

HARBORCREEK YOUTH SERVICES
PERFORMANCE AND QUALITY IMPROVEMENT PROGRAM
2020-2021 IMPROVEMENT CYCLE

AGGREGATED DATA COLLECTION REPORT		
Case #: HR004	COMMUNITY STAKEHOLDER SATISFACTION SURVEYS: STAFF SATISFACTION 2017, 2019, 2021 (FINAL)	Data Source: Full Time & Part Time Permanent Staff
Performance Area: Staff Satisfaction Surveys		Data Collection Method: Survey Research

SECTION I: HOW DO YOU RATE THE AGENCY?	2017		2019		2021	
	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED
1. Respect for individual staff members.	86%	14%	68%	32%	81%	19%
2. Concern for well-being of employees.	75%	25%	62%	38%	72%	28%
3. Providing training necessary to do your job.	78%	22%	80%	20%	80%	20%
4. Providing career opportunities.	58%	42%	51%	49%	65%	35%
5. Open communications.	67%	33%	42%	58%	52%	48%
6. Promoting innovation.	75%	25%	55%	45%	66%	34%

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	SECTION II: HOW DO YOU RATE YOUR SUPERVISOR?	2017		2019		2021	
	SURVEY ITEM	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED
1.	Acts effectively as a leader.	77%	23%	73%	27%	84%	16%
2.	Encourages teamwork in problem solving.	73%	27%	73%	27%	84%	16%
3.	Ensures that his/her instructions are clear, understandable and complete.	78%	22%	76%	24%	81%	19%
4.	Treats all subordinates fairly.	78%	22%	73%	27%	84%	16%
5.	Shows commitment to the job.	78%	22%	77%	23%	86%	14%
6.	Encourages me to be my best.	78%	22%	71%	29%	90%	10%
7.	Listens to my concerns.	78%	22%	71%	29%	86%	14%
8.	Asks "why" to gain knowledge and understanding.	74%	26%	70%	30%	76%	24%

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SECTION III: HOW DO YOU VIEW THESE STATEMENTS?	2017		2019		2021	
	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED
1. The agency provides quality services.	88%	12%	72%	28%	81%	19%
2. Staff are prepared to respond to natural disasters & other emergencies.	60%	40%	66%	34%	80%	20%
3. The agency is concerned about safety.	85%	15%	66%	34%	78%	22%
4. The agency understands & shows appreciation for the effort put forth by staff.	83%	17%	41%	59%	66%	34%
5. My job requirements are clear.	92%	8%	74%	26%	81%	19%
6. My job makes a difference in the lives of others.	92%	8%	78%	22%	84%	16%

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	SECTION III: HOW DO YOU VIEW THESE STATEMENTS?	2017		2019		2021	
		SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED	SATISFIED	NOT SATISFIED
7.	My job makes good use of my skills & abilities.	89%	11%	79%	21%	92%	8%
8.	My work gives me a feeling of personal accomplishment.	81%	19%	81%	19%	86%	14%
9.	I am optimistic about the future of the agency.	74%	26%	58%	42%	70%	30%
10.	I would recommend Harborcreek Youth Services as a good place to work.	77%	23%	61%	39%	78%	22%

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SECTION IV: SUMMARY CLOSED-ENDED RESPONSES (SATISFACTION LEVEL)			
	<u>2017</u>	<u>2018</u>	<u>2021</u>
SECTION I: General views on agency	73%	60%	69%
SECTION II: Supervisor Ratings	77%	73%	84%
SECTION III: Job Specific ratings	82%	68%	80%
Overall Satisfaction/Agreement	78%	67%	78%

