



# Department of Corrections (DOC) Employee Collaboration Survey Results for 2012

June 2012

By  
Research & Projects



## Table of Contents

<b>COLLABORATION REPORT: EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>INTRODUCTION.....</b>	<b>8</b>
<b>RESULTS.....</b>	<b>10</b>
<b>Response Rates and Demographics .....</b>	<b>10</b>
<b>Overall Responses Associated with DOC’s Mission Related Questions for 2012 Collaboration: .....</b>	<b>12</b>
<b>Overall Responses Associated with DOC and Employee Related Questions for 2012 Collaboration: .....</b>	<b>12</b>
<b>Overall Responses Associated with Manager and Employee Related Questions for 2012 Collaboration:.....</b>	<b>13</b>
<b>Overall Responses Associated with DOC Work Satisfaction for 2012:.....</b>	<b>14</b>
<b>Summary for Management Verses Non-management for 2012 Collaboration:.....</b>	<b>22</b>
<b>STAFF COLLABORATION BY INSTITUTION FOR 2012.....</b>	<b>24</b>
<b>Results by Institution for 2012: .....</b>	<b>24</b>
<b>Chart 1—DOC’s Mission for 2012—Domain 1.....</b>	<b>25</b>
<b>Chart 2— DOC and Employee for 2012—Domain 2.....</b>	<b>26</b>
<b>Chart 3—Manager and Employee Collaboration for 2012—Domain 3.....</b>	<b>27</b>
<b>Chart 4—DOC Work Satisfaction for 2012—Domain 4.....</b>	<b>28</b>
<b>CHANGE BY INSTITUTION—2010 VERSUS 2012.....</b>	<b>30</b>
<b>Chart 5—Institutional Change between 2010 and 2012—DOC’s Mission .....</b>	<b>31</b>
<b>Chart 6—Institutional Change between 2010 and 2012—DOC and Employee .....</b>	<b>32</b>
<b>Chart 7—Institutional Change between 2010 and 2012—Manager and Employee Collaboration.....</b>	<b>33</b>
<b>Chart 8—Summary of Current Status and Change between 2010 and 2012 .....</b>	<b>34</b>
<b>MANAGEMENT VERSUS NON-MANAGEMENT COMPARISONS .....</b>	<b>36</b>
<b>Chart 9—Management and Non-management Comparisons for DOC’s Mission, 2012.....</b>	<b>37</b>
<b>Chart 10—Management and Non-management Comparisons for DOC and Employee, 2012.....</b>	<b>38</b>
<b>Chart 11—Management and Non-management Comparisons for Manager and Employee Collaboration, 2012.....</b>	<b>39</b>
<b>Chart 12—Management and Non-management Comparisons for DOC Work Satisfaction, 2012.....</b>	<b>40</b>
<b>Chart 13—Summary by Institution and Domain—Management versus Non-management Differences, 2010 versus 2012 .....</b>	<b>41</b>

<b>DOC Work Satisfaction—Correlations.....</b>	<b>43</b>
<b>APPENDIX A: FACTOR ANALYSIS—2012.....</b>	<b>45</b>
<b>APPENDIX B: METHOD.....</b>	<b>48</b>
<b>APPENDIX C: INSTITUTIONAL NAMES.....</b>	<b>51</b>
<b>APPENDIX D: DOC WORK SATISFACTION AND CORRELATIONS.....</b>	<b>53</b>
<b>APPENDIX E: STAFF-MANAGEMENT COLLABORATION SURVEY.....</b>	<b>56</b>

## Collaboration Report: Executive Summary

- This is the fourth Staff-Management Collaboration Study conducted by DOC Research and Projects; the first was conducted in 2006, the second in 2008, and the third in 2010.
- Every DOC employee, contractor and volunteer had the opportunity to participate during the 2012 staff-collaboration study. Both paper surveys and electronic surveys were available in 2012.
- Four domains were considered during the 2012 Collaboration Study:
  - DOC Mission: Employee beliefs and support about the DOC mission
  - DOC and Employee: Staff perceptions and/or beliefs about DOC as an agency
  - Manager and Staff Collaboration: How well do managers collaborate with their staff
  - DOC Work Satisfaction (New domain): How satisfied are DOC employees with their jobs
- Respondents included employees from two county offices (Linn and Douglas), DOC administration, and DOC facilities.
- Although the response rate was on the decline in previous studies (from 57% in 2006, to 46% in 2008, to 44% in 2010), it increased to 72% in 2012.
- 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. Overall, 64% of DOC employees think DOC is successful at accomplishing its mission.
- Most employees (79%) care about the fate of DOC and under two-thirds are glad they work for DOC. Over one-third of DOC employees continue to believe DOC does not care about them; forty-four percent feel DOC does care about them.
- Approximately 61% of DOC employees are comfortable voicing their opinions to their manager. Nearly 60% feel trusted and valued by their manager (59%), and 63% feel respected by their manager.
- Forty percent of DOC employees have managers who provide them with frequent feedback regarding their job performance. Seventy-four percent of DOC employees prefer verbal one-on-one contact with their manager and about 12% prefer contact by e-mail.

## Institutional<sup>1</sup> Differences:

- **DOC Administration**—The administration group is above average for each domain<sup>2</sup>. Higher scores are most apparent with the DOC mission and the employee's perception<sup>3</sup> of DOC. When assessing change between 2010 and 2012, the administration group has not changed in the domains of the DOC mission and Manager and Employee Collaboration. The Administration group has regressed in the DOC and Employee domain; however, differences between managers and staff remain small (good agreement) in all domains.
- **CCCF**—Coffee Creek is above average in the domain DOC mission, average in the DOC and Employee domain, and below average in Manager and Employee Collaboration. CCCF slightly decreased between studies in the domain DOC and Employee and has remained the same in the other two domains. There tends to be a large difference (little agreement) between managers and staff in the Manager and Employee domain.
- **CRCI**—CRCI is above average in three domains for 2012: DOC mission, DOC and Employee, and DOC Work Satisfaction. CRCI slightly regressed between 2010 and 2012 in the DOC mission and DOC and Employee domains. The agreement between how managers respond to the survey questions versus how employees respond is average in two domains, but is large in the Manager and Employee domain.
- **Douglas Community Corrections**—Douglas is below average in two of the four domains: Manager and Employee Collaboration and DOC Work Satisfaction. Douglas supports the mission of DOC and scored average in DOC and Employee. Douglas County has regressed in three domains between studies, and the difference between manager and employee responses remain large in the Manager and Employee domain.
- **DRCI**—Deer Ridge is below average in two domains: Manager and Employee Collaboration and DOC Work Satisfaction. DRCI has decreased in two domains when compared to 2010. The difference is large between managers and staff in the Manager and Employee domain; however, both groups are in agreement when asked about DOC's mission.
- **EOCI**—EOCI is above average in two domains: DOC and Employee and Manager and Employee Collaboration. EOCI has improved in two domains: DOC mission

---

<sup>1</sup> Appendix C provides a list of institutional full names.

<sup>2</sup> Survey questions fall within four domains: DOC Mission, DOC and Employee, Manager and Employee Collaboration, and DOC Work Satisfaction.

<sup>3</sup> Employee perception is synonymous with the domain DOC and Employee.

and Manager and Employee Collaboration. Managers and non-managers tend to be in agreement (responses are similar) when asked about DOC/agency related questions.

- **Linn Community Corrections**—Linn County is above the overall average in two domains: Manager and Employee Collaboration and DOC Work Satisfaction. However, differences in manager and non-manager responses remain large in all domains.
- **OSCI**—OSCI has improved slightly in two domains: DOC Mission, and Manager and Employee Collaboration. There is strong agreement between staff and managers when asked about the DOC mission, and there is better agreement between staff and managers when asked about DOC as an agency. The difference is large between managers and staff in the Manager and Employee Collaboration domain.
- **OSP**—OSP is above average in three of the four domains: DOC and Employee, Manager and Employee Collaboration, and DOC Work Satisfaction. Since 2010, OSP has improved their manager and employee relations; however, OPS is still average when assessing agreement between staff and managers.
- **PRCF**—Powder River continues to be above average in all four domains, and has improved considerably in Manager and Employee Collaboration. There is excellent agreement between managers and staff in all four domains at Powder River.
- **SCCI**—Shutter Creek continues to be far above the overall average in all four domains, but has slightly regressed in one domain since 2010: DOC and Employee. However, there continues to be good agreement (small difference) between staff and managers at SCCI in all domains.
- **SCI/MCCF**—Santiam and Mill Creek facilities have improved between studies in two domains: the DOC Mission and Manager and Employee Collaboration. These two institutions are above average in all four domains for 2012. The difference (agreement) between staff and managers tends to be about average in these facilities in two domains: DOC and Employee and Manager and Employee Collaboration.
- **SFFC**—South Fork is below the overall average and has regressed in all four domains. This downward trend started after the 2008 study. SFFC has fallen most drastically in the DOC and Employee, and the Manager and Employee Collaboration domains. However, differences between management and non-

management responses remain *small* in all domains for SFFC. This means staff and managers have good agreement in all domains of the Collaboration study.

- **TRCI**—Two Rivers is above average in two domains: DOC and Employee, and Manager and Employee Collaboration. Between studies, TRCI has improved in the domain Manager and Employee Collaboration; however, the difference/agreement between staff and managers has worsened in all domains when compared to 2010.
- **SRCI**—Snake River continues to be below average in all domains, but has slightly improved in the Manager and Employee domain; however, differences among staff and managers remain *large* in this domain (disconnect). Managers and staff at SRCI tend to be in more agreement in the domains, DOC’s mission and DOC and Employee.
- **WCCF**—Although Warner Creek employees are still supportive of DOC’s mission, this institution has taken a downward turn in the other three domains. The agreement between staff and managers has worsened in two domains when compared to 2010: DOC and Employee and Manager and Employee Collaboration.

**Comments Provided by Staff:**

The comments provided by staff from each institution/ location are available. For a copy of the quantified comments by type/theme, please contact Tamara Dickerson in Research and Projects. The comments by institution/location were sent to the DOC Director and Deputy Director for their review.

**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 may be located on page 35.

## 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 began in March, 2006. This survey was also implemented in March, 2008 and February, 2010. It was important to maximize response rate, and provide every DOC employee the opportunity to participate in the Collaboration Study. All DOC staff and DOC staff from two Community Corrections offices (Linn and Benton) were asked to participate in the 2012 Collaboration Study. This same process occurred for the 2010 data collection.

This report includes four sections: the first section provides estimates related to employee collaboration for 2012 with some recognition of change; the second section provides results by institution for 2012, the third section includes institutional change between 2010 and 2012, and the fourth section provides results associated with management and non-management comparisons by institution.

