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January 15, 2013

The Honorable Edward J. Kasemeyer
3 West, Miller Senate Building
Annapolis, Maryland 21401

The Honorable Norman H. Conway
Room 121, House Office Building
Annapolis, Maryland 21401

Dear Chairman Kasemeyer and Chairman Conway:

I am pleased to submit the Department of Juvenile Services (DJS) Direct Care Staff Retention Study requested in the Report on the State Operating Budget (SB 150) and the State Capital Budget (SB 151) and Related Recommendations – Joint Chairmen's Report (JCR), 2012 Session, (p. 134).

As the JCR required, DJS contracted with an outside consultant to conduct an anonymous survey of current direct care employees in order to gain a better understanding of the reasons behind the department's ongoing staffing issues. The Institute for Innovation and Implementation (University of Maryland School of Social Work) conducted a survey designed to enhance DJS' understanding of issues related to staff retention.

DJS will review the findings presented and identified strategies through the lens of our current budget constraints. As we have done in the recent past, DJS continues to look within to reallocate resources and initiate strategies in order to make needed reforms a reality without any new funding. We will continue to scrutinize our resources to ensure that operations are as efficient as possible while we hope for further economic recovery and the resources that will follow. Please do not hesitate to contact me if I can provide any additional information regarding the attached report.

Sincerely,

Sam Abed
Secretary



**Maryland Department of Juvenile Services
Direct Care Staff Retention Study
Summary Report**

**Prepared by The Institute for Innovation & Implementation,
University of Maryland School of Social Work
Submitted on December 21, 2012**

Executive Summary

Maintaining adequate staffing has been an ongoing issue for the Maryland Department of Juvenile Services (DJS). Some progress has been made in terms of recruitment, but the retention of direct care staff remains a significant problem. Although the Department is able to gain some understanding of the reasons behind the staffing issues through employee exit interviews, input from current staff could also prove valuable. As such, the Maryland State Legislature has required DJS to oversee and fund a survey of current direct care employees in order to obtain information that can be utilized to understand why retention is such a problem and to identify possible solutions.

The Institute for Innovation and Implementation (University of Maryland School of Social Work) conducted a survey designed to enhance DJS' understanding of issues related to staff retention. Overall, 201 employees from the facility direct care workforce participated. The response rate among this group was low, despite efforts to address survey dissemination issues and staff reluctance to participate. Many staff conveyed concerns regarding anonymity and confidentiality, despite reassurances by the university staff. Consequently, study results should be considered with caution—though many of the findings are consistent with the existing literature on staff retention.

Findings from this sample indicated significant levels of turnover intentions based on multiple measures for this outcome (i.e., job withdrawal, work withdrawal, and job search behaviors). According to one measure, over one-third of the respondents intended to search for a job with other employers within the next year. The study revealed a number of factors that were related to staff's intentions to leave their current positions, including stress, morale, career commitment, geographic job opportunities, compensation, and training quality/access.

Based on the findings, several strategies were identified to improve retention among direct care staff. In sum, the agency should focus on improving recruitment strategies to ensure that facilities are staffed with employees who are committed to a career in juvenile services; and show their commitment to this workforce with better compensation and improved hours (i.e., less overtime and more flexibility), appropriate mechanisms for advancement, training and support around stress and safety, and inclusion in ideas for making improvements. Leaders should be developed and coached to effectively address issues related to staff morale and stress.

Background and Rationale

Staff retention appears to be a major issue for juvenile correctional agencies across the country. Previous studies have documented annual turnover rates in juvenile correctional institutions at 20 and 23 percent (Wright 1993; Minor, Wells, Angel, & Matz, 2010). One report focusing on the frontline human services workforce estimated turnover rates in juvenile justice agencies as high as 80 percent (Annie E. Casey Foundation, 2003). High turnover rates have negative consequences for juvenile corrections agencies, and potentially, for the youth served. For these agencies, the time and money spent on recruiting, selecting, orienting, and training new employees is costly. Correctional agencies may expend between \$10,000 and \$20,000, or even more, to hire a new employee (Lambert & Hogan, 2009; McShane et al., 1991). Some states have reported that training alone can cost as much as \$7,525 (Crews & Bonham, 2007). Further, high turnover rates can result in the loss of skilled staff members, and ultimately impact proper service delivery. Understaffing further contributes to distress in the workplace, which, in turn, can further impact staff turnover (Minor et al., 2010).

These issues are relevant to the Maryland Department of Juvenile Services' (DJS), a state agency mandated to appropriately manage, supervise and treat youth who are involved in the juvenile justice system across Maryland. DJS is involved in nearly every stage of the juvenile justice process from the moment a youth is brought into juvenile intake through release to the community after completing treatment. DJS is comprised of a central office, 14 facilities, and 32 field offices across the state (at least one in each county and 3 in Baltimore City). The facilities and offices are organized into six regions (Baltimore City, Central, Eastern Shore, Metro, Southern, and Western). DJS' facilities can be classified into two primary categories: (1) detention, where youth are held for short stays prior to court hearings or pending placement in a longer-term residential program; and (2) committed residential, which house youth who have been committed to DJS.

Retention is particularly an issue among staff who work in direct care positions in detention and committed residential facilities. Direct care staff consist of Resident Advisors and Group Life Managers; these employees work directly with youth in DJS-operated facilities. Table 1 depicts the characteristics of the overall DJS workforce, direct care line staff, and direct care supervisors. Direct care personnel constitute approximately one-third (n=693) of DJS's 2,080 employees. The majority of these staff work in the Western Region (Allegany, Frederick, Garrett, and Washington Counties), Metro Region (Montgomery and Prince George's Counties), and Baltimore City. Most direct care line staff and supervisors are male (53% and 55%, respectively) and African American (77% and 70%, respectively). The average age for direct care line staff is 38 years old, whereas supervisors are slightly older (42 years old, on average). Fifteen percent of these line staff are contractual employees (no supervisors). Direct care supervisors have approximately four more years of experience with DJS compared with the line staff, and, their average annual salary is \$8,303 more than line staff's average salary.

Table 1. Descriptive Statistics of DJS' Workforce

| | All DJS Staff | Direct Care Line Staff | Direct Care Supervisors |
|---------------------------|----------------|------------------------|-------------------------|
| Total | 2080 | 649 | 44 |
| <i>Region</i> | | | |
| Headquarters | 12% (255) | 0 | 0 |
| Baltimore City | 23% (483) | 21% (136) | 23% (10) |
| Central | 13% (275) | 15% (100) | 9% (4) |
| Western | 19% (402) | 27% (176) | 21% (9) |
| Eastern Shore | 8% (159) | 7% (43) | 14% (6) |
| Southern | 8% (159) | 6% (37) | 9% (4) |
| Metro | 17% (347) | 24% (157) | 25% (11) |
| <i>Gender</i> | | | |
| Female | 57% (1179) | 47% (307) | 45% (20) |
| Male | 43% (901) | 53% (342) | 55% (24) |
| <i>Race</i> | | | |
| African American/Black | 66% (1364) | 77% (500) | 80% (35) |
| Caucasian/White | 32% (674) | 22% (142) | 21% (9) |
| Hispanic/Latino | <1% (11) | <1% (2) | 0 |
| Asian | <1% (19) | <1% (3) | 0 |
| Other | <1% (12) | <1% (2) | 0 |
| <i>Position Type</i> | | | |
| PIN | 92% (1923) | 84% (548) | 100% (44) |
| Contractual | 8% (157) | 15% (101) | 0 |
| Age ^a | 43.6 (11.7) | 38.5 (10.5) | 42.0 (8.9) |
| State Tenure ^a | 10.2 (9.0) | 5.2 (5.1) | 9.5 (5.7) |
| DJS Tenure ^a | 9.1 (8.2) | 5.1 (4.9) | 9.3 (5.7) |
| Salary ^a | 45,423 (14087) | 35,962 (5653) | 44,265 (2636) |

^aDescriptive statistics reported as the mean (standard deviation).

DJS has experienced rising turnover rates among facility direct care staff over the past few years. Turnover rates increased from approximately 14 percent in Fiscal Year (FY) 2010 to 22 percent in FY 2011, and then to 28 percent in FY 2012. Likewise, the monthly number of PIN vacancies for facility direct care staff has exhibited an increasing trend over the past three fiscal years, with 91 vacancies reported as of August 2012 (DJS StateStat Data Spreadsheets, 2012).

In order to better understand the reasons behind the Department's ongoing staffing issues, DJS contracted with the Institute for Innovation and Implementation at the University of Maryland School of Social Work (UM SSW) to conduct an anonymous survey of current employees. The survey aimed to identify employees' concerns with the work environment and any impediments to retention, in addition to possible solutions and areas for improvement.