SECTION V: OPEN-ENDED STATEMENT. " WHAT SUGGESTIONS DO YOU HAVE FOR THE IMPROVEMENT OF HARBORCREEK YOUTH SERVICES"?		
<u>2017</u>	<u>2019</u>	<u>2021</u>
<ol style="list-style-type: none"> 1. Increase Staff (6) 2. Strengthen Teamwork (6) 3. Improve Staff Recognition (6) 4. Staff Advancement (4) 5. Improve Training (3) 6. Enhance Communication (3) 7. New Staff Training (3) 8. Hold Staff Accountable (2) 9. Soften Management Style (2) 10. Increase Pay (2) 11. Strengthen EAP Program (2) <p>A total of <u>34</u> agency staff members offered <u>61</u> recommendations designed to improve HYS.</p>	<ol style="list-style-type: none"> 1. Increase Pay (10) 2. Improve Administration/Supervision (9) 3. Improve Morale (5) 4. Increase Staff (4) 5. Strengthen 2nd Shift/Weekend (4) 6. Develop Career Path (4) 7. Professionalism (3) 8. Improve Schedule (3) 9. Improve Training (2) 10. Clarify Job Duties (2) 11. Improve Staff Recognition (2) 12. Improve Collaboration (2) 13. Safety (2) <p>A total of <u>39</u> agency staff members offered <u>63</u> recommendation designed to improve HYS.</p>	<ol style="list-style-type: none"> 1. Communication (7) 2. Strengthen Program (6) 3. Improve Pay (4) 4. Professionalism (4) 5. Staff Recognition (4) 6. Improve Supervision (3) 7. Safety (3) 8. Adjust Schedules (3) 9. Increase Staff (3) 10. Improve Morale (3) 11. Improve Administration (2) 12. Career Path (2) 13. Fairness (1) <p>A total of <u>34</u> agency staff members offered <u>57</u> recommendations designed to improve HYS.</p>

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SECTION VI: OPEN-ENDED STATEMENT. "WHAT 2-3 THINGS DO WE NEED TO WORK ON TO IMPROVE AGENCY PERFORMANCE"?		
2017	2019	2021
1. Staff Recognition/Advancement (7) 2. Communication (6) 3. Teamwork (5) 4. Staff Accountability (4) 5. Strengthen Hiring Process (3) 6. Reduce Turnover (2) 7. Adjust Schedules (2) 8. Improve Supervision (2) 9. Enhance Training (2)	1. Improve Administration/Supervision (12) 2. Program Concerns (7) 3. Increase Pay (7) 4. Increase Staff (6) 5. Training (6) 6. Communication (6) 7. Collaboration (5) 8. Staff Recognition (4) 9. 2 nd Shift/Weekends (4) 10. Physical Environment (4) 11. Fairness (4)	1. Communication (8) 2. Program Concerns (6) 3. Collaboration (5) 4. Administration (4) 5. Fairness (4) 6. Morale (4) 7. Improve Pay (4) 8. Professionalism (4) 9. Increase Staff (4) 10. Staff Recognition (4) 11. Training (4) 12. Safety (3) 13. Schedules (3)
A total of <u>33</u> employees provided <u>44</u> recommendations designed to improve agency performance.	A total of <u>40</u> staff members provided <u>78</u> recommendations designed to improve agency.	A total of <u>34</u> staff members provided <u>65</u> recommendations designed to improve agency performance.

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SECTION VII: OPEN-ENDED SURVEY STATEMENT. "WHAT OTHER ISSUES NOT INCLUDED IN THIS SURVEY NEED TO BE ADDRESSED IN THIS ORGANIZATION."		
2017	2019	2021
<ol style="list-style-type: none"> 1. Cleanliness of Agency (4) 2. Communication (3) 3. Staff Incentives (2) 4. Improve Pay (2) 5. Staff Schedules (2) 6. Staff Accountability (2) 	<ol style="list-style-type: none"> 1. Improve Administration/Supervision (5) 2. Staff Recognition (4) 3. Increase Staff (3) 4. Professionalism (3) 5. Increase Pay (3) 6. Fairness (3) 7. Training(2) 8. Collaboration (2) 9. 2nd Shift/Weekend (2) 10. Safety (2) 11. Low Morale (2) 12. Program Concerns (2) 	<ol style="list-style-type: none"> 1. Program Concerns (3) 2. Diversity/Inclusion (3) 3. Administration (2) 4. Fairness (2) 5. Increase Pay (2) 6. Staff Recognition (2) 7. Safety (2) 8. Supervision (2) 9. Morale (1) 10. Adjust Schedules (1) 11. Career Path (1)
<p>A total of <u>20</u> personnel identified <u>26</u> issues impacting agency performance.</p>	<p>A total of <u>31</u> staff identified <u>37</u> issues impacting agency performance.</p>	<p>A total of <u>16</u> staff identified <u>21</u> issues impacting agency performance.</p>