The collaboration survey asked numerous demographic questions including the employee's age, gender, number of years with DOC, and position (Appendix E). Participants answered 35 questions on the collaboration survey: Seven questions were associated with DOC's mission, nine questions relate to how well employees perceive DOC as an agency, and 14 questions relate to how well managers collaborate with DOC staff members. Six new questions were added to the Collaboration survey during the 2012 data collection. These questions addressed how satisfied employees are in their jobs and replaced the Safety and Wellness questions asked in 2010.

Survey questions were developed from the following topics:

- **Individual and organizational commitment** – Do DOC employees value and support 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?
- **Work values** – Do employees feel their work is important and valued by others?
- **Job satisfaction** – How satisfied and/or motivated are DOC employees?

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 2012 Collaboration Study is 72%. The response rate was on a steady decline in previous studies (57% in 2006, 46% in 2008, and 44% in 2010) but significantly increased in 2012.

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 and paper surveys were also provided. Providing both paper and electronic surveys was intended to increase response rate. In all collaboration surveys between 2006 and 2012, confidentiality of respondents was assured and maintained. Although providing both paper and electronic surveys did not increase response rates between 2006 and 2010 a review of survey comments suggest confidentiality of responses was not an issue. Comments from previous studies suggest the low response rates were more likely to be attributed to management not reacting to previous survey results. The response rates by institution/location (2010 versus 2012) are provided in the table below.

### **Institution/Location Response Rates for 2010 versus 2012**

<i>Inst./Loc</i>	<i>Response Rate 2010</i>	<i>Response Rate 2012</i>	<i>Inst./Loc</i>	<i>Response Rate 2010</i>	<i>Response Rate 2012</i>
<b>ADMIN</b>	49.0%	70.0	<b>OSCI</b>	33.0	57.2
<b>CCCF</b>	41.0	56.0	<b>OSP</b>	32.1	54.0
<b>CRCI</b>	50.0	54.0	<b>PRCF</b>	44.0	100.0
<b>DOUG</b>	50.0	61.1	<b>SCCI</b>	68.1	77.0
<b>DRCI</b>	69.0	82.0	<b>SCI</b>	55.0	76.0
<b>EOCI</b>	53.2	78.0	<b>SFFC</b>	58.0	75.0
<b>LINN</b>	34.4	66.0	<b>SRCI</b>	30.0	88.1
<b>MCCF</b>	41.0	53.0	<b>TRCI</b>	31.0	69.4
<b>Overall</b>	<b>44.0</b>	<b>72.0</b>	<b>WCCF</b>	62.0	61.0

With the exception of WCCF, all institution/location response rates increased between 2010 and 2012.

Approximately 4,000 DOC employees were given the opportunity to complete a staff collaboration survey and more than 3,000 surveys were completed. During the 2012 collection, the response rate for managers was 84% and 64% for non-managers. Both estimates for management and non-management drastically increased when compared to 2010. The 2010 response rate for managers was 61% and 36% for non-managers. The 2012 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. Just about 30% of the respondents said they have been employed with DOC for 11 to 15 years, just under one-quarter have been employed with DOC for 1 to 5 years, and 21% have been employed for 6 to 10 years.

### ***Domains for 2012:***

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 35 questions in the collaboration survey are statistically placed in one of the four domains. Three of the four domains identified in the 2010 collaboration study were also identified in 2012—a new domain called DOC Work Satisfaction was added during the 2012 collection. The domains include DOC’s Mission, DOC and Employee, Manager and Employee Collaboration, and DOC Work Satisfaction. This statistical procedure uses correlations among question responses to determine the underlying factors represented by the variables used in the study.

Appendix A provides more descriptions and measures associated with this analysis. Also, in Appendix A, a list of the questions associated with each domain is provided.

***Overall<sup>4</sup> Responses Associated with DOC's Mission Related Questions for 2012 Collaboration:***

Approximately 90% of the respondents are committed to DOC's mission, and 88% 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, 85% understand the goals and outcomes of DOC, and 72% (73% in 2010, and 80% in 2008) believe DOC's mission makes them feel their jobs are important. Overall, 64% feel DOC is successful at accomplishing its mission.

***Overall Responses Associated with DOC and Employee Related Questions for 2012 Collaboration:***

Most estimates associated with the employee's perception of DOC remained the same or slightly decreased between studies. Slightly more than half the respondents feel DOC employees are working towards the same goals (53%); however, only 36% of the respondents feel DOC cares about them. This estimate of 36% continues to decrease between studies (42% in 2006, 45% in 2008 and 37% in 2010). Just under two-thirds of the respondents are happy they chose to work for DOC (63%); however, fewer view DOC's problems as their own (50% versus 53% in 2010), and slightly fewer care about the fate of DOC (79% versus 81%). Respondents are still disturbed to hear others criticize the agency (65%), continue to be loyal to DOC (63%), and about half continue to agree with DOC's policies on important matters related to them.

---

<sup>4</sup> The term "Overall" is used to represent estimates for all employees.

***Overall Responses Associated with Manager and Employee Related Questions for 2012 Collaboration:***

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 for 2008 and 2010, but most slightly improved or stayed the same for 2012. Just under two-thirds (61%) of DOC employees were comfortable voicing their opinions to their managers (this estimate has not changed since 2010). Over half the employees value and trust their manager's decisions, and more feel trusted and valued by their manager (59% versus 56%) when compared to 2010. Considerably more respondents (when compared to 2010) feel they can make a mistake without feeling degraded (70% versus 55%) and over two-thirds of the respondents can freely discuss or admit mistakes to their manager(s). Just under two-thirds of the respondents feel their managers are willing to help when faced with difficulties in their job and feel they receive respect and fair treatment from their managers. The estimates associated with each of these questions increased slightly between studies.

More than half (53%) of the respondents in 2010 said they feel they receive the support to do their jobs well; this estimate did not change in 2012. Slightly less than half the respondents (47%) feel their manager values and use their ideas and 44% feel their manager involves them in making important decisions. Approximately half the respondents do not know when they are doing well or poorly in their jobs, but 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. (This trend has continued since 2008.) Employees still prefer to receive feedback from their managers through one-on-one verbal contact (76%), about 12% prefer e-mail, and only 7% prefer receiving a performance appraisal.

### ***Overall Responses Associated with DOC Work Satisfaction for 2012:***

There were six questions added to the Collaboration survey for 2012. These six questions were added to measure how satisfied employees are with their jobs. The responses associated with the domain, “Work Satisfaction” tend to be fairly positive. Most staff responded positively about the quality of work produced by their unit (75%), most are satisfied with their job (70%), and most feel their immediate supervisor is doing a good job (65%). Just over half (51%) are satisfied with the overall practices of the leaders at their facility/location (one-third disagree), and nearly 60% said, considering everything, they are satisfied with DOC as an agency. Nearly one-quarter are not satisfied with DOC and 20% answered neutral to this statement. DOC employees are almost split when asked if the results of this survey will be used to make DOC a better place to work. Only 41% said the survey would be put to good use, 31% felt nothing would happen with the survey results, and 28% answered neutral to this question.

The collaboration survey questions and the associated responses for the Overall, Management, Non-Management, Security, and Security Plus estimates are listed below. For 2012, *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%. Contact Tamara Dickerson in Research and Projects for more detailed responses by question.

### ***Responses Associated with DOC’s Mission for 2012:***

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

- Overall: 84.7% agree; 5.8% disagree
- Management<sup>5</sup>: 95.1% agree; 1.5% disagree
- Non-Management (other represented staff): 86.4% agree; 8.2% disagree
- Security: 78.9% agree; 7.6% disagree
- Security Plus: 89.1% agree; 4.3% disagree

---

<sup>5</sup> All groups (Management, Non-Management (Other), Security, and Security Plus) are mutually exclusive.

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

- Overall: 88.0% agree; 4.7% disagree
- Management: 95.3% agree; 1.8% disagree
- Non-Management (other represented staff): 88.7% agree; 5.9% disagree
- Security: 83.2% agree; 6.2% disagree
- Security Plus: 92.0% agree; 3.5% disagree

**I am committed to DOC's mission.**

- Overall: 90.2% agree; 2.2% disagree
- Management: 96.4% agree; 1.0% disagree
- Non-Management (other represented staff): 91.1% agree; 3.5% disagree
- Security: 86.1% agree; 6.0% disagree
- Security Plus: 93.6% agree; 1.1% disagree

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

- Overall: 88.5% agree; 4.0% disagree
- Management: 95.8% agree; 1.2% disagree
- Non-Management (other represented staff): 88.6% agree; 7.1% disagree
- Security: 83.2% agree; 5.4% disagree
- Security Plus: 93.4% agree; 2.5% disagree

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

- Overall: 72.1% agree; 11.6% disagree
- Management: 90.1% agree; 2.0% disagree
- Non-Management (other represented staff): 75.1% agree; 10.0% disagree
- Security: 62.9% agree; 16.7% disagree
- Security Plus: 76.8% agree; 8.7% disagree

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

- Overall: 83.7% agree; 5.9% disagree
- Management: 93.7% agree; 1.8% disagree
- Non-Management (other represented staff): 84.3% agree; 7.2% disagree
- Security: 77.9% agree; 3.4% disagree
- Security Plus: 88.0% agree; 4.0% disagree

**Overall, DOC is successful at accomplishing its mission.**

- Overall: 63.7% agree; 16.6% disagree
- Management: 88.6% agree; 2.0% disagree
- Non-Management (other represented staff): 72.0% agree; 11.9% disagree
- Security: 52.1% agree; 23.3% disagree
- Security Plus: 67.5% agree; 14.6% disagree

*Responses Associated with DOC and Employee for 2012:*

**In general, the people employed by DOC are working toward the same goals. \*<sup>6</sup>**

- Overall: 53.8% agree; 25.6% disagree
- Management: 74.6% agree; 8.9% disagree
- Non-Management (other represented staff): 59.5% agree; 24.5% disagree
- Security: 44.5% agree; 32.8% disagree
- Security Plus: 56.6% agree; 23.3% disagree

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

- Overall: 48.8% disagree; 26.1% agree
- Management: 74.9% disagree; 12.1% agree
- Non-Management (other represented staff): 52.8% disagree; 18.6% agree
- Security: 39.0% disagree; 32.6% agree
- Security Plus: 49.9% disagree; 24.5% agree

**I feel that DOC cares about me. \*\***

- Overall: 35.9% agree; 43.8% disagree
- Management: 64.1% agree; 12.9% disagree
- Non-Management (other represented staff): 47.5% agree; 33.5% disagree
- Security: 23.4% agree; 58.1% disagree
- Security Plus: 37.5% agree; 38.1% disagree

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

- Overall: 51.4% agree; 25.7% disagree
- Management: 74.4% agree; 10.6% disagree
- Non-Management (other represented staff): 59.5% agree; 19.6% disagree
- Security: 38.5% agree; 36.0% disagree
- Security Plus: 60.1% agree; 19.5% disagree

---

<sup>6</sup> 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.

