

MEMORANDUM

TO: All Staff  
Board of Directors  
Stakeholders

FROM: Paul J. Wexler, Executive Director

SUBJ: Results of Employee Satisfaction Survey

DATE: 02/05/07

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CFS has recently completed our second biennial written Employee Satisfaction Survey. The questionnaire was designed, distributed and collected by Jacque Scholl, Human Resources Manager. I thank her for her work on this important project and thank those staff who took the time to respond to the survey. Summaries of the 2006 responses and comparison to the 2004 Survey are attached.

A total of 51 staff (53%) responded to the survey. Of these, 16 provided their names (which was optional). In terms of length of employment, 48% of the respondents have worked at CFS for less than five years (27% less than one year). A total of 76% of the respondents listed their current position. Of these, 70% were in direct service and 30% were in management, clinical or administrative positions.

Employees indicated the area of least satisfaction to be salary, which was once again the lowest rated of the 20 questions by a significant margin.

Employees indicated the highest level of satisfaction in the area of Mission and Values with both questions rated "agree" by 48 employees and zero rating as "disagree".

A total of 23 staff members responded to the question, "What can CFS do to improve your satisfaction as an employee"? Their statements ranged from a few words to a full page and were essentially positive and helpful.

Written recommendations included the following:

Personnel: increase salary was the overwhelming statement. Other comments included adding vision insurance, increasing bereavement leave, expanding the lunch break, adding rehab staff, and increasing staff coverage during the winter holiday season.

Training: more opportunities in career advancement, cultural diversity, supervision skills and academics.

Environment: expansion and upgrades of computer technology, additional telephones, improved lighting and climate control, and limit to building access.

Program: additional therapeutic equipment, designed planner for community inclusion, and alternative work opportunities for aging community based clients.

Next Steps:

- Formal review by the Board of Directors.
- Managers discuss the survey results in departmental meetings and provide feedback to the Human Resources Manager.
- Discussion with individual employees who identified themselves and made specific recommendations.
- Human Resources Manager addresses training requests through future Staff Development days and other sessions.
- Survey results are posted on the CFS website: [www.centralfairfaxserv.org](http://www.centralfairfaxserv.org) for review by stakeholders.

SUMMARY: With 43 respondents agreeing with the question, “Overall I am satisfied with CFS as an employer” and no one who disagreed, it seems that the results of this survey were quite positive. Nevertheless, despite the increases in “agree” responses from the 2004 survey, there is still room for significant improvement. Some of the concerns expressed could be addressed largely through management efforts while others (primarily increasing salary) will require support from funding sources. It must be remembered that the quality of services provided to CFS clients depends on the skills and efforts of our staff. The feedback provided in this survey must be given ongoing attention by all those who support the work of CFS.

**Comparison of 2004 and 2006 Employee Satisfaction Surveys** \*

	<b>2004</b>	<b>2006</b>	<b>Variance</b>
Mission and Values	100%	100%	0
Work Environment	96%	100%	4%
Communications	75%	98%	23%
Training and Professional Development	85%	95%	10%
Performance Evaluation	N/A	99%	N/A
Recognition and Compensation	74%	82%	8%
Supervision	92%	97%	5%

\* based on Agree/Disagree responses