Douglas	Average	Large	Large	Large	Large	Large	Large	Large
DRCI	Average	Average	Small	Average	Average	Average	Average	Average
EOCI	Average	Small	Average	Average	Average	Small	Large	Small
Linn	Large	Large	Large	Large	Large	Large	Large	Large
OSCI	Average	Small	Average	Average	Small	Large	Average	Small
OSP	Large	Average	Average	Large	Large	Small	Average	Average
OSPM	Large	Average	Average	Average	Average	Average	Small	Small
PRCF	Average	Small	Average	Small	Large	Small	Large	Small
SCCI	Small	Small	Small	Small	Small	Small	Small	Small
SCI/MCCF	Large	Average	Small	Average	Large	Large	Average	Small
SFFC	Small	Small	Small	Large	Small	Small	Small	Small
SRCI	Average	Large	Average	Large	Average	Large	Average	Large
TRCI	Large	Average	Small	Small	Average	Small	Average	Small
WCCF	Large	Average	Average	Small	Large	Small	Large	Average

¹¹ The “difference” between manager and non-manager responses should be “small.” “Large” differences mean there is less agreement among manager and non-manager responses (Table 14).

The institutions that represent the greatest difference for 2010 between managers and non-managers for Safety and Wellness include CRCI, Douglas County, Linn County, and SRCI. Three locations represent a larger gap between managers and non-managers (CRCI, Douglas, and SRCI) when compared to 2008. The difference between management and non-management remains small in this domain at SCCI, SFFC, and DOC Administration. The gap has somewhat narrowed between studies in eight institutions (EOCI, OSCI, PRCF, OSP, OSPM, SCI/MCCF, TRCI, and WCCF).

Perceptions are different between managers and non-managers in Douglas County, Linn County, OSP, SFFC, and SRCI when asked about DOC's mission. The gap between managers and non-managers has also widened in this domain at CRCI, DRCI, and MCCF/SCI. Since 2008, PRCF and WCCF have shown much improvement in this domain, and manager and non-manager perceptions have narrowed significantly. Other institutions where there is good agreement between managers and non-managers include DOC Administration, CCCF, SCCI, and TRCI.

Six facilities/locations (DOC Administration, EOCI, OSP, PRCF, TRCI, and WCCF) have shown improvement between manager and non-manager perceptions in the DOC and Employee Collaboration domain. Managers and non-managers tend to be going in opposite directions in this domain at CRCI, OSCI, and SRCI. For the Manager and Employee Collaboration domain, differences are large between managers and non-managers at CCCF, CRCI, Douglas County, Linn County, and SRCI. There has been much improvement between manager and non-manager perceptions in this domain at EOCI, DOC Administration, OSCI, PRCF, SCI/MCCF, TRCI, and WCCF. Gaps between managers and non-managers remain small in this domain at OSPM, SCCI, and SFFC. 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. Continuing the conversations between administrators and employees from institutions

who are more positive about collaboration may be a good approach when searching for ways to improve employee collaboration in all institutions.

Appendix E: Method

Methods

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 2010. During the 2008 Collaboration Study, all employees were given the opportunity to respond. The sampling process was the same for 2010. To attempt to improve response rate, paper surveys were also provided to each institution during the 2010 collection. Data collection for the 2010 DOC strategic initiative began in February 2010 and concluded in May 2010. Responses were collected using an electronic survey and paper surveys 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.

Central Pharmacy, Health Services, and Transport were combined with the Administration group for this report. Some institutions (SCI and MCCF) were combined in 2008 and were again combined in some sections of the 2010 report. All DOC employees and employees from Linn and Benton Community Corrections were given the opportunity to participate in the 2010 Staff Collaboration Study. The table below identifies the different groups sampled during the 2010 study.

Sample for 2010

<u>Institutions</u>		<u>Combined Institutions</u>	<u>Administration Offices</u>
CCCF	PRCF	SCI MCCF <i>(combined only in some areas of the report)</i>	Central Office (DOME)
CRCI	SCCI		Central Distribution Center
DRCI	SFFC	<u>Community Corrections</u>	Brentwood
EOCI	SRCI		Central Pharmacy
OSCI	TRCI	Linn Douglas	Health Services
OSP	WCCF		Transport

Appendix F: Institutional Names

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)