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

- Overall: 62.5% agree; 14.7% disagree
- Management: 81.6% agree; 6.4% disagree
- Non-Management (other represented staff): 70.5% agree; 12.2% disagree
- Security: 52.3% agree; 21.1% disagree
- Security Plus: 68.9% agree; 10.6% disagree

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

- Overall: 49.7% agree; 26.9% disagree
- Management: 79.8% agree; 9.5% disagree
- Non-Management (other represented staff): 50.0% agree; 19.1% disagree
- Security: 39.2% agree; 35.8% disagree
- Security Plus: 50.7% agree; 23.8% agree

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

- Overall: 64.6% agree; 13.2% disagree
- Management: 84.7% agree; 4.9% disagree
- Non-Management (other represented staff): 72.2% agree; 8.0% disagree
- Security: 55.0% agree; 19.3% disagree
- Security Plus: 68.3% agree; 9.5% disagree

**I feel very little loyalty to DOC.**

- Overall: 62.8% disagree; 18.6% agree
- Management: 84.4% disagree; 10.2% agree
- Non-Management (other represented staff): 76.2% disagree; 10.9% agree
- Security: 50.6% disagree; 25.3% agree
- Security Plus: 69.0% disagree; 14.3% agree

**I really care about the fate of DOC.**

- Overall: 79.1% agree; 7.0% disagree
- Management: 93.9% agree; 2.6% disagree
- Non-Management (other represented staff): 83.9% agree; 7.4% disagree
- Security: 70.8% agree; 10.5% disagree
- Security Plus: 83.5% agree; 3.6% disagree

*Responses Associated with Manager and Staff Collaboration for 2012:*

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

- Overall: 66.0% agree; 22.1% disagree
- Management: 85.5% agree; 9.7% disagree
- Non-Management (other represented staff): 69.9% agree; 19.0% disagree
- Security: 55.3% agree; 29.5% disagree
- Security Plus: 71.7% agree; 18.2% disagree

**I feel trusted and valued by my supervisor or manager.\***

- Overall: 58.6% agree; 29.3% disagree
- Management: 80.5% agree; 13.6% disagree
- Non-Management (other represented staff): 62.8% agree; 29.8% disagree
- Security: 46.3% agree; 38.6% disagree
- Security Plus: 65.0% agree; 24.3% disagree

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

- Overall: 61.9% agree; 25.5% disagree
- Management: 83.7% agree; 9.7% disagree
- Non-Management (other represented staff): 67.0% agree; 27.4% disagree
- Security: 51.5% agree; 32.9% disagree
- Security Plus: 64.8% agree; 23.7% disagree

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

- Overall: 63.3% agree; 23.7% disagree
- Management: 83.3% agree; 9.7% disagree
- Non-Management (other represented staff): 65.2% agree; 25.0% disagree
- Security: 54.0% agree; 30.0% disagree
- Security Plus: 65.9% agree; 22.9% disagree

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

- Overall: 61.0% agree; 27.1% disagree
- Management: 80.4% agree; 12.4% disagree
- Non-Management (other represented staff): 61.9% agree; 29.4% disagree
- Security: 49.8% agree; 34.5% disagree
- Security plus: 67.2% agree; 24.1% disagree

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

- Overall: 54.6% agree; 27.3% disagree
- Management: 81.0% agree; 10.9% disagree
- Non-Management (other represented staff): 56.8% agree; 30.0% disagree
- Security: 42.7% agree; 33.7% disagree
- Security Plus: 58.2% agree; 26.1% disagree

**I can make a mistake without feeling degraded.**

- Overall: 69.7% agree; 13.7% disagree
- Management: 84.2% agree; 7.3% disagree
- Non-Management (other represented staff): 73.0% agree; 15.3% disagree
- Security: 61.4% agree; 17.5% disagree
- Security Plus: 74.0% agree; 11.4% disagree

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

- Overall: 50.3% disagree; 32.1% agree
- Management: 57.3% disagree; 33.4% agree
- Non-Management (other represented staff): 59.1% disagree; 26.8% agree
- Security: 45.2% disagree; 32.4% agree
- Security Plus: 53.1% disagree; 32.5% agree

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

- Overall: 43.8% agree; 40.1% disagree
- Management: 74.8% agree; 17.0% disagree
- Non-Management (other represented staff): 54.7% agree; 32.7% disagree
- Security: 27.9% agree; 52.2% disagree
- Security Plus: 49.8% agree; 35.3% disagree

**My supervisor or manager values and uses my ideas. \*\***

- Overall: 47.1% agree; 32.5% disagree
- Management: 80.4% agree; 10.5% disagree
- Non-Management (other represented staff): 57.5% agree; 28.7% disagree
- Security: 29.9% agree; 44.3% disagree
- Security Plus: 55.3% agree; 26.6% disagree

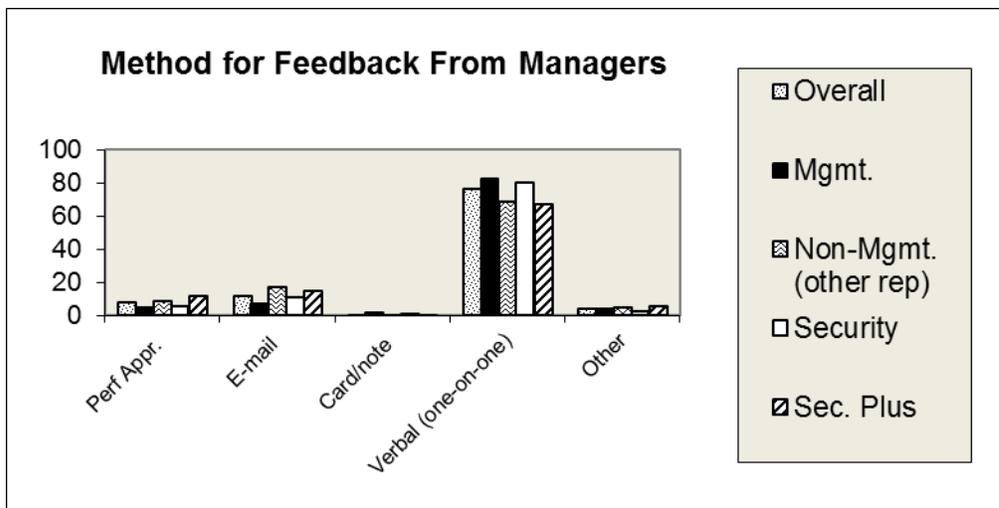
**I receive the support I need to do my job well. \***

- Overall: 53.2% agree; 28.1% disagree
- Management: 79.7% agree; 12.1% disagree
- Non-Management (other represented staff): 51.8% agree; 31.4% disagree
- Security: 42.6% agree; 34.0% disagree
- Security Plus: 55.2% agree; 27.2 % disagree

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

- Overall: 40.4% agree; 40.8% disagree
- Management: 64.3% agree; 20.5% disagree
- Non-Management (other represented staff): 44.1% agree; 38.0% disagree
- Security: 28.3% agree; 51.2% disagree
- Security Plus: 45.3% agree; 37.6% disagree

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



*Responses Associated with DOC Work Satisfaction for 2012:*

**Overall, I am satisfied with the quality of work produced by my work unit.**

- Overall: 74.6% agree; 4.39% disagree
- Management: 90.2% agree; 2.9% disagree
- Non-Management (other represented staff): 78.1% agree; 10.6% disagree
- Security: 62.1% agree; 12.7% disagree
- Security Plus: 84.2% agree; 7.8% disagree

**Considering everything, I am satisfied with my job at DOC.**

- Overall: 70.2% agree; 15.4% disagree
- Management: 83.9% agree; 6.8% disagree
- Non-Management (other represented staff): 73.2% agree; 11.1% disagree
- Security: 60.2% agree; 22.1% disagree
- Security Plus: 76.7% agree; 11.2% disagree

**Overall, my immediate supervisor or manager is doing a good job.**

- Overall: 65.2% agree; 18.9% disagree
- Management: 83.5% agree; 6.8% disagree
- Non-Management (other represented staff): 65.8% agree; 20.2% disagree
- Security: 59.3% agree; 21.2% disagree
- Security Plus: 64.1% agree; 22.4% disagree

**Overall, I am satisfied with the practices of the leaders at my facility/location. \***

- Overall: 50.7% agree; 32.7% disagree
- Management: 79.3% agree; 11.9% disagree
- Non-Management (other represented staff): 59.6% agree; 26.1% disagree
- Security: 38.6% agree; 43.6% disagree
- Security Plus: 51.2% agree; 30.1% disagree

**Considering everything, I am satisfied with DOC as an agency. \***

- Overall: 58.8% agree; 21.3% disagree
- Management: 84.6% agree; 5.0% disagree
- Non-Management (other represented staff): 67.5% agree; 11.8% disagree
- Security: 43.6% agree; 32.3% disagree
- Security Plus: 66.0% agree; 15.4% disagree

**I believe the results of this survey will be used to make DOC a better place to work. \***

- Overall: 40.7% agree; 30.7% disagree
- Management: 60.4% agree; 13.2% disagree
- Non-Management (other represented staff): 50.0% agree; 25.0% disagree
- Security: 28.6% agree; 42.0% disagree
- Security Plus: 45.7% agree; 24.5% disagree

## ***Summary for Management Verses Non-management for 2012***

### ***Collaboration:***

The responses associated with each question asked on the collaboration survey continue to be more positive for managers than non-managers. Both management and non-management responses are positive when asked about DOC's mission; however, estimates are slightly lower for non-managers when compared to managers.

For the two domains (DOC and Employee, and Manager and Employee Collaboration) responses are also more positive for managers when compared to non-managers. Though the questions associated with DOC and Employee (employee's perception of DOC) are more positive for managers, the estimates associated with these question have decreased between 2010 and 2012 for both managers and non-managers. This decrease may be attributed to a number of circumstances. Like previous collaboration studies, the survey is disseminated each biennium in March and closes in early May. During the 2012 collection, many agency changes took place. For instance, DOC announced a new director to the agency and with this came an extensive re-organization across the agency. Though the re-organization was positive for many, this type of change does have an impact on most employees. Another indicator, which possibly has the largest impact on employee morale, is the budgetary issues that have influenced employees for the past 4 years.

One question that is indicative of this change is *DOC cares about me*. Only 23% of security staff and 38% of security plus staff feel DOC cares about them. This estimate is somewhat higher for managers (64%), however; this estimate is low when compared to other estimates associated with managers. On the upside, both managers and non-managers are still loyal to DOC and still care about the fate of DOC.

For the domain Manager and Employee Collaboration, most estimates have remained the same or slightly increased for both managers and non-managers between studies.