As a preliminary step to this study, the UM SSW reviewed the research literature on staff retention in juvenile corrections. Despite apparent problems with staff retention in juvenile justice agencies nationwide, there is surprisingly little research on the topic specific to the field of juvenile justice. And drawing conclusions from the collective literature is complicated by the fact that the existing studies utilize different types of samples (e.g., detention versus long-term residential facilities), different predictors, and different measures for turnover (actual turnover versus intent to leave the agency). Generally speaking, these studies have identified a number of factors that are significantly related to job turnover in juvenile correctional settings, including job satisfaction (Minor et al., 2010; Mitchell, Mackenzie, Styve, & Gover, 2000; Liou, 1998), organizational commitment (Minor et al., 2010; Matz, Wells, Minor, & Angel, in press), satisfaction with coworkers (Minor et al. 2010), job stress (Mitchell et al., 2000), poor communication (Mitchell et al., 2000), care towards youth (Mitchell et al., 2000), satisfaction with supervisors (Tipton, 2002), feelings of safety and environmental security (Tipton, 2002), and perceived opportunities for professional advancement (Tipton, 2002). Studies examining the relationship of turnover with personal characteristics, such as age, race, and gender, have yielded inconclusive or inconsistent findings, as a whole; and the most recent studies have indicated that environmental/organizational and attitudinal factors are more important than demographic characteristics to understanding staff turnover and retention.

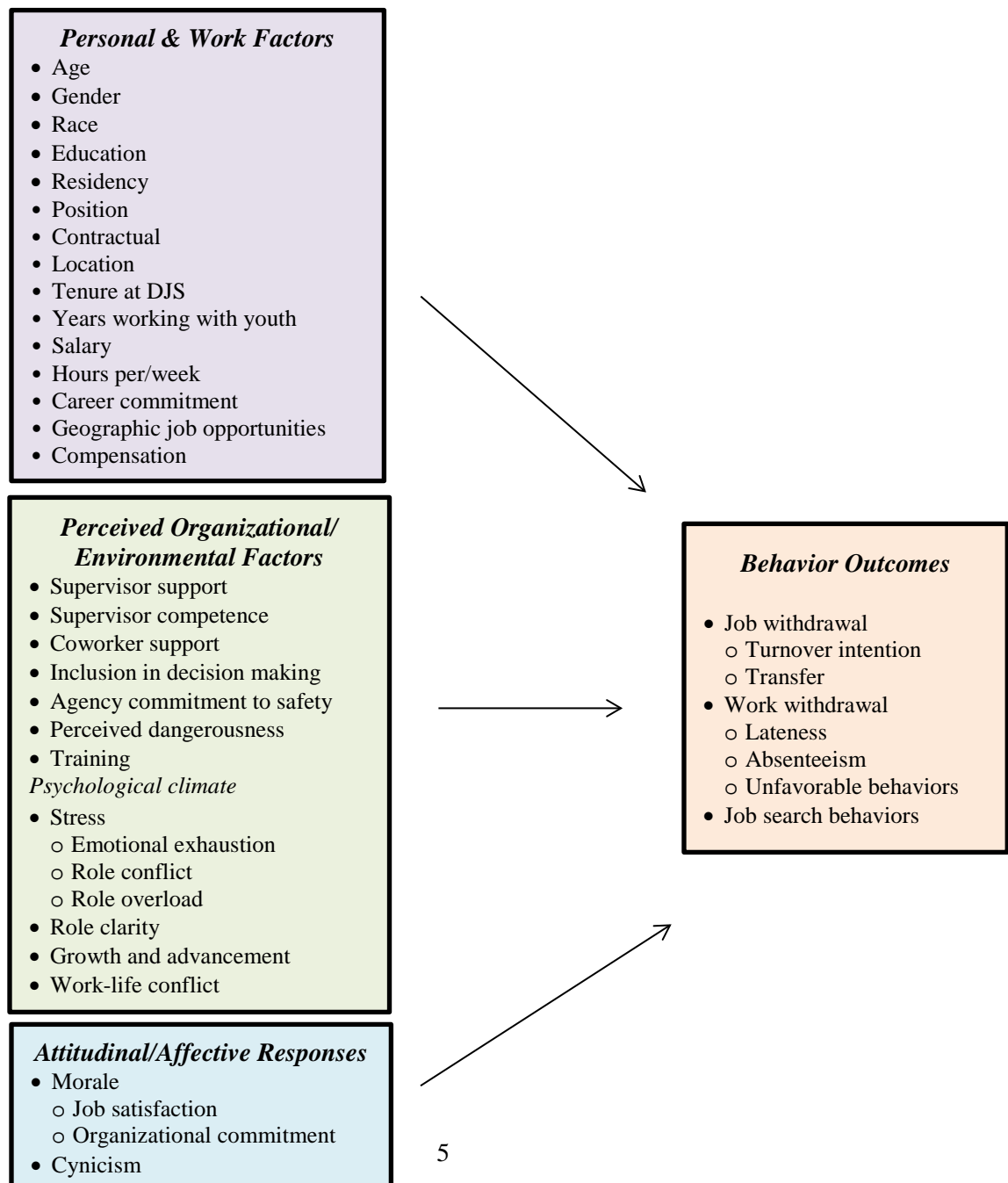
Literature pertaining to staff retention in related fields, namely adult corrections and child welfare, was also reviewed. Notably, job satisfaction and organizational commitment represent two of the strongest predictors of turnover in the adult corrections literature (e.g., Jurik & Winn, 1987; Lambert, 2006; Lambert & Hogan, 2009; Lambert & Paoline, 2010). Research on turnover in the child welfare workforce has also yielded a number of organizational factors similar to those identified in the juvenile justice research noted above. A recent study, conducted by one of the authors of this report, examined turnover among staff in Maryland's child welfare system and identified several factors that influence behaviors related to turnover. Significant predictors included stress, safety concerns, morale, inclusion in decision making, perceptions of geographic employment options, and career commitment (Hopkins, Cohen-Callow, Kim, & Hwang, 2010).

Conceptual Framework

The aims of this study were to gain greater insight into the factors related to turnover intentions among DJS' direct care workforce, and to identify potential strategies for improving worker retention and decreasing staff turnover. Data collection was informed by a conceptual framework developed by Hopkins and colleagues (2010; also see Hopkins et al., 2007), as well as discussions with DJS executive staff about factors they thought were related to current staff retention issues. Figure 1 provides a visual representation of the conceptual model including person and work-related factors, perceived organizational/environmental factors, attitudinal/affective responses, and behavioral outcomes related to turnover. Like Hopkins et al.'s (2010) study of the child welfare system, this study utilizes multiple measures to assess

turnover intentions. Specifically, the survey consists of measures for work withdrawal, job withdrawal, and job search behaviors. Work withdrawal behaviors are indicated by disengagement, such as missing work, being late, missing meetings and neglecting tasks, among others. Job withdrawal is characterized by intentions to seek employment elsewhere or making plans to transfer. Figure 1 shows these turnover-related outcomes as a function of personal characteristics, work factors (e.g., salary, position, tenure, etc.), perceptions of their work environment, as well as their attitudinal/affective responses to the work environment. The factors incorporated into this model also represent variables found to be important in prior juvenile justice research.

Figure 1. Factors Related To Juvenile Justice Worker Withdrawal and Search Behaviors



The survey for this study was developed in such a manner that it would capture each of the variables in the conceptual model. Measures were derived from correctional, child welfare, and industrial/organization psychology literature, and found to have psychometrically sound properties (see Appendix 1 for a description of these measures and their sources). Ultimately, the findings can be used to make an informed decision regarding strategies to bolster retention among DJS's direct care workforce.

Method

DJS worked collaboratively with a research team from UM-SSW to conduct an anonymous employee survey. UM-SSW research staff participated in several planning meetings with DJS executive staff members to review survey content and logistics for dissemination. The team elected to conduct the survey online in order to expedite the data collection process. The survey was constructed in a web-based format that participants could access on a secure, designated site. The final survey consisted of valid and reliable measures, including questions about respondents' perceptions of personal factors and organizational and environmental conditions that contribute to employees' intent to stay or leave DJS. Although the survey was designed to identify direct care employees' concerns with the work environment and any impediments to retention, the team decided the items were relevant to all staff, and utilized the opportunity to survey the entire workforce. This report focuses on the responses of the facility direct care workers.

