

CPM Project



Employee Retention and Commitment Study at John de la Howe School

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Introduction

Employee retention refers to policies and practices agencies use to prevent valuable employees from leaving their jobs. It involves taking measures to encourage employees to remain in the organization for the maximum period of time. Hiring knowledgeable people for the job is essential for an employer. Today employee retention is the top priority of state agencies due to increasing competition. It is an efficient and productive way to manage those who are considered to be the 'greatest assets' to the agencies. To manage top talent it requires a constant balance between the human aspirations and the strategic and financial needs of the agency. According to Lee and Lee (2007), employee retention is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. People-related issues such as compensation and benefits, hiring, administration, organization development, employee motivation, wellness, benefits, safety, communication, performance management, and training are affected by it.

Employee commitment is also very important for maintaining a highly talented workforce. With best possible use and application of human resource policies in the agency, employee commitment can be enhanced leading to better performance, improving employee attitude/ morale and reduced employee turnover, which is the aim of the human resource practices throughout this project. HR experts and line managers/ supervisors play a major role on how these policies are implemented to the utmost efficiency. Employee commitment can have a major role in low turnover rates as it has positive influences on productivity, turnover and employees eagerness to help colleagues. In fact, increased employee commitment has shown better team performance, low absenteeism and

reduced intention to leave (Wright, 2011). Therefore employee commitment in a way helps employee retention and hence employee retention strategies must be kept in place. Well planned initiatives and processes must be in place so that employees will not think of quitting and remain with the agency for a long time.

Management's job is to not only hire best candidates but also retain them (Alrichs, 2000). Most certainly an agency cannot retain all the best employees but can definitely reduce loss. Reducing employee turnover is most important for agencies and maintaining an ideal staff takes a lot of effort and organizational resources, if that is lost, it hampers the agency's success. Therefore, every agency must treat their employees as ends and not means to ends because they add value to the organization.

John de la Howe School (JDLH), established in 1797 according to the will of Dr. John de la Howe, is the second oldest institution in the Carolinas. The agency is mission driven in providing a safe haven for children to heal, grow and make lasting changes through counseling, education and a culture of care and personal development. After 220 years, it continues to provide residential, counseling and education services for children with emotional and behavioral challenges from all 46 counties of the state, but the agency has a rate of high turnover. In order for the agency to continue accomplishing its mission, it needs to be able to retain employees. Unfortunately, with an agency as multifaceted as JDLH, its turnover rates over the last four years are overly high (67% in 2013, 36% in 2014, 24% in 2015, and 34% in 2016) (SCEIS), has resulted in this study project being conducted.

Purpose of the Project

Identifying factors that impact employee commitment and retention is an enormous task. It is believed that the absence of employee retention and commitment at JDLH has

been attributed to a number of factors such as: reductions in force, influencing pressures from the South Carolina General Assembly, budget constraints, better pay and benefits with other jobs, image of the agency and personal reasons just to name a few. Research findings of various authors has noted some of the more common factors leading to turnover are a lack of career growth and development opportunities, no talent management, recruitment, on-boarding and orientation, minimal investment in training and development, low wage compensation, work life balance, culture of the organization, leadership, communication, autonomy and empowerment. There are no one-size fits all practices which show the importance and significance of the influence of all of these points and their suitability affecting the agency's retention. It requires a willingness of human resources along with all employees to be committed to ensuring that retention and commitment in and to the agency is profoundly fundamental.

This project could provide better understanding in the relationship of the effectiveness of human resource practices on employee retention at JDLH. The main focus is to give a holistic view on various practices that the agency should adopt to keep the level of employee retention and commitment high in the work environment. It will provide useful information gathered from agency employees about their employment experiences as it relates to retention and commitment. This study will also serve as a guide to other agencies regarding their employee retention, should they choose to use it.

Data Collection and Analysis

An immense amount of reporting data was gathered and analyzed from SCEIS, the agency's Training Managers Software, and agency HR records to compile the desired information. Exit interviews of former employees that were returned to the agency during

FY 15-16 were few; leaving the collection of this data to be invalid or unreliable. In addition to reviewing exit interviews of former employees, a survey was administered. The focus of the survey was aimed at helping to identify factors related to employee retention and commitment within the agency. The survey was created based on a Likert style scale. The collected data was entered and analyzed in an Excel spreadsheet. (Appendix B) The target audience were current employees of the agency.