For instance, more represented employees feel they can make a mistake without feeling degraded—this estimate dramatically increased for security staff (41% to 61% between studies). Overall, employees feel they have more support to do their jobs well and this estimate improved the most for security staff going from 30% to 43%. Managers need to continue to improve on including staff in making important decisions and provide staff with more frequent feedback on how they are performing their jobs. The estimates for both these questions decreased between 2010 and 2012. For this domain, it is important for employee and manager responses to be similar. Large differences between managers and non-managers generally indicate staff perceptions about an issue differ from management perceptions of the same issue. Often when employee and manager responses are similar more progress is apparent.

There were three questions associated with work satisfaction where many non-management respondents did not agree. When asked if staff members were satisfied with the practices of the leaders at their facility/location, most security staff were split between agreeing (39%) and disagreeing (44%). Just over half the security plus group agreed with this statement. Managers tend to be more supportive of their leaders (79%) whereas overall only half the employees at DOC are satisfied with the practices of their leaders at their facility/location. There is also a large difference between management (85%) and security staff (44%) when asked if they were satisfied with DOC as an agency, and there was a large difference among job position groups when asked if the survey results would be used to make DOC a better place to work. Only 29% of the security staff, 46% of the security plus staff, and 50% of the non-management other staff agreed with this question. However, 60% of managers believe the survey results will be used to better DOC.

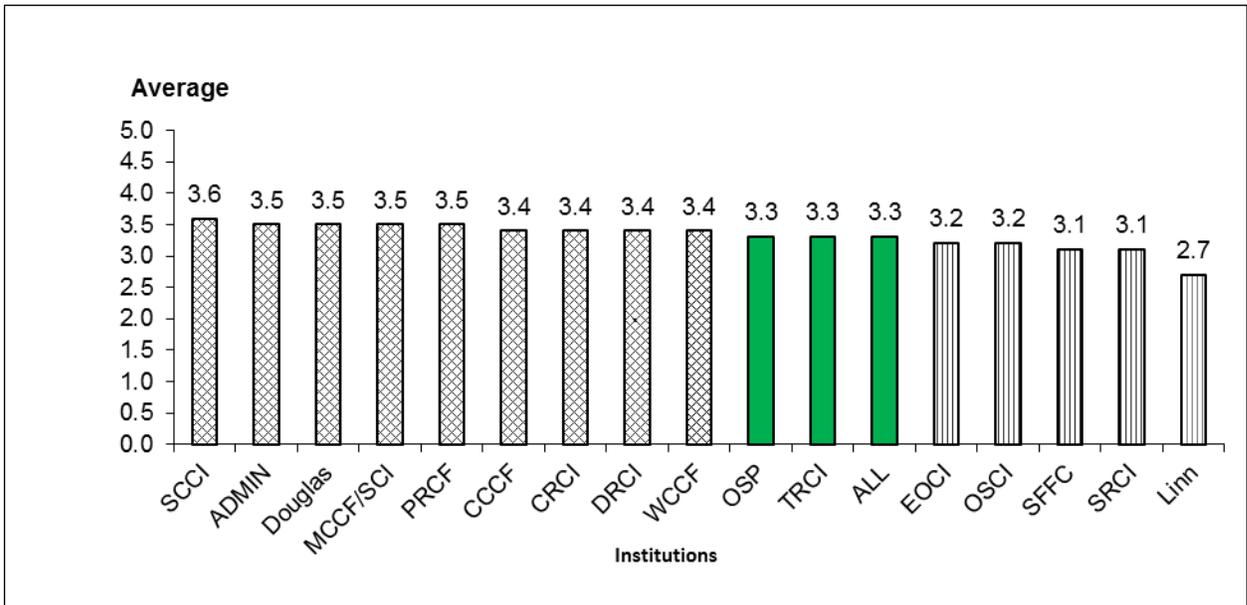
## Staff Collaboration by Institution for 2012

### ***Results by Institution for 2012:***

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.

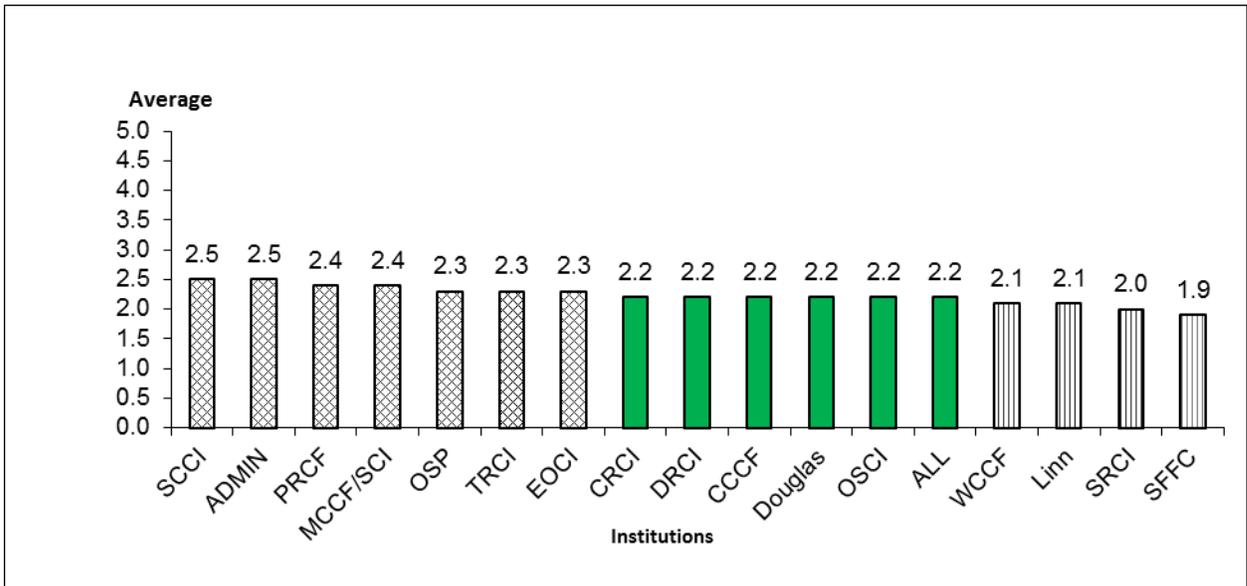
The following charts represent how DOC employees responded to the four domains during 2012. The group represented as *Administration* during the 2012 collection includes employees from the following offices: Central Office (Dome), Central Distribution Center (CDC), Brentwood, Central Pharmacy, Health Services, and Transport. The “Overall Average” reflects all respondents and is denoted as “ALL” in the charts 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. A listing of institution full names may be found in Appendix C.

**Chart 1—DOC’s Mission for 2012—Domain 1**



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. Employees from SCCI are the most supportive of DOC’s mission when compared to other DOC facilities/locations. There are eight other institutions/locations scoring above the overall average (DOC Administration, Douglas County, MCCF/SCI, PRCF, CCCF, CRCI, DRCI, and WCCF). Two locations had averages similar to the overall average (OSP and TRCI) and four locations scored slightly below the overall average (EOCI, OSCI, SFFC and SRCI). Linn County scored the lowest when compared to all DOC institutions. This disconnect may be related to Linn County being more separated from DOC, thus unable to relate well to the mission of DOC. However, if this were true, one would think Douglas County would score lower also. Douglas County is average when assessing the questions associated with DOC’s mission.

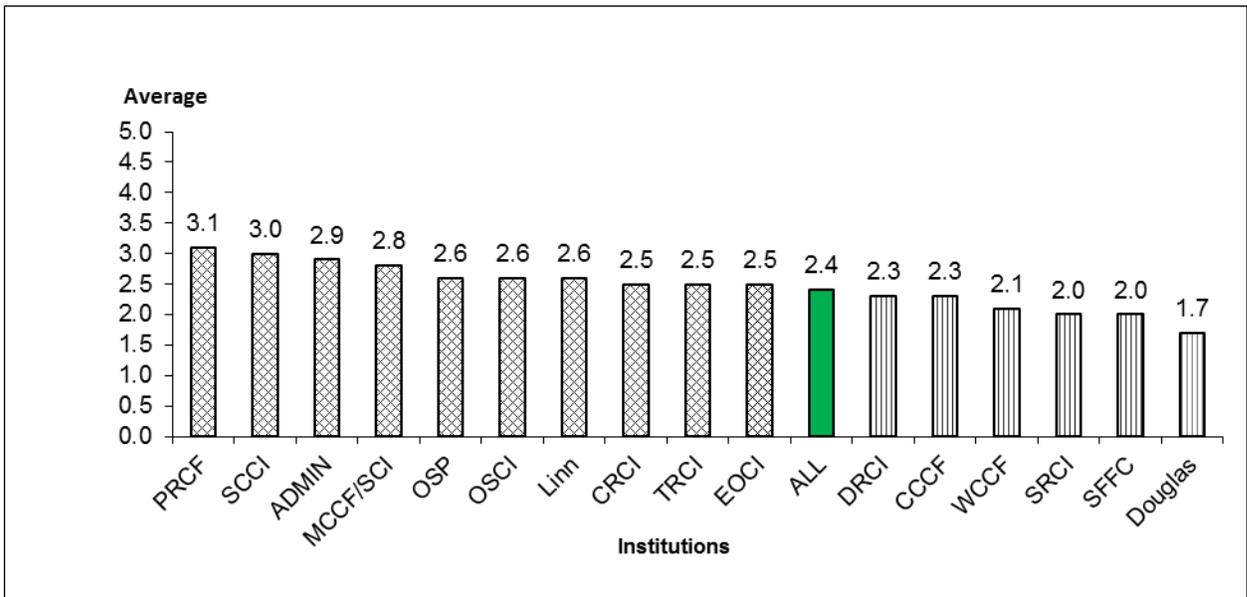
**Chart 2— DOC and Employee<sup>7</sup> for 2012—Domain 2**



The overall average for the domain DOC and Employee is 2.2; this estimate decreased from 2.7 in 2010 probably due to some of the agency issues discussed earlier in this report. 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. The employee perception of DOC is strongest in seven institutions (SCCI, DOC Administration, PRCF, MCCF/SCI, OSP, TRCI and EOCI). Five institutions scored similar to the overall average and four scored below the overall average (WCCF, Linn County, SRCI and SFFC).

<sup>7</sup> In this report, the domain “DOC and Employee” is also referred to as “Employee Perception of DOC.”