Participants

DJS provided the research team with a list of all current staff, including their titles, office/facility locations, whether they were contractual employees, and email addresses (if applicable). All direct care staff, including Resident Advisors and Group Life Managers, were invited to participate. Of the 693 potential participants from this segment of the workforce (including supervisors), 201 completed the survey for a 29% response rate.¹

Measures

The researchers developed a comprehensive, valid, and reliable survey instrument with standardized measures that would yield useful data. As noted above, this effort involved a careful examination of previous and ongoing retention research in the field of juvenile justice, as well as related fields such as adult corrections and child welfare. The survey included questions about respondents' personal factors and perceptions of organizational and environmental conditions that contribute to employees' satisfaction, organizational commitment, work and job withdrawal, and current job search behaviors (see the Conceptual Framework, Figure 1). Short summaries of each scale follow; more detailed information for each scale is provided in Appendix 1.

¹ In total, 701 staff across the agency completed the survey, for an overall response rate of 34%.

- *Career commitment*, an eight-item scale, measured employees' commitment to juvenile services as a career and ideal vocation.
- *Geographical job opportunities*, a three-item scale, measured the perceived ease of obtaining a better job in the geographical area.
- *Compensation*, a four-item scale, measured satisfaction with salary and benefits.
- *Supervisor Support*, a twenty-item scale, measured both emotional and task-oriented support provided by supervisors.
- *Coworker Support*, an eight-item scale, measured emotional support provided by coworkers.
- *Inclusion in Decision Making*, a four-item scale, measured the extent of being consulted and having influence in agency decisions.
- *Agency Commitment to Safety*, a two-item scale, measured perceptions of DJS' commitment and efforts to keep staff safe.
- *Perceived Dangerousness*, a five-item scale, measured the extent to which staff perceive their job as dangerous.
- *Training*, a two-item scale, measured perceptions of training quality and access.
- *Psychological Climate* was measured using subscales from the Organizational Social Context (OSC) Scale (Glisson et al., 2008):
 - *Stress* was comprised of three factors: *emotional exhaustion*, a six-item scale; *role overload*, a seven-item scale; and *role conflict*, a seven-item scale.
 - *Role Clarity*, a five-item scale, measured perceptions of clearly defined job responsibilities, goals and objectives, and evaluation procedures.
 - *Growth and Advancement*, a five-item scale, measured perceptions of opportunities for professional development and promotion.
- *Work-life conflict*, a five-item scale, measured the interference of work on aspects of personal and family life.
- *Morale* was comprised of two subscales also derived from the OSC:
 - *Job Satisfaction*, a nine-item scale, measured feelings of satisfaction and accomplishment from the job and working with clients.
 - *Organizational Commitment*, an eight-item scale measured the degree to which employees cared about the organization and felt a part of it.
- *Cynicism for change*, a five-item scale, measured the extent to which employees are pessimistic about the organization's ability to change procedures or improve.
- *Job Withdrawal* was measured with seven items that captured intent to leave one's job either by transferring to a new position within DJS or by leaving DJS altogether. Higher scores indicate greater job withdrawal. Scores were comprised by taking the average of the two subscales, turnover (three items) and transfer (4 items), and adding them together.

- *Work Withdrawal* was measured with sixteen items that captured negative behaviors including lateness, absenteeism, and other unfavorable behaviors (e.g., neglecting tasks) in which employees engaged to avoid work while still remaining on the job. Scores were computed by taking the sum of the averages of lateness (two items) and absenteeism (four items) subscales and adding this score to the ten unfavorable behavior item scores, thus giving them equal weight. Higher scores indicate greater work withdrawal.
- *Job Search Behavior* was measured with four items that assessed employees' current job seeking activities, including seeking out information about jobs, following up on job leads with other employers, and intending to find a new job within a year.

Data Collection Procedures

The survey was constructed using Qualtrics, a secure online survey program. It was pilot tested with six staff at the UM SSW, to ascertain ease of completion, comprehension, and time commitment. It took pilot participants, on average, 10-20 minutes to complete the survey.

Prior to disseminating the survey, the Secretary of DJS sent an email to all staff, orienting them to the purpose of the study and the SSW's involvement, and encouraging participation. Data collection proceeded in two ways. In the first approach, all staff who had regular access to a computer and a DJS email address were sent an email with an individual, anonymous link to the survey. A second approach was devised to accommodate all direct care staff, who do not necessarily have and/or utilize DJS email. DJS's IT department posted the survey link on a secure computer in each facility. All direct care staff received instructions for participation and a unique survey code in a sealed envelope; the code enabled an individual to access the survey and ensure that he/she could not submit more than one response. The instructions also included a survey link that could be typed into any browser in order to access the survey off site. The Superintendent in each facility coordinated the distribution of participant envelopes, ensured that staff was aware of the computer location, and encouraged participation. All forms of communication (e.g., email and participant instructions) noted that the survey was voluntary, participants' responses would be aggregated, and encouraged staff to participate.

Data collection proceeded for approximately two weeks. Reminder emails were sent to all staff one week after initial survey distribution, and twice within the last week. Research staff also contacted each Superintendent one week after the survey launch to ensure that direct care staff had received the instructions and to identify (and hopefully resolve) any participation issues in their respective facilities.

During this initial data collection period, only 35 direct care staff completed the survey. There were some initial technical problems preventing staff from accessing the survey online in the facilities (e.g., firewall issues); these issues were promptly addressed by the IT unit. In some facilities the survey instruction envelopes were not distributed immediately due to schedule

conflicts. Additionally, according to the Superintendents, many staff indicated that they already completed the survey when probed, or suggested that they did not want to complete the survey for fear of being identified by their responses. In one instance, a Superintendent indicated that staff shortages did not permit staff time to take the survey during working hours.

In an attempt to increase the response rate, the survey was slightly revised once the initial data collection period had closed; the age, job classification/title, and location item responses were collapsed in order to enhance perceived anonymity. Changes were highlighted via email and conveyed to Superintendents in order to spread the word to direct care staff. This effort yielded 26 more respondents. Again, Superintendents indicated that staff were not reporting any issues and some suggested they were completing the survey.

In a final effort to bolster the response rate among direct care staff, the survey was revised again to take off all identifying characteristics. It was also provided as a paper survey in each facility. Due to the short time frame, Superintendents were instructed to print the survey and make it available to all staff who had not yet participated. They also provided staff with envelopes in order to keep responses private and anonymous. This final data collection approach yielded 140 additional responses.

Analysis

The survey data was downloaded into an SPSS database for analysis. Survey data was analyzed using a variety of appropriate statistical techniques including:

- Descriptive analyses of the survey items and scales;
- Internal consistency reliability analyses for each of the survey scales;
- Bivariate correlations among the various measures;
- Multiple regression analyses to determine the factors related to job and/or work withdrawal and search behaviors.

Findings are summarized to assist in DJS' efforts to improve employee satisfaction and retention within the agency. Care was taken to ensure that all responses are reported in a manner such that they cannot be linked back to any individuals. Only the SSW researchers had access to the survey data, and the data was compiled and reported in aggregate form.

Results

This section of the report describes the major findings from the descriptive, correlational, and multivariate regression analyses of the survey data. Appendix 2 presents the item responses for all surveys completed by direct care staff.

Of the 201 survey responses originally collected from direct care staff, 7 surveys had to be dropped from the following analysis due to excessive missing data. Further, in one facility, several items did not print correctly and staff were not able to complete critical items on the survey; in all, 14 surveys were dropped for this reason. The following analyses are based on data from 180 direct care staff, or 26 percent of the Residential Advisors (including supervisors) and Group Life Managers.²

Table 2 summarizes the scale ranges, means, standard deviations, and reliability alphas for the scales/variables in the study model that measured person/work factors, employees' perceptions of the organizational environment, attitudinal/affective responses, and behavioral outcomes (i.e. organizational withdrawal and search behaviors). Generally speaking, all scales demonstrated fair to very good reliability with this sample (Cronbach's α s for the final scales ranged from .69 to .99). Table 3 presents the correlation matrix for all variables.

Person and Work Factors

Demographic and position-related items were only included in the initial version of the survey, which was completed by 61 direct care workers. Recall that these items were dropped from the instrument in the extended data collection due to significant concerns regarding anonymity, as reported by staff, supervisors, and Superintendents. Though these factors were desirable in order to assess the representativeness of the direct care worker sample, DJS executive staff wanted to ensure that additional responses were obtained regarding the organizational and environmental perceptions—the most important factors related to retention according to prior research—as well as the turnover-related measures. Thus, demographics and position-related factors are not reported here, nor were they included in the subsequent analyses.