The sample size selected for data collection was fifty-six (56), which were all current agency employees of the agency. Analysis was conducted on the responses collected from these respondents. Convenience sampling technique was adopted to fill surveys from the employees with a completion response rate of 100%. According to Patricia Buhler (1998), to retain employees it must be clearly communicated to the workforce that management wants them to stay. This begins with a true commitment on the part of the organization to retain employees. The cost of replacing employees is expensive and there is also a non-financial cost of failing to retain employees. Workers will perceive their organization as less loyal and see fewer career opportunities for themselves. The data collected will be used as a basis for providing recommended suggestions on various practices that the agency should use in its efforts to increase employee retention and commitment.

The survey targeted three job classification levels within the agency: Executive/Professional (E/P), Manager/Supervisor (M/S) and Direct Care/Support Services (DC/SS). Of the fifty-six respondents, six (10.71%) were E/P with an average tenure in state government of 16 years and an average tenure with the agency of 15.84 years. The average age for this level was 46, highest educational level being Masters or

Doctorates and the average estimated income was \$62,300. There were seven (12.5%) in the M/P level with an average tenure in state government 13.21 years and an average tenure with the agency of 7.35 years. The average age for this level was 50, highest educational level being a Bachelors and the average estimate income was \$43,000. Lastly, there were forty-three (76.79%) in the DC/SS level with an average tenure in state government 19.37 years and an average tenure with the agency of 13.73 years. The average age for this level was 40, highest educational level being a High School Diploma and the average estimated income was \$25,000.

The survey also focused on three categories that allowed employees an opportunity to offer insight on determining strengths as well as areas in which the agency could improve on retention. The categories were: (1) Leadership, (2) Stay, and (5) Satisfaction (Appendix A, Survey Instrument). Because the agency's employee pool varies in age and education, that data was generally collected but not used for analysis purposes. The results of Questions 8-12, which focused on leadership, showed that 89% of all employees strongly agreed or agreed that the agency's leadership has made positive changes and has a clear vision of the future as a leader in residential child care. Six percent (6%) of employees neither agreed nor disagreed, while 5% disagreed or strongly disagreed with the agency's leadership (Appendices B & C). The most important and critical idea for staff retention and commitment goes by the way of an effective leadership setup in the agency. High potential employees and great leadership attributes have positive correlation to the intention of the employee to stay with an organization (Dochy, 2010). Leaders help in keeping the culture and team building of the organization intact (Cottrell, 2012).

Questions 13- 31 focused on the employees staying with the agency. While 47% of the respondents from all three job classifications agreed and 37% strongly agreed the agency was meeting their needs which encourages them to stay and be committed to the organization; 5% neither agreed nor disagreed, 8% disagreed, and 3% strongly disagreed. This area of the survey had two questions that generated some concern from a human resources viewpoint that requires further examining. Question 19 garnered 27 (48%) of the respondents disagreeing and 10 (18%) strongly disagreeing with the concept that the connection between their job performance and compensation were clear. Responses to Question 21 showed 22 (39%) of the respondents neither agreeing nor disagreeing, 15 (27%) disagreeing, 12 (21%) agreeing that their ideas and opinions on issues that impact the agency are valued. This particular question seems to show a bit of ‘straddling the fence’ by some of the employees. Employees want to feel vested and valued in the agency, that their opinions and ideas do matter. Albeit possibly disconcerting from a outsider’s view, it is not as bad as imagined given the complexity and nature of work being performed and external agency pressures as mentioned earlier (Appendices B & D).

Questions 32- 37 focused on job satisfaction among employees in the agency. Fifty-four percent (54%) of the respondents are satisfied with their current job in the agency, with 32% being very satisfied. Interestingly enough, 18% of the respondents are not satisfied with their overall job security possibly due to the uncertainties of the agency’s continued existence (Appendices B & E). Job satisfaction is key to retaining employees that are going to be successful in the organization. If employees are satisfied, then their level of commitment to the agency is unwavering. It is also worth pointing out that the job class that -disagreed the most, or were most dissatisfied, in all three categories were the

Direct Care/ Support Services. Although, the responses averaged 2.33 across the categories with this response; interestingly enough, some employees will remain disgruntled and disagree when they feel they have been overlooked for job promotions, training opportunities, work projects, etc. The results from the survey visibly showed that there were more employees in agreement with agency leadership and its direction for the agency, their willingness to stay with the agency, and the overall satisfaction in doing their jobs. (See Appendix B)