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SECTION VIII: A: SUMMARY STAFF RESPONSES TO OPEN-ENDED SURVEY STATEMENTS-2017		
1. Improve Staff Recognition (13)	9. Improve Hiring Practices (3)	
2. Improve Teamwork (11)	10. Improve Pay (2)	
3. Enhance Communication (9)	11. Soften Management Style (2)	
4. Increase Staff (6)	12. Reduce Turnover (2)	
5. Staff Accountability (6)	13. Adjust Schedules (2)	
6. Improve Training (5)	14. Improve Supervision (2)	
7. Staff Advancement (4)	15. Enhance EAP (2)	
8. Improve New Staff Training (3)		

SECTION VIII: B. SUMMARY OF STAFF RESPONSES TO OPEN-ENDED STATEMENTS-2019		
1. Improve Administration/Supervision (20)	7. Collaboration (9)	13. Schedules (6)
2. Improve Pay (20)	8. Low Morale (9)	14. Safety (5)
3. Increase Staff (13)	9. Fairness (8)	15. Physical Environment (5)
4. Improve Training (10)	10. Staff Recognition (8)	16. Career Path (4)
5. 2 nd Shift/Weekends (10)	11. Professionalism (8)	17. Client Accountability (4)
6. Program Concerns (9)	12. Communication (7)	

SECTION VIII: C. SUMMARY OF STAFF RESPONSES TO OPEN-ENDED STATEMENTS-2021		
1. Communication (15)	8. Safety (8)	15. Staff Advancement (3)
2. Program Concerns (15)	9. Improve Supervision (8)	16. Diversity/Inclusion (3)
3. Staff Recognition (10)	10. Fairness (7)	17. Career Path (1)
4. Increase Pay (10)	11. Increase Staff (7)	
5. Improve Administration (8)	12. Revise Schedules (7)	
6. Low Morale (8)	13. Collaboration (6)	
7. Professionalism (8)	14. Improve Training (4)	

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SECTION IX: HIGHEST RANKED SURVEY ITEMS		
<u>2017</u>	<u>2019</u>	<u>2021</u>
1. My job requirements are clear. (92%) 2. My job makes a difference in the lives of others. (92%) 3. My job makes good use of my skills & abilities. (89%)	1. My work gives me a feeling of personal accomplishment. (81%) 2. Agency provides high quality training. (80%) 3. My job makes good use of my skills & abilities. (79%)	1. My job makes good use of my skills & abilities. (92%) 2. My supervisor encourages me to be my best. (90%) 3. My work gives me a feeling of personal accomplishment. (86%)

SECTION X: LOWEST RANKED SURVEY ITEMS		
<u>2017</u>	<u>2019</u>	<u>2021</u>
1. Agency provides career opportunities. (58%) 2. Staff are prepared to respond to natural disaster & other emergencies . (60%) 3. Open communication. (67%)	1. Open communication. (42%) 2. Agency provides career opportunities. (51%) 3. Agency promotes innovation. (55%)	1. Open communication. (52%) 2. The organization provides career opportunities (65%) 3. The agency understands & shows appreciation for the effort put forth by staff. (66%)

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SECTION IX: STAFF BY DEPARTMENT/PROGRAM-2019-2021

<u>POSITION</u>	<u>2019</u>	<u>2021</u>
Residential	55%	69%
Community Programs	10%	9%
School	19%	11%
Administration	16%	11%

SECTION X: STAFF BY POSITION-2019,2021

<u>POSITION</u>	<u>2019</u>		<u>2021</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
Director/Supervisor	23%	77%	27%	73%

NOTE: This survey was updated & modified by the staff-led Human Resources Sub-committee in July, 2017.
 NOTE: Survey distribution in 2017, 2019, & 2021 included both electronic & hard copy options.
 NOTE: Content for this survey was partially gathered from similar instruments developed by the Council on Accreditation, the Pennsylvania Council of Children, Youth & Family Services, the Ward Home, Inc., Qualtrics.com. and HR 360.com

SURVEY RETURN RATE:
 2015 at 51% (75 of 146)---Included on-call staff members
 2016 at 50% (68 of 136)---Included on-call staff members
 2017 at 60% (73 of 121)---Excluded on-call staff members
 2019 at 68% (85 of 125) --Excluded on-call staff members (Interim Report)
 2021 at 61% (73 of 120)-- Excluded on-call staff members