Three important person and work-related factors were collected in the survey scales, however—career commitment, geographical job opportunities, and compensation. The average score for the Career Commitment scale was 3.03 (s.d.=0.80) for direct care staff. While over 50 percent of the staff *agreed* or *strongly agreed* that they “want a career in juvenile services”, only 26 percent *agreed* or *strongly agreed* that “this is an ideal vocation that I like too well to give it up” (see Appendix 2 for aggregated responses for all items). Generally speaking, the Geographic Job Opportunity scale mean score (\bar{x} =2.47, s.d.=1.20) and the individual item responses suggested that staff do not think it would be easy to find a better job in their region. Finally, the average score for the Compensation scale (\bar{x} =2.47, s.d.=1.02) suggested that staff are generally not satisfied with their salary and benefits. Less than one-quarter of the respondents *agreed* or *strongly agreed* that they are “satisfied with the salary I receive from my agency” (17%), are “paid fairly considering my education and training” (22%), and are “paid fairly considering the responsibilities that I have” (20%).

² Note that the frequencies reported in Appendix 2 represent all 201 direct care staff; these findings are not substantively different for the 180 surveys utilized in the subsequent analysis.

Perceived Organizational/Environmental Factors

Generally speaking, staff reported favorable perceptions of their supervisors (\bar{x} =3.52, s.d.=1.03) and coworkers (\bar{x} =3.29, s.d.=0.96). For instance, two-thirds of the staff *agreed* or *strongly agreed* that their “supervisor provides the help I need to complete required tasks,” and 61 percent *agreed* or *strongly agreed* that their “supervisor is knowledgeable about effective ways to work with youth and families.” While most staff perceived direct supervisors as competent and supportive, additional comments by the respondents reflected concern over the lack of strong leadership behavior and “personal commitment to excellence” displayed by higher-level managers. Over half (52%) of the respondents *agreed* or *strongly agreed* that “my co-workers back me up.”

Approximately two-thirds of the direct care staff *agreed* or *strongly agreed* that they “work in a dangerous job” (65%) and a greater share *agreed* or *strongly agreed* that “a person stands a good chance of getting hurt” (73%). And though the Agency Commitment to Safety scale mean score (\bar{x} =3.21, s.d.=1.09) suggests that staff perceive the agency as committed to keeping them safe, one-third *disagreed* or *strongly disagreed* that they “received the kind of training I need to keep myself safe while working here.” On the other hand, over half of the staff *agreed/strongly agreed* that “attending training and development programs is made a priority for our staff” (51%) and most offered a neutral (39%) perception of the quality of these programs, more generally.

Regarding the perceived psychological climate of the organization, the average score on the Stress scale was 2.91 (s.d.=0.94), suggesting a moderate level of stress overall. Notably, 33 percent selected *a very great extent* in response to “how often do your coworkers show signs of stress,” and the majority of staff indicated that “there are not enough people to get the work done.” There were many additional respondent comments included in the surveys related to “overtime” expectations for staff and having to work “double-shifts”. Staff reported a higher score, on average, for Role Clarity (\bar{x} =3.30, s.d.=0.87), but a lower score for Growth and Advancement (\bar{x} =2.42, s.d.=1.04). Concerning the latter, 25 percent of staff indicated *not at all* in response to “this agency provides numerous opportunities to advance if you work for it,” and 31 percent selected *not at all* in response to “this agency rewards experiences, dedication and hard work.” Additional comments reflected that some of the respondents perceived unfair promotion practices based on favoritism, personality, etc. rather than merit, education, and skill. Staff reported high scores on average for Work-Life Conflict (\bar{x} =3.61, s.d.=1.20); 56 percent *agreed* or *strongly agreed* that “the amount of time my work takes up makes it difficult to fulfill family responsibilities.”

Attitudinal/Affective Factors

Morale was comprised of two subscales—Job Satisfaction and Organizational Commitment. Overall, staff reported moderate perceptions of Job Satisfaction (\bar{x} =2.96, s.d.=0.98), and fairly positive scores for Organizational Commitment. Well over half of the respondents reported that

they *agree* or *strongly agree* that they “really care about the fate of this agency” (57%), and two-thirds indicated that they are “willing to put in a great deal of effort in order to help this agency be successful” (66%). Still, 29 percent reported *not at all* in response to how satisfied they were “with the recognition you get for doing a good job.”

Staff also reported moderate perceptions of Cynicism for Change (\bar{x} =3.22, s.d.=1.07). For instance, 35 percent *agreed* or *strongly agreed* that “changes to the usual way of doing things at this facility/location are more trouble than they are worth,” yet 56 percent indicated that “it’s hard to be hopeful about the future because people have such bad attitudes.”

Behavioral Outcomes

Finally, staff responded to a series of items regarding their intentions to leave DJS or transfer to another location within the agency (job withdrawal); lateness, absenteeism, and unfavorable behaviors (work withdrawal); and their current job search behaviors. Together, these factors presented a multi-dimensional picture on the likelihood that direct care staff would be retained by DJS. Overall, only 31 percent reported that they *never* “think about resigning from your current job,” though 73 percent indicated that it is *unlikely* or *very unlikely* they “will resign from your current job in the next six months.” Many staff indicated that they would be interested in transferring to other positions within the agency—29 percent reported that “transferring to a different position at the agency” would be *very desirable* for them. Generally speaking, only a small share of staff reported unfavorable work behaviors that would suggest work withdrawal. That stated, over one-third of the staff indicated *agree* or *strongly agree* that “within the next year, I intend to search for a job with other employers” (37%).

The next steps of the analysis sought to identify factors that are significantly related to job withdrawal, work withdrawal, and job search behaviors. Table 3 presents the bivariate Pearson correlations for all variables. All of the personal, organizational/environmental, and attitudinal/affective scales were significantly correlated with job withdrawal and job search behaviors, and the majority showed a significant relationship with work withdrawal. Stress, morale, cynicism for change, work-life conflict, and career commitment had the strongest correlations with all three behavioral outcomes.

In the final step of this analysis, a series of multivariate regression models were estimated to establish the most important predictors of staff retention, controlling for all other factors. Given the relatively small sample size, a stepwise approach was utilized to identify significant predictors for each of the three outcomes. First, domain-specific models (i.e., personal/work factors, perceived organization/environmental factors, and attitudinal/affective factors) were estimated for each outcome. Then, significant variables from the domain-specific models were entered into the “full” model for each outcome. Results of both models for all three outcomes are reported in Table 4.

Overall, five variables were significantly related to job withdrawal in the full model. Lower levels of career commitment, satisfaction with compensation, and perceived agency commitment to safety, and higher levels of stress and geographic job opportunities were related to greater job withdrawal. Only two of the variables were significantly related to work withdrawal in the full model—greater stress and lower morale predicted work withdrawal. Finally, lower levels of career commitment and morale and higher levels of stress were significantly related to greater job searching behaviors, all else equal.

Table 2. Descriptive Statistics for All Scales

| | Range | N | Mean | Standard Deviation | Alpha |
|---|-------|-----|-------|--------------------|-------|
| <i>Person/Work Factors:</i> | | | | | |
| Career commitment | 1-5 | 179 | 3.03 | 0.80 | .81 |
| Geographic job opportunities | 1-5 | 176 | 2.47 | 1.20 | .94 |
| Compensation | 1-5 | 179 | 2.47 | 1.02 | .88 |
| <i>Perceived Organizational / Environmental Factors:</i> | | | | | |
| Supervisor support | 1-5 | 178 | 3.52 | 1.03 | .99 |
| Coworker support | 1-5 | 176 | 3.29 | 0.96 | .96 |
| Inclusion in decision making | 1-5 | 176 | 2.82 | 1.06 | .93 |
| Agency commitment to safety | 1-5 | 176 | 3.21 | 1.09 | .85 |
| Perceived dangerousness | 1-5 | 178 | 3.86 | 0.83 | .82 |
| Training | 1-5 | 179 | 3.34 | 0.94 | .69 |
| Stress | 1-5 | 180 | 2.91 | 0.94 | .78 |
| Emotional exhaustion | 1-5 | 174 | 2.98 | 1.37 | .96 |
| Role conflict | 1-5 | 177 | 2.70 | 0.93 | .88 |
| Role overload | 1-5 | 179 | 3.09 | 0.99 | .89 |
| Role clarity | 1-5 | 180 | 3.30 | 0.87 | .90 |
| Growth and advancement | 1-5 | 178 | 2.42 | 1.04 | .93 |
| Work-life conflict | 1-5 | 180 | 3.61 | 1.20 | .97 |
| <i>Attitudinal/Affective Factors:</i> | | | | | |
| Morale | 1-5 | 174 | 3.12 | 0.81 | .70 |
| Job Satisfaction | 1-5 | 174 | 2.96 | 0.98 | .92 |
| Organizational Commitment | 1-5 | 180 | 3.28 | 0.86 | .87 |
| Cynicism for Change | 1-5 | 178 | 3.22 | 1.07 | .90 |
| <i>Behavioral Outcomes:</i> | | | | | |
| Job withdrawal | 2-10 | 178 | 5.59 | 1.96 | .81 |
| Work withdrawal | 12-60 | 174 | 19.74 | 8.50 | .91 |
| Job search behaviors | 1-5 | 176 | 3.03 | 1.13 | .77 |