Implementation Plan

During the course of research several human resources practices from across industries have been found to help employee retention and enhance employee commitment. They are summed up as follows:

- *Career Development Opportunities*- allows the employee to have some involvement in the decision making, encourages their ideas and implementation of them. Also creates a positive social work environment and adds content to the jobs and tasks to be done by the employees, enhancing employee satisfaction and commitment. Employee engagement and retention lead to higher satisfaction and loyalty (Devi, 2009)
- *Recruitment, Onboarding and Orientation*- hiring the right employees and keeping them engaged by providing proper induction into the organization. A well planned orientation program must be in place to help retain new employees.
- *Training & Development*- better training and development practices improve employee retention and commitment. They motivate and empower

employees which leads to their devotion the organization. All organizations must provide sufficient training to employees to attain the necessary knowledge, skills and abilities to perform better.

- *Compensation and Benefits*- must improve pay/compensation, working conditions, providing adequate resources, flex time, cooperative teams, good supervisors, culture and values of the organization. Salary is not the only factor, but a significant factor that determines if an employee stays or leaves.
- *Work Life Balance*- It has been observed that stress and its various components like emotional exhaustion and job burnout are the major causes of high employee turnover. Providing emotional support and work life balance to employees helps organizations in low turnover (Karatepe, 2013). Putting policies in place that cater to work life balance is important in satisfying employees and their decision to stay or leave an organization.
- *Communication*- considering what employees value in an organization would lead to a better retention policy which can be accomplished through open communication and negotiation with management and employees. When employees have 'a seat at the table', they feel their opinions and ideas matter and their voices are being heard.
- *Image and Empowerment*- how employees view the organization play a major role in their willingness to stay and be committed. Organizations should be transparent in the fact that employees don't want to be associated with unethical or bad management practices. Training, employee

empowerment and rewards leads to high performance work practices at workplace and help retain employees (Osman, 2013). Employee rewards, employee autonomy and image of the company play a major role in employee retention and commitment in the organization (Gberevbie, 2010). Autonomy refers to the discretion with which employees can carry out their responsibility. Thus if employees feel that they can take more and more decisions without the obligation to take permission for each decision taken or each task done by him/her then they feel that they are contributing substantially to the organizational progress and would want to stay in the organization. The point to which the job provides considerable freedom, autonomy to the individual in scheduling the work and in determining the procedures to be used in carrying it out is known as autonomy (Hackman and Oldham, 1975).

- *Work Redesigning*- refers here to activities that involve the modification of specific jobs or systems of jobs for improving both efficiency and value of employee work experiences. Job characteristics model helps in adding job variety, talent variety, job identity, task significance, independence and feedback. The outcomes of redesigning work are multifold- enhances work motivation and satisfaction for the employees whose work gets enriched (Hackman and Oldham, 1975). Thus redesigning work also helps in enhancing commitment among employees and keeping them glued to the organization.

John de la Howe should adopt the best practices and methods that are well suited for the agency's current situation to help enhance employee retention and commitment. Knowing that these are just best practices, none provide an all-inclusive or correct solution to employee retention and commitment. It, ultimately, depends on the work environment of the agency and its culture at the time. Based on the analysis of data for JDLH, the following points are a list of suggestions recommended for employee retention and commitment:

1. The agency should conduct "stay" interviews to understand why employees choose to stay with the agency. This information will help in understanding the reasons why employees stay with the agency and prove to be instrumental in developing sound retention practices. The agency continues to perform exit interviews but will need to overhaul the way they are being conducted to effectively gather information as to why employees chose to leave the agency. JDLH must strengthen its employee-retention strategies.
2. The agency should place more emphasis on encouraging and asking its managers/supervisors to be more involved in the communication process. Managers should spend considerable time in training employees, motivate good performers to move to new positions up the hierarchical ladder and determine why poor performers are not producing. Communication will also allow more employee engagement with the agency, allowing the employees voices to be heard as well (a key concern currently).
3. The agency can provide challenging assignments to keep employees motivated. If done in proper manner such programs can keep employees

determined and enthusiastic about their jobs. This can be accomplished in the training and development programs of the agency; which in turn, will also allow career growth and development for the employees. This could generate a value-added benefit for the employees.