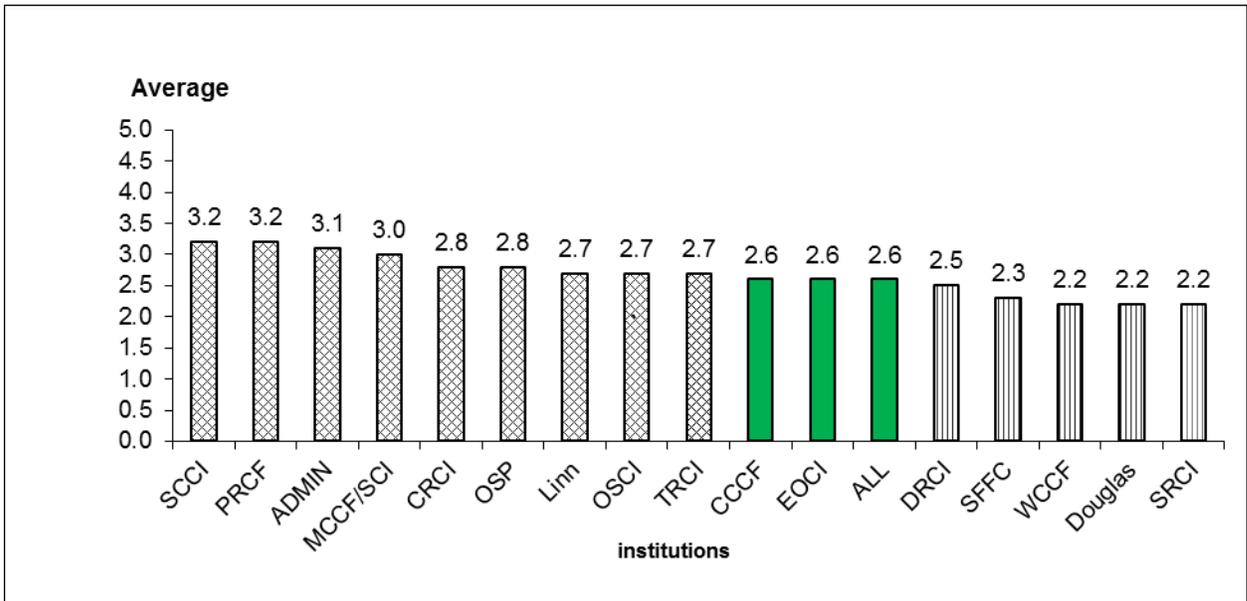
**Chart 3—Manager and Employee Collaboration<sup>8</sup> for 2012—Domain 3**



The overall average for Manager and Employee Collaboration is 2.4; this average decreased from 2.5 in 2008, but has slightly increased from 2.3 in 2010. 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 at PRCF, SCCI, DOC Administration, and MCCF/SCI. Other locations where managers collaborate well with their employees include OSP, OSCI, Linn County, CRCI, TRCI and EOCl. All other institutions/locations have averages below the overall average. Douglas County is significantly lower with an average of 1.7.

<sup>8</sup> The domain “Manager and Employee Collaboration” is synonymous with “Staff-Management Collaboration” in this report.

**Chart 4—DOC Work Satisfaction for 2012—Domain 4**



The overall average for DOC Work Satisfaction is 2.6; the questions associated with this domain were added to the 2012 survey and have not been asked on previous collaboration surveys. Employees from facilities/locations above the overall average feel satisfied with their jobs when compared to those institutions below the overall average. Work satisfaction is strong in 10 facility/locations (SCCI, PRCF, DOC Administration, MCCF and SCI, DRCI, OSP, Linn County, OSCI, and TRCI). Employees from DRCI, SFFC, WCCF, Douglas County and SRCI are not as satisfied with their job when compared to other DOC facilities/locations.

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 five locations scoring above the overall average in all four domains (SCCI, PRCF, DOC Administration, MCCF and SCI) and two facilities are strong in 3 domains (OSP and CRCI). All other locations are strong in one or two domains or weak in all domains.

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.

***Please note:***

The relationship between the employee demographic variables and employee responses was assessed. If females respond more positively than males, or if middle age employees respond more negatively than younger staff, facility estimates will be influenced by the types of staff working at each facility. The analysis found that the demographic variables used in this study had little to no influence on staff responses. This implies the results presented in other sections reflect the culture and staff attitudes in DOC institutions. Facilities with many female staff and facilities with younger less experienced staff will have similar responses to male staff and older more experienced staff within an institution. Basically the institutional culture determines how employees respond to the survey; the institution's demographic profile has little influence on the facility estimates.

## Change by Institution—2010 versus 2012

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 improving<sup>9</sup>
- 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 2010 and 2012 for four domains: DOC's Mission, DOC and Employee, Manager and Employee Collaboration and DOC Work Satisfaction.

Previous analyses in this report identified facility/location averages for 2012. The analyses presented in this section include data for 2010 and 2012. When both 2010 and 2012 data are included, facility/location averages might differ slightly from the 2012 estimates provided earlier. This section recognizes change between 2010 and 2012; it does not recognize difference among facilities/locations for 2012.

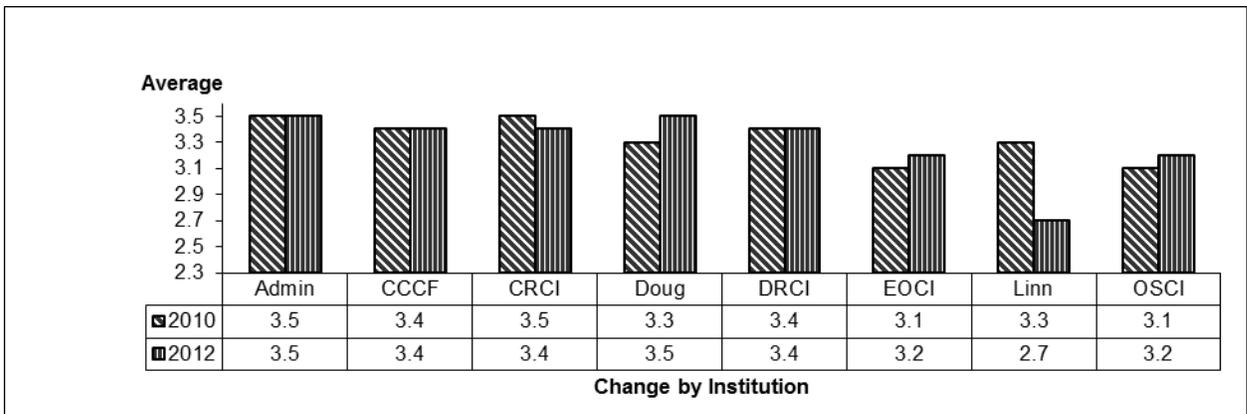
The "overall average" is defined as the average of all facilities/locations for 2010 and 2012. The overall average is 3.3 for the domain DOC's Mission, 2.2 for the domain DOC and Employee, 2.4 for the domain Management and Employee Collaboration, and 2.6 for the new domain DOC Work Satisfaction. The average for the domain DOC and Employee decreased between 2010 and 2012 from 2.7 to 2.2, and the average for the

---

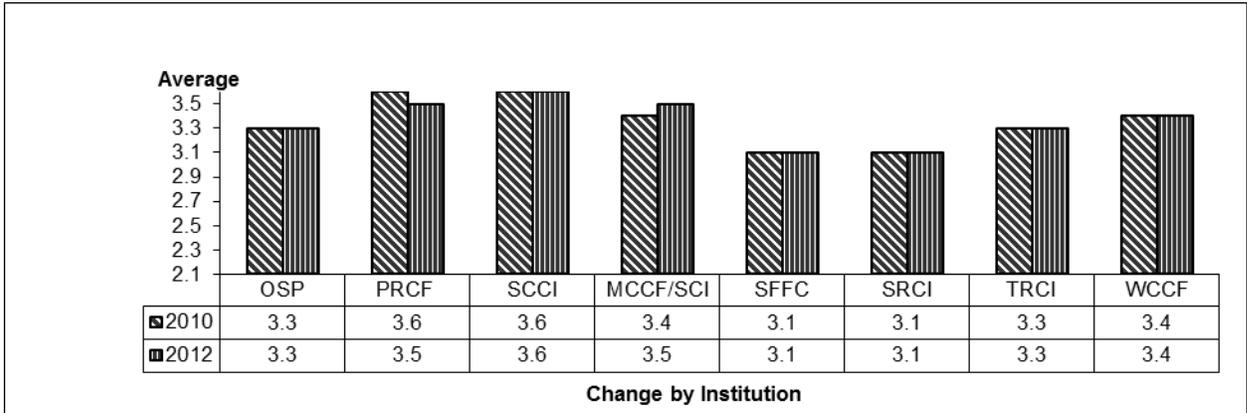
<sup>9</sup> *Above average, average, and below average* statements represent institutional comparisons to the *overall average or mean*; and, *improving, remains the same, and not improving* refers to how much an institution has changed between studies (2010 and 2012).

domain Manager and Employee collaboration increased slightly from 2.3 to 2.4. Some institutions have estimates that are increasing between 2010 and 2012 (improving), some are decreasing (not improving) and some have stayed the same between studies (no change). It is important to note the data associated with MCCF and SCI were sampled as individual institutions during the 2010 and 2012 collections. However, it was decided to keep the institutions combined since both institutions were combined during the 2008 analysis.