Table 3. Correlation Matrix of All Variables

| | Job WD | Work WD | Search | Career | Geo Opps | Comp | Sup Support | Co-work | Inclus | Ag. Safety | Danger | Train | Stress | Exhaust | Role Con. | Over-load | Role Clar | Growth | Work-Life | Morale | Sat | Org Comm |
|------------------|--------|---------|--------|--------|----------|--------|-------------|---------|--------|------------|--------|--------|--------|---------|-----------|-----------|-----------|--------|-----------|--------|--------|----------|
| Job Withdr. | 1.0 | | | | | | | | | | | | | | | | | | | | | |
| Work Withdr. | .56** | 1.0 | | | | | | | | | | | | | | | | | | | | |
| Search Behaviors | .61** | .37** | 1.0 | | | | | | | | | | | | | | | | | | | |
| Career Comm | -.49** | -.34** | -.44** | 1.0 | | | | | | | | | | | | | | | | | | |
| Geo Opps | .29** | .23** | .23** | -.21** | 1.0 | | | | | | | | | | | | | | | | | |
| Compensation | -.39** | -.19* | -.31** | .27** | -.20** | 1.0 | | | | | | | | | | | | | | | | |
| Sup Support | -.33** | -.18* | -.27** | .42** | -0.14 | .23** | 1.0 | | | | | | | | | | | | | | | |
| Cowork Supp | -.27** | -.08 | -.26** | .32** | -.13 | .24** | .38** | 1.0 | | | | | | | | | | | | | | |
| Inclusion | -.27** | -.09 | -.26** | .33** | -.07 | .26** | .56** | .46** | 1.0 | | | | | | | | | | | | | |
| Agency Safety | -.42** | -.23** | -.24** | .38** | -.12 | .32** | .47** | .33** | .39** | 1.0 | | | | | | | | | | | | |
| Dangerousness | .29** | 0.12 | .28** | -.35** | -.00 | -.32** | -.23** | -.19* | -.11 | -.32** | 1.0 | | | | | | | | | | | |
| Training | -.38** | -.22** | -.24** | .21** | -.04 | .24** | .44** | .30** | .46** | .56** | -.14 | 1.0 | | | | | | | | | | |
| Stress | .57** | .52** | .44** | -.51** | .10* | -.34** | -.37** | -.22** | -.22** | -.43** | .38** | -.24** | 1.0 | | | | | | | | | |
| Exhaustion | .51** | .45** | .46** | -.45** | .12 | -.33** | -.30** | -.23** | -.18* | -.31** | .42** | -.13 | .89** | 1.0 | | | | | | | | |
| Role Conflict | .42** | .42** | .25** | -.32** | .16* | -.22** | -.31** | -.08 | -.18* | -.38** | .23** | -.26** | .77** | .49** | 1.0 | | | | | | | |
| Role Overload | .52** | .47** | .38** | -.49** | .19* | -.31** | -.32** | -.25** | -.22** | -.42** | .30** | -.26** | .87** | .67** | .56** | 1.0 | | | | | | |
| Role Clarity | -.32** | -.11 | -.28** | .35** | -.19* | .26** | .62** | .43** | .63** | .45** | -.23** | .44** | -.32** | -.26** | -.29** | -.34** | 1.0 | | | | | |
| Growth | -.28** | -0.03 | -.30** | .38** | -.15* | .47** | .52** | .42** | .61** | .50** | -.39** | .42** | -.27** | -.28** | -.14 | -.26** | .59** | 1.0 | | | | |
| Work-Life | .46** | .27** | .39** | -.47** | .19* | -.35** | -.34** | -.29** | -.28** | -.39** | .44** | -.27** | .65** | .59** | .42** | .64** | -.38** | -.42** | 1.0 | | | |
| Morale | -.56** | -.46** | -.46** | .64** | -.26** | .34** | .61** | .33** | .55** | .58** | -.27** | .45** | -.59** | -.47** | -.51** | -.51** | .58** | .60** | -.48** | 1.0 | | |
| Job Sat. | -.42** | -.29** | -.35** | .53** | -.18* | .25** | .55** | .22** | .56** | .51** | -.28** | .36** | -.48** | -.38** | -.42** | -.42** | .55** | .63** | -.45** | .90** | 1.0 | |
| Org Comm | -.56** | -.47** | -.45** | .60** | -.25** | .37** | .53** | .36** | .42** | .52** | -.17* | .43** | -.53** | -.43** | -.47** | -.47** | .44** | .42** | -.38** | .86** | .54** | |
| Cynicism | .47** | .37** | .37** | -.43** | 0.09 | -.20** | -.51** | -.35** | -.46** | -.52** | .28** | -.45** | .63** | .51** | .55** | .58** | -.50** | -.45** | .53** | -.65** | -.56** | -.55** |

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

Table 4. Summary Findings for the Multivariate Regression Models, Statistically Significant Items (p<.05)

| | Job Withdrawal | | Work Withdrawal | | Job Search Behaviors | |
|--|-----------------------|------------|-----------------------|------------|-----------------------|------------|
| | Domain-Specific Model | Full Model | Domain-Specific Model | Full Model | Domain-Specific Model | Full Model |
| <i>Personal & Work Factors:</i> | | | | | | |
| Career commitment | (-) | (-) | (-) | | (-) | (-) |
| Geographic job opportunities | (+) | (+) | (+) | | | |
| Compensation | (-) | (-) | | | (-) | |
| <i>Perceived Organizational/ Environmental Factors:</i> | | | | | | |
| Supervisor support | | | | | | |
| Coworker support | | | | | | |
| Inclusion in decision making | | | | | | |
| Agency commit to safety | (-) | | | | | |
| Perceived dangerousness | (+) | | | | (+) | |
| Training | (-) | (-) | | | | |
| <i>Psychological Climate:</i> | | | | | | |
| Stress | (+) | (+) | (+) | (+) | (+) | (+) |
| Role clarity | | | | | | |
| Growth and advancement | | | | | | |
| Work-life conflict | | | | | | |
| <i>Attitudinal/ Affective Responses:</i> | | | | | | |
| Morale | (-) | | (-) | (-) | (-) | (-) |
| Cynicism | (+) | | | | | |

Note: +/- represents the direction of the relationship of the independent variable with the dependent variables.

Summary & Conclusions

The current study sought to identify factors related to turnover among DJS' direct care staff who work in facilities. A survey incorporating many variables deemed important in the staff retention literature was developed and disseminated to all DJS staff. The response rate from direct care staff was low overall, despite several efforts to address potential problems and staff's concerns with the process. While technical and logistical issues complicated the survey process with direct care staff, both staff and managers voiced a reluctance to participate for fear of being identified by their responses. The survey was revised to address concerns regarding anonymity, but at the expense of excluding important information regarding staff characteristics. In consequence, it is not clear if the sample was representative of all direct care staff; thus the following conclusions should be assessed with caution. It should be noted, however, that many of the study results are consistent with findings in the current turnover literature.

Turnover intentions were measured using three primary indicators—job withdrawal, work withdrawal, and job search behaviors. Intentions to leave DJS or to transfer to another position within the agency were evident among the survey responses. Many staff indicated that they would be interested in transferring to other positions within the agency. And over one-third indicated that they intended to search for a job with other employers within the next year. On the other hand, only a small share of staff reported unfavorable work behaviors that would be indicative of work withdrawal.

Correlational and multivariate regression analyses identified several factors related to turnover intentions. Stress, morale, cynicism for change, and career commitment had the strongest correlations with all three outcomes. Regression findings indicated that stress had a positive and significant relationship with all three measures related to turnover intentions. Further, morale was significantly related to work withdrawal and job search behaviors, and career commitment was related to job withdrawal and job search behaviors. Finally geographic job opportunities, compensation, and training quality/access were related to job withdrawal.

Several direct care staff provided comments at the end of the survey, which reinforced the findings from this analysis. Several employees suggested that morale among their facilities was low, and that staffing shortages were a major contributor to this sentiment. An ad hoc analysis of the data revealed that staff who reported the highest levels of stress were also the mostly likely to report that there were not enough staff to meet the needs of their facility. Many staff also commented on the lack of compensation and recognition for good work, exhausting work hours due to overtime, and policies and procedures that were perceived as inconsistent and/or unfair.