4. The agency certainly needs to do keen hiring. The agency must hire selectively from the beginning by keeping in mind things like diligence, attitude, integrity, academic qualification, skills and experience. Recruiting and providing adequate onboarding is key to maintaining a positive workforce that is committed.
5. The agency should continue to encourage employees to be part of the agency's local community initiatives so that they feel they are not only working for the agency but also they are doing something good for humanity.
6. The agency must continue recognizing the need for the employee's personal time off. Giving employees the time to keep his/her personal life in place is also very important for employee retention.
7. Treating every employee equally and fairly is something JDLH must always keep in mind because for employees, it is very important that the agency treats everyone the same way without any bias. All ideas and opinions need to be heard to allow everyone to feel a part of decision making and create buy in.
8. JDLH must create a culture of choice, balance, development and care that keeps employees focused on the agency and its mission. This will allow growth opportunities for employees.

- *Culture of Choice*

Choices in the tools they use, the methods they employ, and the recognition they receive are all characterized as innovations in employee choice.

- *Culture of Balance*

Increased acceptance of flextime and work/life balance initiatives, helps the employees find satisfaction at home and on the job.

- *Culture of Development*

A culture of development can be cultivated through a variety of tools. Training, mentoring, and clear career paths all contribute to this culture. However, the strongest culture of development is created by the first line supervisor who works with the employee each day. Every supervisor and manager has an opportunity to show that they are interested in the employee's growth and development by asking the right questions and by understanding where the employee wants to go professionally.

- *Culture of Care*

Employees must feel a sense of inspiration to fully commit to their daily activities. Such inspiration might be a sense of contributing to the greater good. It might be a commitment to the team and its goals. Inspiration may be derived by following a committed and ethical leader. However the inspiration is created, employees must learn to care about their work and about the agency.

Summary and Recommendations

Hiring employees is just the beginning to creating a strong committed work force but, the real task is retaining them. There are no fixed practices that show the relevance and significance as to how to retain employees and keep them committed towards the organization because employers lay different emphasis on different variables depending on what suits their organization best. With the agency under scrutiny by the General Assembly again during this legislative session, it will be difficult for the agency and its employees to remain steadfast and focused on retention and commitment, without worrying whether they will have a job after June 30th. I remain optimistic about the agency's future and if proven right, I along with the agency administration, plan to move the agency down this ideal path of employee retention and commitment.

After the survey was completed, there were a number of indications noted why employees stay with JDLH. It was evident that most employees stay with the agency because they are supported in their jobs and the positive team environment. Overall, the employees respect the agency leadership and its guidance. The survey results showed a solidarity among most of the employees and their genuine concerns for the betterment of the agency and retaining its work force. It is my belief that if the agency adopts and implements the suggested practices for retention and commitment, it would begin to retain its employees. Retaining employees starts at the top with management investing in their employees to be successful.

Through this project and the research done, there were several factors attributed to the employee retention and commitment at JDLH. If the agency utilizes the suggested practices in its daily operations backed by human resources and agency leadership,

employee retention and commitment will see a drastic climb. Understanding factors that may influence retention is an important next step in understanding the type of employees that the agency should target when hiring, as well as the types of workplace interventions and strategies that should be implemented to help retain employees and move toward achieving a more stable workforce. For any organization to survive in today's ever increasing competition where employee poaching is on the rise, it is very important to retain the best employees and keep them committed towards the organization (Ahlrichs, 2000).

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Employee Survey

Thank you for participating in the Employee Survey. This survey is designed to provide you with the opportunity to offer insight on determining strengths as well as areas in which the agency can improve. Please read and sign the consent form before completing this survey. You can keep a copy of the consent form explanation. Please complete and submit the survey and consent form to Dr. Zebulon Young, Director of Human Resources.

This survey is being administered by Dr. Young for research on employee retention within the agency. If there is an issue with this survey, you can receive support by sending an email to: zebulon.young@delahowe.k12.sc.us or by calling (864) 391-0430.