**Chart 5—Institutional Change between 2010 and 2012—DOC’s Mission**



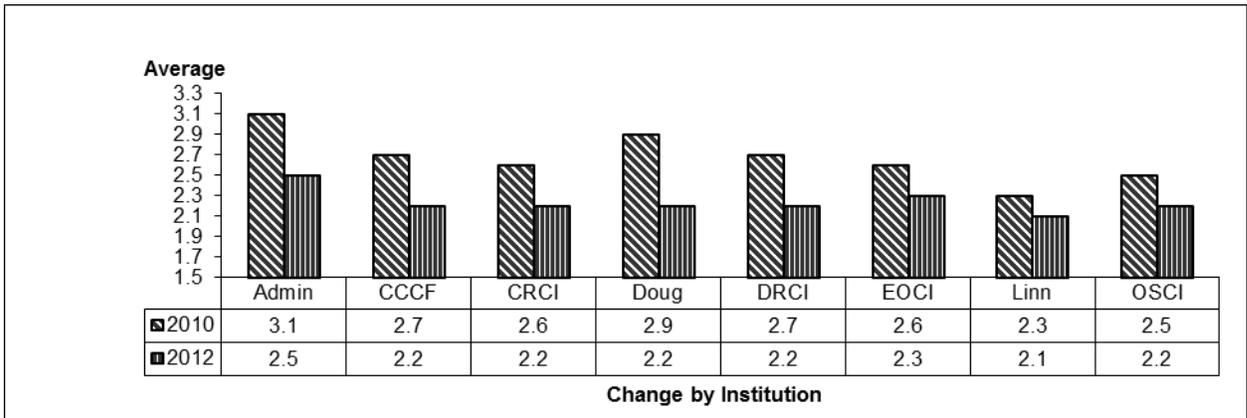
**Chart 5—Continued**



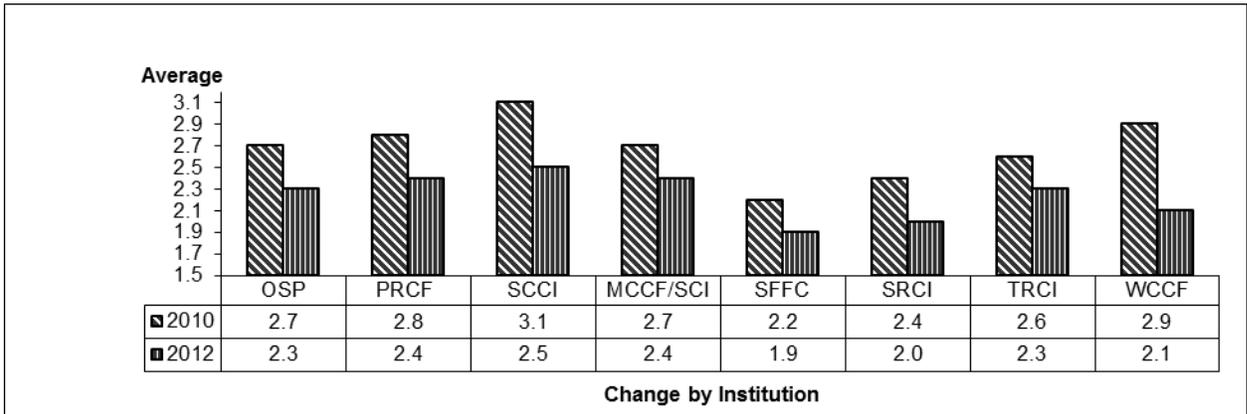
The overall average for DOC’s mission is 3.3; facilities/locations with higher estimates in 2012 are improving but could be considered average (3.3) or below average (lower than 3.3). When assessing change between studies for this domain, nine facilities/locations have remained the same. Douglas County, EOCI, MCCF/SCI and OSCI have all improved between studies; however, of these institutions, EOCI and OSCI are slightly below the

overall average of 3.3. PRCF has one of the highest estimates and continues to be about average when asked about DOC’s mission. However, PRCF has slightly decreased in this domain between 2010 and 2012. This is also true for CRCI. The estimate associated with Linn County, for this domain, has significantly decreased between studies (declining from 3.3 to 2.7) and is significantly below average.

**Chart 6—Institutional Change between 2010 and 2012—DOC and Employee**



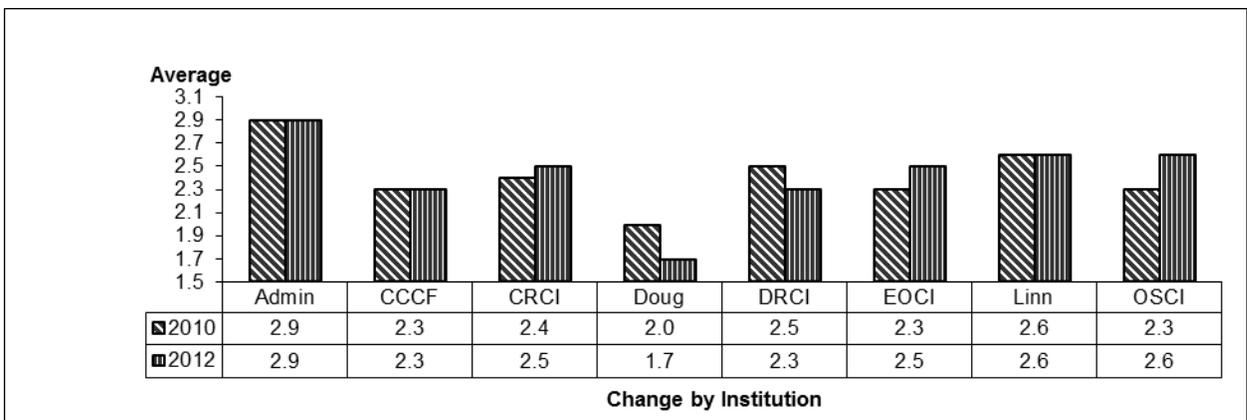
**Chart 6—Continued**



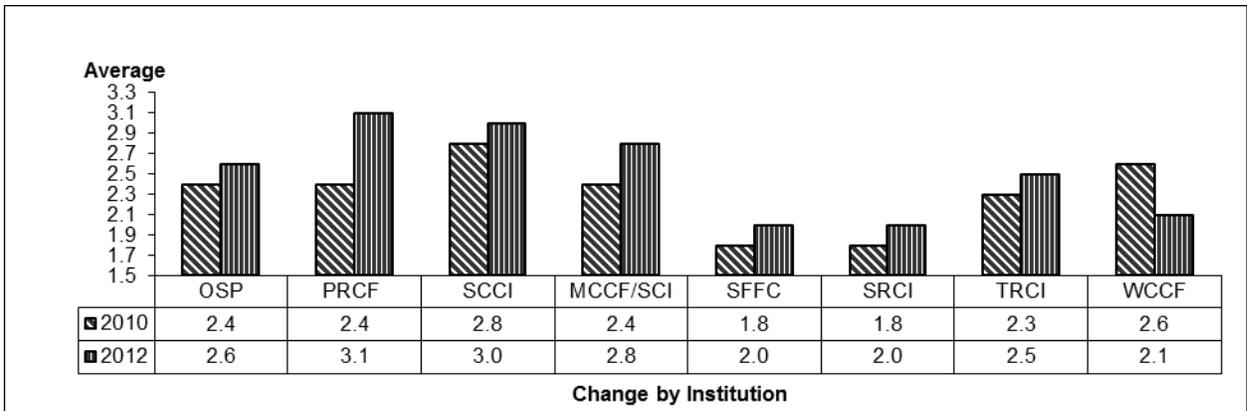
The overall average for the domain DOC and Employee is 2.2. This estimate significantly declined from the 2010 estimate of 2.7. This domain reflects the employee’s perception of DOC. The ongoing budget issues, changes in management, and/or changes to the overall structure of the organization may play a role in the decline in this domain. All estimates for each facility/location for this domain decreased between 2010 and 2012. The most dramatic differences were found at WCCF, Douglas County, DOC

Administration, CCCF, and DRCI. When comparing the estimates for these institutions to the overall average most are similar to the overall average. The DOC Administration group and SCCI have estimates above the overall average, where WCCF is just below average. SRCI (2.0) and SFFC (1.9) have estimates below the overall average but the difference from 2010 to 2012 is not as large for these two institutions when compared to the institutions mentioned above.

**Chart 7—Institutional Change between 2010 and 2012—Manager and Employee Collaboration**



**Chart 7—Continued**



The overall average associated with Manager and Employee Collaboration is 2.4.

Manager and Employee Collaboration responses have improved in ten facilities/locations (there were only four institutions in 2010), declined in three facilities/locations, and remained static in three facilities/locations. Overall, the estimates are improving in this domain when compared to 2010. However, there are 6

locations below the overall average of 2.4 in this domain where Douglas County has the lowest estimate of 1.7.

**Chart 8—Summary of Current Status and Change between 2010 and 2012**

<u>Inst.</u>	<i>DOC Mission</i>		<i>DOC and Employee</i>		<i>Manager and Employee</i>	
	<b>2012</b>	<b>Change</b>	<b>2012</b>	<b>Change</b>	<b>2012</b>	<b>Change</b>
ADMIN	Very good	No change	Very good	- - -	Very good	No change
CCCF	Good	No change	Average	- -	Low	No Change
CRCI	Good	-	Average	- -	Good	+
Douglas	Very good	++	Average	- - -	Very low	- - -
DRCI	Good	No change	Average	- -	Low	-
EOCI	Low	+	Good	-	Good	+
Linn	Lowest	- - -	Low	-	Very good	No change
OSCI	Low	+	Average	-	Very good	++
OSP	Average	No change	Good	- -	Very good	++
PRCF	Very good	-	Good	- -	Best	+++
SCCI	Best	No change	Very good	- - -	Best	++
SCI/MCCF	Very good	++	Good	-	Very good	++
SFFC	Low	No change	Lowest	-	Lowest	+
SRCI	Low	No change	Low	- -	Lowest	+
TRCI	Average	No change	Good	-	Good	+
WCCF	Good	No change	Low	- - -	Low	- -
<b>Overall Average</b> <sup>10</sup>	<b>3.3</b>	<b>No change</b>	<b>2.2</b>	<b>- -</b>	<b>2.4</b>	<b>+</b>

Chart 8 summarizes current rankings among facilities/locations and the change that has occurred between 2010 and 2012 in three domains: DOC Mission, DOC and Employee, and Manager and Employee Collaboration. The Domain, DOC Work Satisfaction did not exist in 2010, therefore comparisons cannot be made. The “2012” columns recognize how a particular facility/location compares to other facilities/locations in 2012. For example, CCCF is considered “good” for DOC Mission and “average” for DOC and Employee, but despite the current status, estimates between 2010 and 2012 have not changed for DOC Mission and have declined for DOC and Employee. The column

<sup>10</sup>Best, 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 2012.

labeled “Change” recognizes improving facilities/locations (+) and facilities/locations where estimates have declined (-) between studies.

Comparing 2010 and 2012 estimates, not one institution showed improvement in all three domains. MCCF/SCI and EOCI showed the most improvement in two domains: DOC Mission and Manager and Employee Collaboration. The estimates associated with DOC mission did not change for most institutions/locations; all institutions/locations regressed in the domain DOC and Employee (agency related questions); and most institutions improved in the domain Manager and Employee Collaboration. PRCF continues to be strong in all domains but did slightly regress in a couple domains between 2010 and 2012. SCCI continues to lead in all domains, where the estimates associated with WCCF have gone down. SFFC and SRCI continue to have low estimates in all domains but each has improved slightly in the Manager and Employee domain.