Conclusions

Based on the findings from this study, several strategies should be considered to reduce the likelihood of turnover among facility direct care staff. These strategies are targeted to impact levels of stress and morale (i.e., job satisfaction and organizational commitment), as well as the other factors determined to be important based on the data provided by direct care staff. First and foremost, efforts should be made to ensure that facilities are fully staffed, and to recruit staff who are committed to a career in juvenile services. During the course of this study, one DJS stakeholder noted that the hiring process for these positions is unnecessarily prolonged by bureaucratic procedures, and that potential candidates are lost during these delays. Reducing the length of time required to hire staff could increase the number of interested candidates who would be suited for these positions. Further, direct care staff should be provided with better compensation (salary and benefits), and overtime expectations should be minimized (note that the latter could also reduce staff's experiences with work-life conflict). One staff noted access to pension, relative to adult corrections, as an important problem; this was also noted in conversations with leadership during the development of the survey.

DJS should provide staff with high-quality training for stress reduction, as well as training for safety to enhance their knowledge and skills in working with this difficult population. And managers should be provided with leadership development to ensure that they have the skills and capacity to lead and guide line staff through the challenges that were revealed in the data and noted in staff's comments. Staff reported generally favorable perceptions of their supervisors, and helping supervisors understand the vital role they play in caring about employees and improving staff retention could improve the situation. Likewise, both the data and staff comments indicated that many direct care employees do not feel recognized and fairly rewarded for their efforts; these actions would bolster workers' perceptions that the organization cares about their well-being. Steps should also be taken to provide opportunities for professional development and to develop appropriate mechanisms for advancement of this segment of the workforce. Supervisors could be coached on strategies designed to provide different work options for employees, including job sharing, part-time and flex-time. These options would also permit increased access to post-secondary education and certifications needed for career advancement. Finally, the organization should periodically utilize assessment methods such as surveys or informal "brown-bag" lunch meetings facilitated by a supervisor or manager to gain a better understanding of what workers need to help them feel supported, and act on these suggestions.

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Appendix 1. Employee Satisfaction Survey Scales

| Source | Scale | Source |
|--|--|--|
| Personal/Work Factors | | |
| Career Commitment | <p><i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i></p> <ol style="list-style-type: none"> 1. I would take a different job paying the same. 2. I want a career in juvenile services. 3. If I could do it all over, I would not choose juvenile services. 4. If I had all the money I needed, I would still work in juvenile services. 5. This is an ideal vocation that I like too well to give it up. 6. This is an ideal vocation for a life's work. 7. I am disappointed that I ever entered the juvenile services profession. 8. I spend time reading juvenile services related material. | Blau, 1985 (adapted) |
| Geographical Job Opportunity | <p><i>Very difficult (1) 2 3 4 (5) Very easy</i></p> <ol style="list-style-type: none"> 1. How easy would it be for you to find a job with another employer in this geographical area that is as good as the one you now have? 2. How easy would it be for you to find a job with another employer in this geographical area that is better than the one you now have? 3. How easy would it be for you to find a job with another employer in this geographical area that is much better than the one you now have? | Kim, 1996 |
| Compensation | <p><i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i></p> <ol style="list-style-type: none"> 1. I am satisfied with the non-salary or fringe benefits (including retirement/pension) I receive through my job. 2. I am satisfied with the salary I receive from my agency. 3. I am paid fairly considering my education and training. 4. I am paid fairly considering the responsibilities that I have. | Items from Dickinson & Perry, 2002 |
| Perceived Organizational/Environmental Factors | | |
| Supervisor Support | <p><i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i></p> <ol style="list-style-type: none"> 1. My supervisor genuinely cares about me. 2. My supervisor gives me help when I need it. 3. My supervisor shows approval when I succeed. 4. My supervisor provides the help I need to complete required tasks. 5. My supervisor provides the help I need to complete required paperwork. 6. My supervisor supports me in difficult <i>work-related</i> situations. 7. My supervisor helps me learn and improve. 8. My supervisor values and seriously considers my opinions in <i>work-related</i> decision making. 9. My supervisor can accept an alternative perspective. 10. My supervisor is supportive of any on-the-job training I attend. 11. My supervisor helps me prevent and address burnout. 12. My supervisor assists me in setting and assessing long-term <i>work-related</i> goals. 13. My supervisor encourages creative solutions. 14. My supervisor demonstrates consistency in decision-making. 15. My supervisor is appropriately flexible when it comes to applying rules. 16. My supervisor is knowledgeable about effective ways to work with <i>youth</i> and families. 17. My supervisor reinforces the core training curriculum. 18. My supervisor helped me learn the ropes of the agency. 19. My supervisor demonstrates leadership. 20. My supervisor is competent in doing his/her job. | Potter, 2005 (adapted) |
| Coworker | <p><i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i></p> <ol style="list-style-type: none"> 1. My co-workers care about me as a person. | Poulin, 1995 |

| Source | Scale | Source |
|--------------------------------------|---|---|
| Support | 2. My co-workers make me feel comfortable. 3. My co-workers back me up. 4. My co-workers provide emotional support. 5. My co-workers enhance my morale. 6. My co-workers consider my needs. 7. My co-workers provide constructive feedback. 8. My co-workers help to create a climate of trust. | |
| Inclusion in Decision Making | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. I am able to influence agency decisions. 2. I am able to influence work assignment decisions. 3. I am consulted about important project decisions. 4. I have a say in the way work is performed. | Mor Barak & Cerin, 1998 |
| Agency Commitment to Safety | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. My agency is committed to my personal safety in the office. 2. My agency is committed to my personal safety in the field. 3. I received the kind of training I need to keep myself safe while working here. | Items from Dickinson & Perry, 2002, and Armstrong & Griffin, 2004 (adapted) |
| Perceived Dangerousness | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. I work in a dangerous job. 2. My job is a lot more dangerous than other kinds of jobs. 3. In my job, a person stands a good chance of getting hurt. 4. There is really not much chance of getting hurt in my job. 5. A lot of people I work with get physically injured in the line of duty. | Cullen et al., 1985 |
| Training | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. The training and development programs for our staff are of very high quality. 2. Attending training and development programs is made a priority for our staff. | Lehman, Greener, Simpson, 2002 (adapted) |
| Emotional Exhaustion (Stress) | <i>Not at all (1), A slight extent (2), A moderate extent (3), A great extent (4), A very great extent (5)</i> 1. I feel like I'm at the end of my rope. 2. I feel fatigued when I get up in the morning and have to face another day on the job. 3. I feel used up at the end of the workday. 4. I feel burned out from my work. 5. I feel emotionally drained from my work. 6. I feel I'm working too hard on my job. | Glisson et al., 2008 |
| Role Conflict (Stress) | <i>Not at all (1), A slight extent (2), A moderate extent (3), A great extent (4), A very great extent (5)</i> 1. Rules and regulations often get in the way of getting things done. 2. Interests of the youth are often replaced by bureaucratic concerns (e.g., paperwork). 3. I have to do things on my job that are against my better judgment. 4. How often do you end up doing things that should be done differently? 5. How often do you have to bend a rule in order to carry out an assignment? 6. How often do you feel unable to satisfy the conflicting demands of your supervisors? 7. Inconsistencies exist among the rules and regulations that I am required to follow. | Glisson et al., 2008 (adapted) |
| Role Overload | <i>Not at all (1), A slight extent (2), A moderate extent (3), A great extent (4), A very great extent (5)</i> | Glisson et al., 2008 (adapted) |

| Source | Scale | Source |
|--|--|-----------------------------------|
| (Stress) | <i>very great extent (5)</i> 1. How often do your coworkers show signs of stress? 2. How often does your job interfere with your family life? 3. Once I start an assignment, I am not given enough time to complete it. 4. No matter how much I do, there is always more to be done. 5. To what extent are you constantly under heavy pressure on your job? 6. There are not enough people in my agency to get the work done. 7. The amount of work I have to do keeps me from doing a good job. | al., 2008 |
| Role Clarity | <i>Not at all (1), A slight extent (2), A moderate extent (3), A great extent (4), A very great extent (5)</i> 1. I understand how my performance will be evaluated. 2. To what extent are the objectives and goals of your position clearly defined? 3. My job responsibilities are clearly defined. 4. I know what the people in my agency expect of me. 5. To what extent is it possible to get accurate information on policies and administrative procedures? 6. How well are you kept informed about things that you need to know? | Glisson et al., 2008 |
| Growth and Advancement | <i>Not at all (1), A slight extent (2), A moderate extent (3), A great extent (4), A very great extent (5)</i> 1. This agency provides numerous opportunities to advance if you work for it. 2. This agency emphasizes growth and development. 3. This agency rewards experiences, dedication and hard work. 4. There are more opportunities to advance in this agency than in other jobs in general. 5. Opportunities for advancement in my position are much higher compared to those in other positions. | Glisson et al., 2008 |
| Work-Life Conflict | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. The demands of my work interfere with my home and family life. 2. The amount of time my work takes up makes it difficult to fulfill family responsibilities. 3. Things I want to do at home do not get done because of the demands my job puts on me. 4. My work produces strain that makes it difficult to fulfill family duties. 5. Due to work-related duties, I have to make changes to my plans for family activities. | Netemeyer, Boles & McMurrin, 1996 |
| Attitudinal/Affective Responses | | |
| Job Satisfaction (Morale) | <i>Not at all (1), A slight extent, A moderate extent, A great extent, A very great extent (5)</i> 1. How satisfied are you with the chance to do something that makes use of your abilities? 2. How satisfied are you with the chances for advancement? 3. How satisfied are you with the freedom to use your own judgment? 4. How satisfied are you with the feeling of accomplishment you get from your job? 5. How satisfied are you with the prestige your job has within the community? 6. How satisfied are you with being able to do things the right way? 7. How satisfied are you with the chance to try your own approaches to working with youth? 8. How satisfied are you with the chance to do things for youth? | Glisson et al., 2008 (adapted) |