1. To keep your answers anonymous, but to track responses over time, could you fill in the boxes for:

- The first 2 letters of your middle name |_|_| (XX if none)
- The first 2 letters of your mother's maiden name |_|_|

The first few questions enable us to see what mix of worker groups are doing the survey

2. What is your job title? _____

3. What is your current position classification?

- Executive/Professional
- Manager/Supervisor
- Direct Care/Supportive Services

3. How long have you been in State Government? _____ Yrs _____ Mths

4. How long have you been in your job at the agency? _____ Yrs _____ Mths

5. What is your current age? _____ Yrs _____ Mths

6. What is your highest level of education? _____

7. What is your current estimated income? _____

LEADERSHIP	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
8. JDLH is a leader in the industry of Residential Child Care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. JDLH is a strong competitor in key growth areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The agency's leadership has a clear vision of the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The agency's leadership has made changes which are positive for the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The agency's leadership has made changes which are positive for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

STAY	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
13. The agency is committed to the growth and development of its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I feel that I have the necessary control over my job to perform effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. People are held accountable for doing their jobs successfully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Policies and Procedures are reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Ideas and information are communicated effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I would not quit my job here and go to work for another employer if the only difference was a moderate increase in pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. There is a clear connection between my job performance and compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. I receive timely feedback about how I am doing my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. My ideas and opinions on issues that impact the agency are valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Goals and objectives are clearly communicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I receive the support needed to do my job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. I work in an environment that encourages innovation and creativity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

STAY	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
25. The agency is moving in a direction that reflects its mission and purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. The agency actively searches for ways to make improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. There is a positive team spirit at JDLH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Solutions to problems reflect the view of the entire team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. I have the necessary tools and resources to do my job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. I look forward to coming to work each day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. My job provides me with a feeling of personal satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with the following:

SATISFACTION	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
32. That you receive appropriate recognition for your contributions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. That your work gives you a sense of personal accomplishment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. With your direct supervisor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. With your overall job security?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. With the agency as a place to work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. With your job overall?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. Compared to a year ago, how would you describe your overall job satisfaction today?

- Much more satisfied
- Somewhat more satisfied
- Same level of satisfaction as last year
- Somewhat less satisfied
- Much less satisfied

John de la Howe School Employee Survey Results Tabulation



Survey Results		Job Classification of Participants		
Distributed		Executive/ Professional (E/P)	Manager/ Supervisor (M/S)	Direct Care/ Support Services (DC/SS)
Received	56	6	7	43
% of Responses	100.00%	10.71%	12.50%	76.79%

Avg Tenure in St. Govt (yrs)	16	13.21	19.37
Avg Tenure at Agcy (yrs)	15.84	7.35	13.73
Age Avg (yrs)	46	50	40
Highest Level of Educ.	Masters	Bachelors	HS Diploma
Avg Estimated Income (\$)	62300	43000	25000

Responses to Questions 3-7

LEADERSHIP	Strongly Agree	Agree	NEITHER	Disagree	Strongly Disagree
8 JDLH is a leader in the industry of Residential Child Care	12	34	4	4	2
9 JDLH is a strong competitor in key growth areas	16	32	6	1	1
10 Leadership has a clear vision of the future	26	24	4	1	1
11 Leadership has made changes that are positive for the agency	38	14	2	1	1
12 Leadership has made changes that are positive for me	36	16	1	2	1
Total	128	120	17	9	6

STAY	Strongly Agree	Agree	NEITHER	Disagree	Strongly Disagree
13 The agency is committed to growth and development of its EEs	26	27	1	1	1
14 I feel that I have the necessary control over my job to perform effectively	16	37	1	1	1
15 People are held accountable for doing their job successfully	38	14	2	1	1
16 Policies and Procedures are reasonable	12	34	4	4	2
17 Ideas and information are communicated effectively	36	16	1	2	1
18 I wouldn't quit my job here to work for another employer if the only difference was a moderate pay increase	13	37	0	4	2
19 Clear connection between my job performance and pay	9	8	2	27	10
20 I receive timely feedback about how I am doing my job	16	34	1	4	1
21 My ideas and opinions on impactful issues are valued	5	12	22	15	2
22 Goals and objectives are clearly communicated	22	32	1	1	0
23 I receive the support needed to do my job effectively	36	16	1	2	1
24 I work in an environment that encourages innovation and creativity	15	32	3	5	1
25 Agency is moving in direction reflecting its mission and purpose	36	16	1	2	1
26 Agency actively searches for ways to make improvements	18	32	2	3	1
27 There is a positive team spirit at JDLH	23	27	3	2	1
28 Solutions to problems reflect the view of the entire team	10	36	4	5	1
29 I have the necessary tools and resources to do my job effectively	16	37	1	1	1
30 I look forward to coming to work each day	22	28	3	2	1
31 My job provides me with a feeling of personal satisfaction	26	27	1	1	1
Total	395	502	54	83	30

How Satisfied are you with the following:

JOB SATISFACTION	Very Satisfied	Satisfied	NEITHER	Dissatisfied	Very Dissatisfied
32 That you receive appropriate recognition for your contributions	15	32	3	5	1
33 That your work give you a sense of personal accomplishment	16	37	1	1	1
34 With your direct supervisor	22	31	1	1	1
35 With your overall job security	12	24	8	10	2
36 With the agency as a place to work	22	28	3	2	1
37 with your job overall	27	23	3	2	1
Total	114	175	19	21	7

Overall Job Sat. Today	Much More	More	No Change	Less	Much Less
E/P	2	3	1	0	0
M/S	2	4	1	0	0
DC/SS	6	17	13	5	2
Total	10	24	15	5	2
Avg Overall JS	4	8	5	2	1

Break Out of Participant Responses by Job Classification

LEADERSHIP	Strongly A			Agree			Neither			Disagree			Strongly D		
	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS
Question 8	4	5	3	2	2	30	0	0	4	0	0	4	0	0	2
Question 9	5	5	6	1	2	29	0	0	6	0	0	1	0	0	1
Question 10	5	5	16	1	2	21	0	0	4	0	0	1	0	0	1
Question 11	6	4	28	0	3	11	0	0	2	0	0	1	0	0	1
Question 12	6	6	24	0	1	15	0	0	1	0	0	2	0	0	1
Total	26	25	77	4	10	106	0	0	17	0	0	9	0	0	6
Response Avg	5.2	5	15.4	0.8	2	21.2	0	0	3.4	0	0	1.8	0	0	1.2
	25.6 or 46%			24 or 43%			3.4 or 6%			1.8 or 3%			1.2 or 2%		

STAY	Strongly Ag			Agree			Neither			Disagree			Strongly Dis		
	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS
Question 13	5	4	17	1	3	23	0	0	1	0	0	1	0	0	1
Question 14	6	5	5	0	2	35	0	0	1	0	0	1	0	0	1
Question 15	6	6	26	0	1	13	0	0	2	0	0	1	0	0	1
Question 16	6	5	1	0	2	32	0	0	4	0	0	4	0	0	2
Question 17	5	5	26	1	2	13	0	0	1	0	0	2	0	0	1
Question 18	4	4	5	2	3	32	0	0	0	0	0	4	0	0	2
Question 19	3	2	4	3	4	1	0	0	2	0	1	26	0	0	10
Question 20	5	4	7	1	3	30	0	0	1	0	0	4	0	0	1
Question 21	3	2	0	3	7	2	0	0	22	0	0	15	0	0	2
Question 22	6	5	11	0	2	30	0	0	1	0	0	1	0	0	0
Question 23	6	5	25	0	2	14	0	0	1	0	0	2	0	0	1
Question 24	4	4	7	2	3	27	0	0	3	0	0	5	0	0	1
Question 25	6	6	24	0	1	15	0	0	1	0	0	2	0	0	1
Question 26	6	5	7	0	2	30	0	0	2	0	0	3	0	0	1
Question 27	4	5	14	2	3	22	0	0	3	0	0	2	0	0	1
Question 28	3	3	4	3	3	30	0	1	3	0	0	5	0	0	1
Question 29	5	5	6	1	2	34	0	0	1	0	0	1	0	0	1
Question 30	5	4	13	1	3	24	0	0	3	0	0	2	0	0	1
Question 31	3	4	19	3	3	21	0	0	1	0	0	1	0	0	1
Total	91	83	221	23	51	428	0	1	53	0	1	82	0	0	30
Response Avg	4.7895	4.37	11.63	1.2	2.68	22.53	0	0.05	2.789	0	0.05	4.316	0	0	1.579
	20.8 or 37%			26.41 or 47%			2.839 or 5%			4.366 or 8%			1.579 or 3%		

SATISFACTION	Very Sat			Satisfied			Neither			Dissatisfied			Very Dis		
	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS	E/P	M/S	DC/SS
Question 32	4	3	8	2	4	26	0	0	3	0	0	5	0	0	1
Question 33	4	5	7	2	2	33	0	0	1	0	0	1	0	0	1
Question 34	5	5	12	1	2	28	0	0	1	0	0	1	0	0	1
Question 35	3	5	4	3	2	19	0	0	8	0	0	10	0	0	2
Question 36	5	5	12	1	2	25	0	0	3	0	0	2	0	0	1
Question 37	6	6	15	0	1	22	0	0	3	0	0	2	0	0	1
Total	27	29	58	9	13	153	0	0	19	0	0	21	0	0	7
Response Avg	4.5	4.83	9.667	1.5	2.17	25.5	0	0	3.167	0	0	3.5	0	0	1.167
	19			29			3			4			1		
	34%			52%			6%			6%			2%		