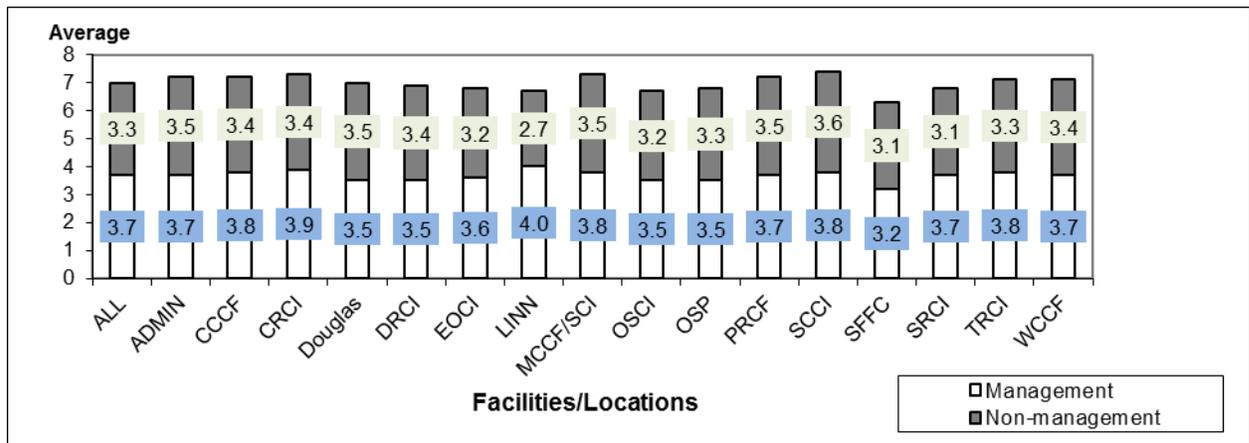
## Management versus Non-Management Comparisons

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 represents 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 9—Management and Non-management Comparisons for DOC’s Mission, 2012**

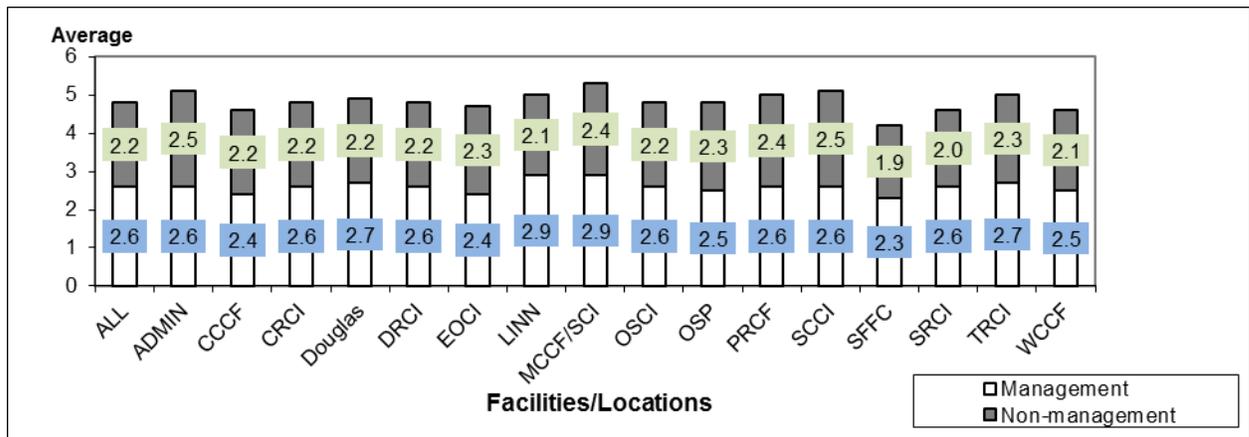


The overall average for DOC’s Mission is 3.7 for managers and 3.3 for non-managers.

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

The largest difference between managers and non-managers is in Linn County where managers (4.0) seem to support the mission somewhat more than non-managers (2.7). Douglas County, though below the overall average for managers there is no difference between the two groups—this indicates good agreement. Large differences between managers and non-managers also exist at SRCI, CRCI, and TRCI in this domain. 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.

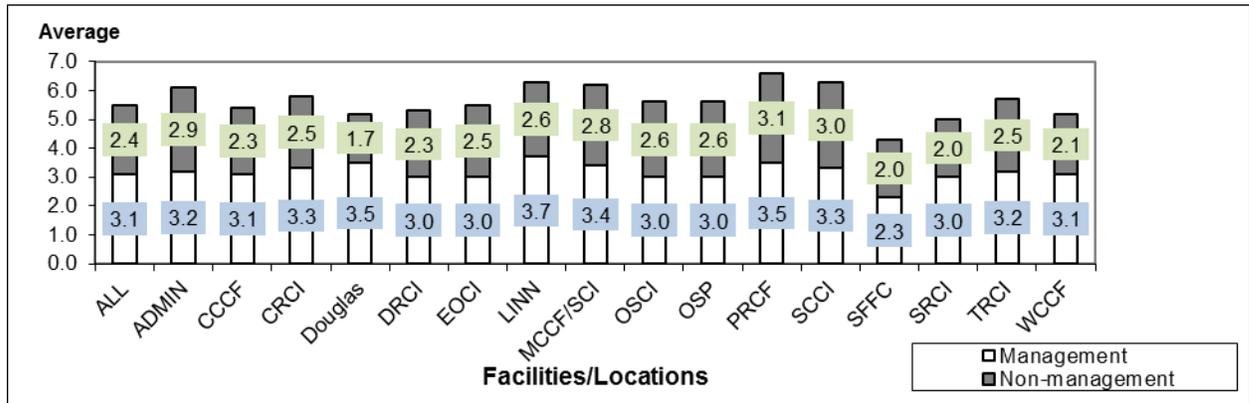
**Chart 10—Management and Non-management Comparisons for DOC and Employee, 2012**



The overall average for DOC and Employee is 2.6 for managers and 2.2 for non-managers. There are only four institutions above the overall average (2.6) for managers (there were 11 in 2010), and seven institutions above the overall average (2.6) for non-managers. The facilities/locations with the highest averages for both management and non-management include MCCF/SCI and TRCI. In addition, Linn County, and Douglas County have high averages for managers, and DOC Administration, EOICI, OSP, PRCF, and SCCI have high averages for non-managers. The lowest averages in this domain for both managers and non-managers include SFFC and WCCF. Other low averages include CCCF, EOICI, and OSP for managers, and Linn County and SRCI for non-managers.

The largest difference between managers and non-managers in this domain is again in Linn County. Others include SRCI, MCCF/SCI, and Douglas County. There is good agreement between managers and non-managers at SCCI, EOICI and DOC Administration. Agreement in this domain between managers and non-managers is also strong at CCCF, OSP, and PRCF. Again, when manager and non-management responses are similar (small) there is often more agreement/better collaboration among the two groups.

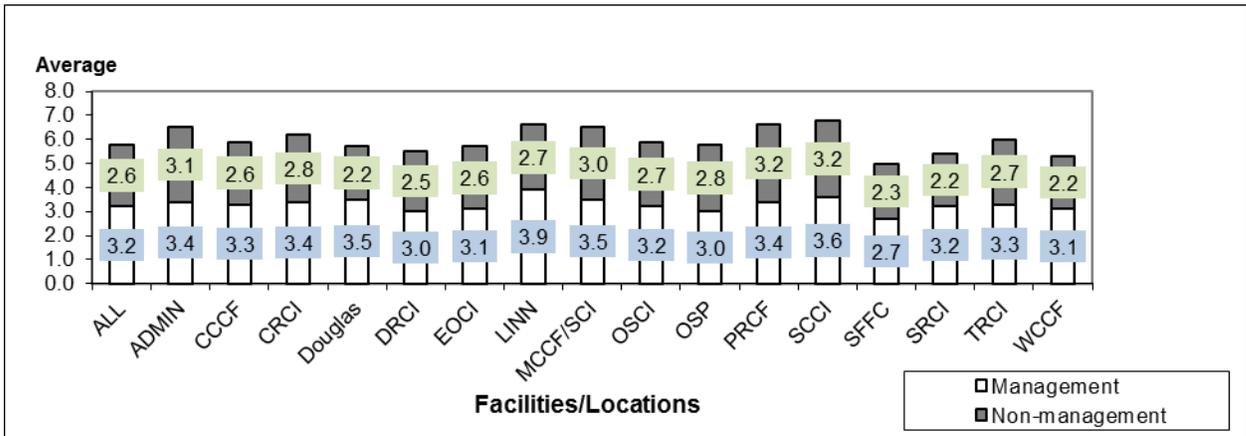
**Chart 11—Management and Non-management Comparisons for Manager and Employee Collaboration, 2012**



The overall average for Manager and Employee Collaboration is 3.1 for managers and 2.4 for non-managers. There are eight institutions above the overall average (3.1) for managers, and ten institutions/locations above the overall average for non-managers. The facilities/locations with the highest averages for both management and non-management include Linn County, PRCF, CRCI, SCCI, MCCF/SCI, DOC Administration and TRCI. In addition, Douglas County has a high average for managers, and OSCI, OSP, 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 DRCI, EOCI, OSCI, and OSP for managers, and CCCF, Douglas County, and DRCI for non-managers.

Though there are improvements in this domain for most institutions/locations, there are large differences between managers and non-managers in most locations. The largest differences are in Linn County and Douglas County—others include SRCI, WCCF, CCCF, CRCI, DRCI, and TRCI. Managers and non-managers tend to be in good agreement at PRCF, DOC Administration, and SCCI. Though SFFC has one of the lowest estimates in this domain the difference between managers and non-managers is small— indicating the opinions between managers and non-managers are in agreement when compared to some institutions scoring higher in this domain.

**Chart 12—Management and Non-management Comparisons for DOC Work Satisfaction, 2012**



The overall average for DOC Work Satisfaction is 3.2 for managers and 2.6 for non-managers. There are nine institutions above the overall average (3.2) for managers, and nine above average for non-managers. The facilities/locations with the highest averages for both management and non-management include Linn County, PRCF, CRCI, SCCI, MCCF/SCI, DOC Administration and TRCI. In addition, Douglas County and CCCF have high averages for managers, and OSCI and OSP have high averages for non-managers. The lowest averages in this domain for both managers and non-managers include DRCI, SFFC and WCCF. Other institutions with low averages include EOCI and OSP for managers, and Douglas County and SRCI for non-managers.

The largest differences between managers and non-managers in this domain include Douglas County, Linn County, SRCI, and WCCF. This has been a consistent trend for these institutions/locations. CCCF is next in line when comparing large differences between managers and non-managers. There is good agreement between the two groups at OSP, PRCF, DOC Administration, and SCCI. SFFC is below average but the difference between managers and non-managers is small.

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

and staff have substantially different perceptions tend to have lower overall averages. Chart 13 provides a summary of management and non-management differences for each facility/location.

**Chart 13—Summary by Institution and Domain—Management versus Non-management Differences, 2010 versus 2012**

<i>Institutions/loc</i>	<i>DOC Mission Difference</i>		<i>DOC and Employee Difference</i>		<i>Manager and Employee Difference</i>	
	<u>2010</u>	<u>2012</u>	<u>2010</u>	<u>2012</u>	<u>2010</u>	<u>2012</u>
Administration	Small	Small	Small	Very Small	Small	Small
CCCF	Small	Average	Average	Small	Large	Large
CRCI	Average	Average	Large	Average	Large	Large
Douglas	Large	Small	Large	Average	Large	Very Large
DRCI	Average	Very Small	Average	Average	Average	Large
EOCI	Average	Average	Small	Very Small	Small	Average
Linn	Large	Very Large	Large	Large	Large	Large
OSCI	Average	Small	Large	Average	Small	Average
OSP	Large	Small	Small	Small	Average	Average
PRCF	Small	Small	Small	Small	Small	Small
SCCI	Small	Small	Small	Very Small	Small	Small
SCI/MCCF	Average	Small	Large	Average	Small	Average
SFFC	Large	Very Small	Small	Average	Small	Small
SRCI	Large	Average	Large	Average	Large	Large
TRCI	Small	Average	Small	Average	Small	Large
WCCF	Small	Small	Small	Average	Average	Large

As mentioned above, better performing facilities/locations tend to have better agreement between staff and managers. When the *difference* between managers and non-managers is *small* there tends to be good agreement, and when the *difference* is *large* between staff and managers there often is a divide between the two groups.