| Source | Scale | Source |
|---|--|--------------------------------------|
| | 9. How satisfied are you with the recognition you get for doing a good job? | |
| Organizational Commitment (Morale) | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. I really care about the fate of this agency. 2. I am willing to put in a great deal of effort in order to help this agency be successful. 3. I am proud to tell others that I am part of this agency. 4. I find that my values and the agency's values are very similar. 5. I talk up this agency to my friends as a great agency to work for. 6. This agency really inspires the very best in me in the way of job performance. | Glisson et al., 2008 |
| Cynicism for Change | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. I've pretty much given up trying to make suggestions for improvements around here. 2. Changes to the usual way of doing things at this facility/location are more trouble than they are worth. 3. When we try to change things here they just seem to go from bad to worse. 4. Efforts to make improvements in this facility/location usually fail. 5. It's hard to be hopeful about the future because people have such bad attitudes. | Tesluk, Farr, Mathieu, & Vance, 1995 |
| Behavioral Outcomes | | |
| Turnover Intention (Job Withdrawal) | 1. How often do you think about resigning from your current job? <i>Never (1) to constantly (5)</i> 2. How likely is it that you will resign from your current job in the next six months? <i>Very unlikely (1) to very likely (5)</i> 3. All things considered, how desirable for you would resigning from your current job be? <i>Very undesirable (1) to very desirable (5)</i> | Laczo & Hanisch, 1999 |
| Transfer (Job Withdrawal) | 1. I am looking to move to another work assignment: a. Within my <i>DJS</i> Office/Location. b. In another <i>DJS</i> Office/Location. <i>Never (1) to constantly (5)</i> 2. As soon as I can find a better work position, I will change to it. <i>Strongly disagree (1) to Strongly agree (5)</i> 3. How desirable is transferring to a different position at the agency to you? <i>Very undesirable (1) to very desirable (5)</i> | Laczo & Hanisch, 1999 (adapted) |
| Lateness (Work Withdrawal) | 1. How desirable is it for you to be late for work or scheduled work assignments? <i>Very undesirable (1) to very desirable (5)</i> 2. How easy or difficult is it for you to arrive on time to work? <i>Very difficult (1) to very easy (5)</i> | Laczo & Hanisch, 1999 |
| Absenteeism (Work Withdrawal) | 1. How often do you think about being absent from your work when you are scheduled to be there? <i>Never (1) to constantly (5)</i> 2. How easy or difficult is it for you to attend work when you are scheduled to be there? <i>Very difficult (1) to very easy (5)</i> 3. In a typical month, how likely is it that you will be absent from work at least once when you are supposed to be there? <i>Very unlikely (1) to very likely (5)</i> 4. How desirable is it for you to be absent from work or scheduled work | Laczo & Hanisch, 1999 |

| Source | Scale | Source |
|--|---|------------------------------------|
| | assignments? <i>Very undesirable (1) to very desirable (5)</i> | |
| Unfavorable Behaviors (Work Withdrawal) | <i>Never (1) to constantly (5)</i> 1. Fail to attend scheduled meetings. 2. Drink alcohol or use drugs after work primarily because of things that occurred at work. 3. Tamper with equipment so that I cannot get work done. 4. Constantly look at my watch or clock when at work. 5. Let others do my work for me. 6. Neglect those tasks that will not affect my performance appraisal. 7. Take frequent or long coffee or lunch breaks. 8. Make excuses to go somewhere to get out of work 9. Use equipment for personal purposes without permission. 10. Think about quitting my position because of <i>work-related</i> issues. | Laczo & Hanisch, 1999 (adapted) |
| Job Search Behavior | <i>Strongly disagree (1), disagree, neutral, agree, strongly agree (5)</i> 1. I rarely seek out information about my job opportunities with other employers. 2. There are few chances that I will search for a job with other employers. 3. I almost always follow up on job leads with other employers that I hear about. 4. Within the next year, I intend to search for a job with other employers. | Kim, 1996 |

Appendix 2. Employee Satisfaction Survey, Item Responses, DJS Direct Care Staff

1. Please indicate the extent to which you agree or disagree with each statement about your current supervisor.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|---|-------------------|----------|----------|----------|----------------|---------|
| My supervisor genuinely cares about me. | 9% (17) | 10% (20) | 20% (39) | 35% (69) | 26% (51) | 3% (5) |
| My supervisor gives me help when I need it. | 4% (8) | 11% (21) | 18% (36) | 37% (73) | 30% (59) | 2% (4) |
| My supervisor shows approval when I succeed. | 6% (12) | 10% (20) | 21% (40) | 36% (69) | 27% (52) | 4% (8) |
| My supervisor provides the help I need to complete required tasks. | 5% (10) | 11% (21) | 18% (35) | 42% (84) | 25% (49) | 1% (2) |
| My supervisor provides the help I need to complete required paperwork. | 5% (10) | 7% (14) | 18% (33) | 44% (82) | 26% (49) | 7% (13) |
| My supervisor supports me in difficult work-related situations. | 7% (14) | 8% (15) | 17% (34) | 43% (85) | 26% (52) | 1% (1) |
| My supervisor helps me learn and improve. | 9% (17) | 14% (26) | 18% (35) | 34% (66) | 25% (48) | 5% (9) |
| My supervisor values and seriously considers my opinions in work-related decision making. | 11% (21) | 10% (20) | 25% (49) | 33% (65) | 22% (44) | 1% (2) |
| My supervisor can accept an alternative perspective. | 10% (19) | 10% (20) | 25% (49) | 35% (67) | 20% (38) | 4% (8) |
| My supervisor is supportive of any on-the-job training I attend. | 6% (12) | 5% (9) | 22% (44) | 41% (81) | 27% (54) | 1% (1) |
| My supervisor helps me prevent and address burnout. | 16% (31) | 12% (24) | 28% (54) | 24% (47) | 19% (37) | 4% (8) |
| My supervisor assists me in setting and assessing long-term work-related goals. | 14% (28) | 14% (27) | 22% (43) | 32% (63) | 19% (37) | 2% (3) |
| My supervisor encourages creative solutions. | 11% (21) | 10% (20) | 23% (44) | 34% (67) | 22% (43) | 3% (6) |
| My supervisor demonstrates consistency in decision-making. | 15% (29) | 12% (24) | 21% (42) | 31% (62) | 21% (42) | 1% (2) |
| My supervisor is appropriately flexible when it comes to applying rules. | 9% (17) | 13% (26) | 23% (44) | 34% (67) | 21% (41) | 3% (6) |
| My supervisor is knowledgeable about effective ways to work with youth and families. | 8% (15) | 8% (15) | 24% (47) | 34% (66) | 27% (52) | 3% (6) |
| My supervisor reinforces the core training curriculum. | 7% (13) | 11% (21) | 27% (52) | 34% (65) | 22% (43) | 4% (7) |
| My supervisor helped me learn the ropes of the agency. | 12% (23) | 16% (31) | 25% (48) | 27% (52) | 21% (42) | 3% (5) |
| My supervisor demonstrates leadership. | 11% (21) | 11% (21) | 21% (41) | 29% (57) | 28% (55) | 3% (6) |
| My supervisor is competent in doing his/her job. | 7% (13) | 11% (22) | 21% (42) | 32% (64) | 29% (58) | 1% (2) |