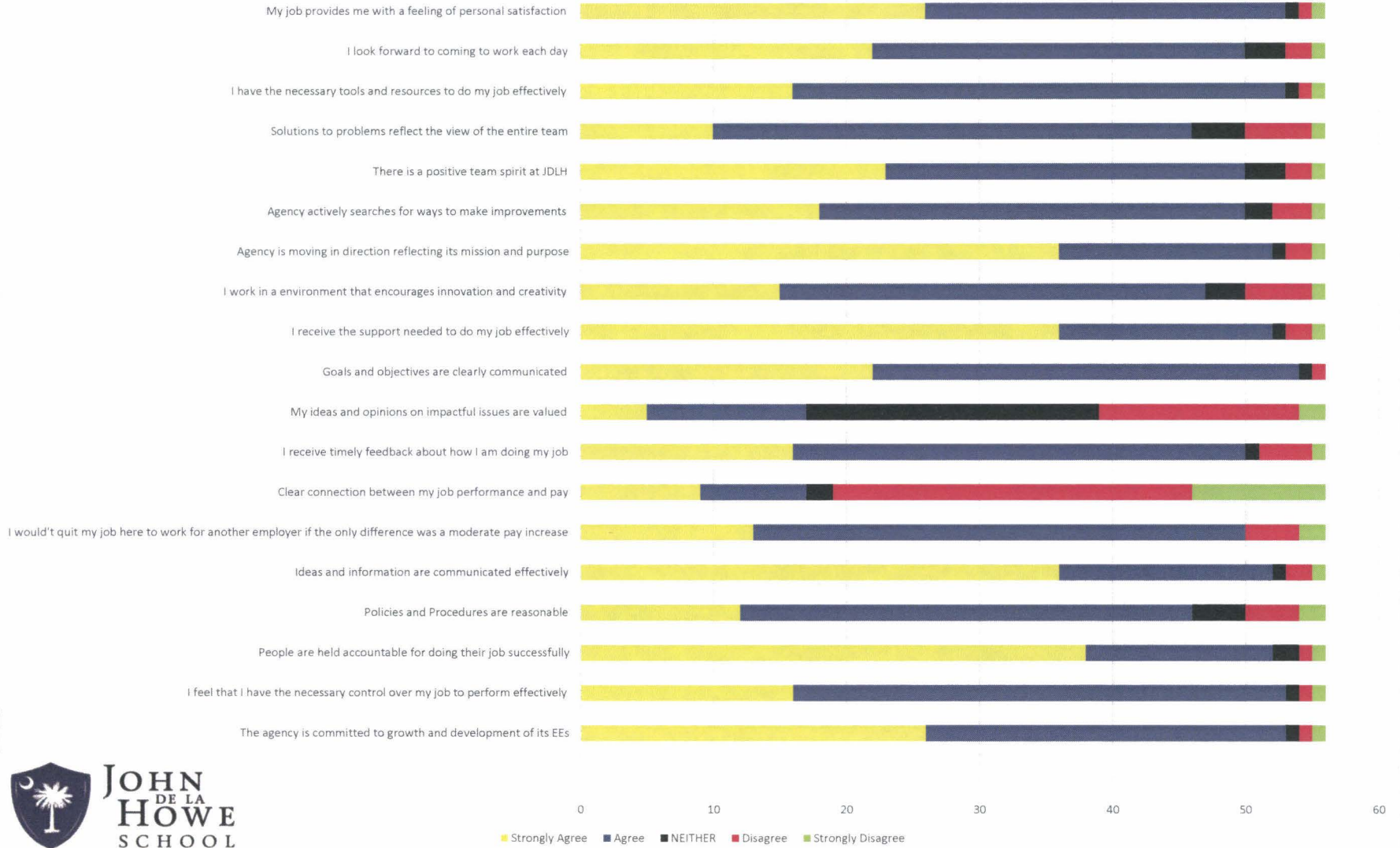
Appendix C

LEADERSHIP RESULTS



Appendix D

STAY RESULTS



Appendix E



JOHN
DE LA
HOWE
SCHOOL

Overall Job Satisfaction Today for 2016