The DOC Administration, PRCF and SCCI are strong in every domain and each represent good agreement (small difference) between managers and non-managers. SFFC also reflects good agreement in all domains but this institution tends to have low averages

when compared to other institutions. SFFC has however, improved in the DOC Mission domain when compared to 2010. OSP has good agreement in two domains (mission and DOC and Employee) and Douglas County, OSCI, MCCF/SCI, and SRCI have all improved in two domains between studies.

Perceptions are still very different between staff and managers in all domains in Linn County; and the agreement (difference) between staff and managers at TRCI has worsened in all domains when compared to 2010. In addition, the agreement between staff and managers has declined in two domains (DOC and Employee, and Manager and Employee Collaboration) at WCCF. Staff and managers at EOCI, OSCI, OSP, and MCCF/SCI are average in the domain Manager and Employee Collaboration (some improvement can be made).

## DOC Work Satisfaction—Correlations

There were six questions added to the collaboration survey in 2012. These questions consider how satisfied employees are in their jobs at DOC. With the inclusion of these questions, a new domain (DOC Work Satisfaction) was created. The questions associated with this domain include the following:

- Overall, I am satisfied with the quality of work produced by my work unit
- Considering everything, I am satisfied with my job at DOC.
- Overall, my immediate supervisor or manager is doing a good job.
- Overall, I am satisfied with the practices of the leaders at my facility/location.
- Considering everything, I am satisfied with DOC as an agency.
- I believe the results of this survey will be used to make DOC a better place to work.

These questions were used in a statistical procedure to describe the relationship (correlation) between these questions and the other domains. This statistical procedure recognizes the relationship between staff satisfaction and responses to the other survey questions. These *Work Satisfaction* questions were used to target the areas where managers can improve employee satisfaction. As an example, correlations may be used to associate one variable (e.g. poverty) with another variable (e.g. crime). If the coefficients run high (>.5) the variables are related and the information can be useful. If poverty is associated with crime, a reduction in poverty may reduce crime. Managers can use this information to identify important issues associated with employee satisfaction.

The Work Satisfaction questions that are highly correlated with the collaboration related questions include the following:

- 1) *Overall my manager/supervisor is doing a good job* is highly correlated to two Collaboration questions: *I receive respect and fair treatment from my supervisor*

*or manager, and I feel my supervisor/manager is willing to help when I face difficulties in my job.*

Staff will score management higher (when asked if management is doing a good job) when staff members receive respect, fair treatment, and support from their managers.

2) *I am satisfied with the practices of the leaders at my facility/location* is highly correlated to the question *I feel DOC cares about me*. If employees feel DOC cares about them they'll be satisfied with their agency and their leaders. In addition to leadership, caring more about staff, and having managers who trust and value employee input should improve employee satisfaction with DOC leadership.

The Correlations among all questions are available in Appendix D. If particular issues are apparent that may require some changes, the correlations can be useful. Highly correlated questions should be considered when attempting to improve staff-management collaboration.

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.

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: Factor Analysis—2012**

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 .72 or higher. A statistical assessment of reliability is found below.

***Domain 1—DOC Mission Related Questions***

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

**Domain 2—DOC and Employee Related Questions**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>&gt;</p> <p>0.72</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 3—Manager and Employee Related Questions**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>&gt;</p> <p>0.92</p>	If mistakes are made, I am allowed to freely admit or discuss the reason with my supervisor or manager.
	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.	

**Domain 4—DOC Work Satisfaction**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>&gt;</p> <p>0.88</p>	Overall, I am satisfied with the quality of work produced by my work unit.
	Considering everything, I am satisfied with my job at DOC.
	Overall, my immediate supervisor or manager is doing a good job.
	Overall, I am satisfied with the practices of the leaders at my facility/location.
	Considering everything, I am satisfied with DOC as an agency.
	I believe the results of this survey will be used to make DOC a better place to work.

## **Appendix B: Method**

## Method

Employees from each DOC facility, Linn and Douglas Community Corrections, as well as administrative offices (Central Office, Central Distribution Center, Brentwood, Central Pharmacy, Health Services and Transport) were surveyed for 2012. During the 2010 Collaboration Study, all employees were given the opportunity to respond. The sampling process was the same for 2012. To attempt to improve response rate, paper surveys were also provided to each institution during the 2012 collection. Data collection for the 2012 DOC strategic initiative began in March 2012 and concluded in May 2012. 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 and 2012 reports. All DOC employees and employees from Linn and Benton Community Corrections were given the opportunity to participate in the 2012 Staff Collaboration Study. The table below identifies the different groups sampled during the 2012 study.

**Sample for 2012**

<b><u>Institutions</u></b>		<b><u>Combined Institutions</u></b>	<b><u>Administration Offices</u></b>
CCCF	PRCF	SCI MCCF	Central Office (DOME)
CRCI	SCCI		Central Distribution Center
DRCI	SFFC	<b><u>Community Corrections</u></b>	Brentwood
EOCI	SRCI	Linn Douglas	Central Pharmacy
OSCI	TRCI		Health Services
OSP	WCCF		Transport

## **Appendix C: 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 and 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)

## **Appendix D: DOC Work Satisfaction and Correlations**

## DOC Work Satisfaction—Correlations

**Table 1:**  
**DOC and Employee Questions and Correlation Questions**

Survey Questions	WSQ1	WSQ2	WSQ3	WSQ4	WSQ5	WSQ6
DEQ1	0.40564	0.45414	0.39622	0.50425	0.51263	0.46206
DEQ2	-0.22985	-0.31727	-0.25845	-0.34336	-0.38065	-0.30266
DEQ6	0.42303	0.62190	0.56356	0.66929 *	0.69973 *	0.62659 *
DEQ8	0.35260	0.46741	0.34685	0.40389	0.49888	0.43435
DEQ9	0.42916	0.65719 *	0.46647	0.52330	0.64437 *	0.49142
DEQ10	0.33618	0.41083	0.34879	0.43785	0.48490	0.42984
DEQ11	0.34489	0.41269	0.34384	0.41649	0.49227	0.39896
DEQ15	-0.35670	-0.48617	-0.38424	-0.45782	-0.52010	-0.39877
DEQ16	0.38277	0.48880	0.36919	0.41741	0.52507	0.42379

(\*Strong correlation)

### Table 1 Definitions: Work Satisfaction Related Questions (horizontal top row)

- (WSQ1) Overall, I am satisfied with the quality of work produced by my work unit.  
 (WSQ2) Considering everything, I am satisfied with my job at DOC.  
 (WSQ3) Overall, my immediate supervisor or manager is doing a good job.  
 (WSQ4) Overall, I am satisfied with the practices of the leaders at my facility/location.  
 (WSQ5) Considering everything, I am satisfied with DOC as an agency.  
 (WSQ6) I believe the results of this survey will be used to make DOC a better place to work.

### Table 1 Definitions: DOC and Employee Related Questions (left column)

- (DEQ1) In general, the people employed by DOC are working toward the same goals.  
 (DEQ2) I find it difficult to agree with DOC's policies on important matters related to me.  
 (DEQ6) I feel that DOC cares about me  
 (DEQ8) I often describe myself to others by saying I work for DOC or I am from DOC.  
 (DEQ9) I am glad I chose to work for DOC rather than another organization.  
 (DEQ10) In general, I view DOC's problems as my problems.  
 (DEQ11) It is disturbing to me to hear others outside DOC criticize the agency.  
 (DEQ15) I feel very little loyalty to DOC.  
 (DEQ16) I really care about the fate of DOC.

**Table 2:**  
**Manager and Employee Collaboration Questions and Correlation Questions**

Survey Questions	WSQ1	WSQ2	WSQ3	WSQ4	WSQ5	WSQ6
MEQ3	0.41979	0.51924	0.62690 *	0.58084	0.48783	0.42777
MEQ4	0.44137	0.56792	0.73848 **	0.65948 *	0.53147	0.45866
MEQ5	0.44079	0.57363	0.75779 **	0.66645 *	0.53934	0.47284
MEQ7	0.45823	0.58967	0.76940 **	0.67728 *	0.54675	0.46491
MEQ12	0.41041	0.53169	0.62479 *	0.57202	0.48152	0.40901
MEQ13	0.45707	0.58982	0.79413 **	0.71400 **	0.58581	0.50428
MEQ14	0.38250	0.43458	0.49994	0.48581	0.43744	0.36167
MEQ17	-0.28538	-0.34613	-0.36037	-0.32602	-0.29131	-0.22970
MEQ18	0.43552	0.51791	0.66749 *	0.60594	0.51245	0.46246
MEQ19	0.43542	0.52233	0.68304 *	0.61960	0.50213	0.46919
MEQ20	0.48127	0.59353	0.72461 **	0.66348	0.56956	0.49043
MEQ21	0.41613	0.46835	0.63332 *	0.57881	0.48041	0.46349

(\*Strong correlation)

**Table 2 Definitions: Work Satisfaction Related Questions (horizontal top row)**

- (WSQ1) Overall, I am satisfied with the quality of work produced by my work unit.
- (WSQ2) Considering everything, I am satisfied with my job at DOC.
- (WSQ3) Overall, my immediate supervisor or manager is doing a good job.
- (WSQ4) Overall, I am satisfied with the practices of the leaders at my facility/location.
- (WSQ5) Considering everything, I am satisfied with DOC as an agency.
- (WSQ6) I believe the results of this survey will be used to make DOC a better place to work.

**Table 2 Definitions: Manager and Employee Collaboration Related Questions (left column)**

- (MEQ3) If mistakes are made, I am allowed to freely admit or discuss the reason with my manager.
- (MEQ4) I feel trusted and valued by my supervisor or manager.
- (MEQ5) I feel my supervisor or manager is willing to help when I face difficulties with my job.
- (MEQ7) I receive respect and fair treatment from my supervisor or manager.
- (MEQ12) I am comfortable voicing my opinions to my supervisor or manager.
- (MEQ13) I value and trust my supervisor's or manager's decisions.
- (MEQ14) I can make a mistake without feeling degraded.
- (MEQ17) I have trouble figuring out whether I'm doing well or poorly in my job.
- (MEQ18) My supervisor or manager involves me in making important decisions regarding my work.
- (MEQ19) My supervisor or manager values and uses my ideas.
- (MEQ20) I receive the support I need to do my job well.
- (MEQ21) My supervisor or manager provides me with frequent feedback on the way I perform my job.

## **Appendix E: Staff-Management Collaboration Survey**