2. Please indicate the extent to which you agree or disagree with each statement about your immediate co-workers.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|--|-------------------|----------|----------|----------|----------------|---------|
| My co-workers care about me as a person. | 7% (14) | 14% (27) | 33% (65) | 32% (62) | 14% (27) | 3% (6) |
| My co-workers make me feel comfortable. | 3% (5) | 11% (21) | 33% (65) | 40% (78) | 14% (27) | 3% (5) |
| My co-workers back me up. | 4% (7) | 10% (19) | 34% (66) | 34% (66) | 18% (35) | 4% (8) |
| My co-workers provide emotional support. | 6% (12) | 13% (25) | 33% (64) | 35% (68) | 14% (27) | 3% (5) |
| My co-workers enhance my morale. | 9% (18) | 18% (34) | 32% (62) | 29% (57) | 12% (23) | 4% (7) |
| My co-workers consider my needs. | 8% (16) | 17% (34) | 34% (66) | 29% (57) | 12% (24) | 2% (4) |
| My co-workers provide constructive feedback. | 8% (15) | 14% (26) | 33% (64) | 32% (62) | 13% (25) | 5% (9) |
| My co-workers help to create a climate of trust. | 16% (32) | 16% (31) | 28% (54) | 31% (60) | 9% (18) | 3% (6) |

3. The next set of items is related to your experience at DJS. Please indicate the extent to which you agree or disagree each with statement.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|---|-------------------|----------|----------|----------|----------------|---------|
| I am able to influence agency decisions. | 20% (39) | 26% (50) | 28% (54) | 22% (44) | 5% (9) | 3% (5) |
| I am able to influence work assignment decisions. | 15% (30) | 18% (36) | 28% (55) | 32% (63) | 7% (13) | 2% (4) |
| I am consulted about important project decisions. | 18% (35) | 23% (45) | 27% (53) | 26% (50) | 7% (13) | 3% (5) |
| I have a say in the way work is performed. | 18% (35) | 22% (43) | 27% (53) | 28% (55) | 6% (12) | 2% (3) |

4. Please indicate the extent to which you agree or disagree with each statement about your office/facility location.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|---|-------------------|----------|----------|----------|----------------|---------|
| We have enough staff to meet the needs of this office/facility. | 31% (61) | 29% (57) | 17% (34) | 15% (30) | 8% (16) | 2% (3) |
| We have trouble retaining highly competent staff in this office/facility. | 8% (15) | 12% (24) | 28% (55) | 23% (45) | 31% (61) | 1 (1%) |
| Our staff frequently say that they are overworked and/or don't have enough time to get done what they need to do. | 7% (13) | 16% (32) | 18% (36) | 22% (44) | 37% (73) | 2% (3) |
| Our staff lack access to the training and development programs they need. | 9% (17) | 38% (76) | 21% (42) | 20% (40) | 13% (25) | 1% (1) |
| The training and development programs for our staff are of very high quality. | 8% (16) | 16% (31) | 39% (77) | 27% (52) | 10% (20) | 3% (5) |

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|--|-------------------|----------|----------|----------|----------------|---------|
| Attending training and development programs is made a priority for our staff. | 6% (12) | 12% (23) | 24% (47) | 42% (84) | 17% (34) | 1% (1) |
| Our offices and other facilities are well maintained and kept fully functional. | 10% (19) | 22% (43) | 28% (55) | 30% (59) | 9% (18) | 4% (7) |
| We have the necessary physical space for the services and programs we run. | 16% (31) | 21% (41) | 26% (51) | 28% (56) | 11% (21) | 1% (1) |
| We have computer and information technology tools/resources to efficiently access youth records. | 15% (30) | 13% (26) | 30% (59) | 34% (67) | 9% (17) | 1% (2) |
| Our staff feel very comfortable using computers and information technology tools to do their jobs. | 11% (22) | 19% (38) | 41% (81) | 22% (43) | 8% (16) | 1% (1) |
| Our staff lack the computer skills necessary to proficiently access youth records. | 5% (9) | 23% (45) | 41% (82) | 19% (37) | 13% (25) | 2% (3) |

5. For the items below, please indicate the extent to which it describes your experience at DJS.

| | Not at All | A Slight Extent | A Moderate Extent | A Great Extent | A Very Great Extent | Missing |
|--|------------|-----------------|-------------------|----------------|---------------------|---------|
| I understand how my performance will be evaluated. | 10% (19) | 8% (16) | 34% (68) | 34% (67) | 15% (30) | 1% (1) |
| To what extent are the objectives and goals of your position clearly defined? | 6% (12) | 15% (29) | 31% (62) | 36% (72) | 13% (25) | 1% (1) |
| My job responsibilities are clearly defined. | 6% (11) | 10% (20) | 31% (60) | 37% (73) | 16% (31) | 3% (6) |
| I know what the people in my agency expect of me. | 8% (15) | 10% (19) | 26% (51) | 42% (84) | 15% (30) | 1% (2) |
| To what extent is it possible to get accurate information on policies and administrative procedures? | 9% (17) | 11% (22) | 33% (64) | 33% (65) | 14% (28) | 3% (5) |
| How well are you kept informed about things that you need to know? | 12% (24) | 22% (43) | 31% (61) | 25% (50) | 11% (21) | 1% (2) |
| This agency provides numerous opportunities to advance if you work for it. | 25% (49) | 26% (52) | 27% (53) | 15% (30) | 7% (13) | 2% (4) |
| This agency emphasizes growth and development. | 23% (46) | 25% (50) | 31% (60) | 14% (27) | 7% (14) | 2% (4) |
| This agency rewards experiences, dedication and hard work. | 31% (61) | 20% (40) | 29% (57) | 14% (27) | 6% (11) | 3% (5) |
| There are more opportunities to advance in this agency than in other jobs in general. | 30% (60) | 26% (51) | 26% (52) | 13% (26) | 5% (10) | 1% (2) |

| | Not at All | A Slight Extent | A Moderate Extent | A Great Extent | A Very Great Extent | Missing |
|--|------------|-----------------|-------------------|----------------|---------------------|---------|
| Opportunities for advancement in my position are much higher compared to those in other positions. | 32% (62) | 24% (47) | 29% (57) | 11% (21) | 5% (9) | 3% (5) |
| Rules and regulations often get in the way of getting things done. | 27% (54) | 25% (49) | 31% (60) | 9% (18) | 8% (16) | 2% (4) |
| Interests of the youth are often replaced by bureaucratic concerns (e.g., paperwork). | 20% (38) | 18% (34) | 33% (63) | 18% (34) | 12% (22) | 5% (10) |
| I have to do things on my job that are against my better judgment. | 31% (61) | 21% (42) | 28% (54) | 12% (24) | 8% (15) | 3% (5) |
| How often do you end up doing things that should be done differently? | 14% (27) | 22% (42) | 36% (70) | 20% (39) | 8% (15) | 4% (8) |
| How often do you have to bend a rule in order to carry out an assignment? | 34% (65) | 22% (43) | 25% (49) | 14% (28) | 5% (9) | 4% (7) |
| How often do you feel unable to satisfy the conflicting demands of your supervisors? | 26% (50) | 18% (35) | 33% (65) | 13% (26) | 10% (20) | 3% (5) |
| Inconsistencies exist among the rules and regulations that I am required to follow. | 12% (23) | 16% (32) | 31% (60) | 16% (32) | 25% (48) | 3% (6) |

6. Please indicate the extent to which you agree or disagree with the following statements about efforts to make changes in DJS.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|--|-------------------|----------|----------|----------|----------------|---------|
| I've pretty much given up trying to make suggestions for improvements around here. | 12% (23) | 18% (35) | 27% (53) | 19% (37) | 24% (47) | 3% (6) |
| Changes to the usual way of doing things at this facility/location are more trouble than they are worth. | 9% (17) | 23% (46) | 29% (58) | 21% (42) | 17% (34) | 2% (4) |
| When we try to change things here they just seem to go from bad to worse. | 12% (23) | 21% (42) | 32% (62) | 17% (33) | 19% (37) | 2% (4) |
| Efforts to make improvements in this facility/location usually fail. | 10% (20) | 22% (44) | 28% (55) | 21% (41) | 18% (36) | 3% (5) |
| It's hard to be hopeful about the future because people have such bad attitudes. | 7% (14) | 16% (31) | 21% (41) | 24% (47) | 32% (63) | 3% (5) |

7. The following statements relate to your experiences with your home and work life. Please indicate your level of agreement or disagreement with each statement.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|--|-------------------|----------|----------|----------|----------------|---------|
| The demands of my work interfere with my home and family life. | 11% (22) | 14% (27) | 18% (36) | 21% (41) | 36% (71) | 2% (4) |
| The amount of time my work takes up makes it difficult to fulfill family responsibilities. | 10% (20) | 14% (28) | 20% (39) | 24% (48) | 32% (64) | 1% (2) |

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|---|-------------------|----------|----------|----------|----------------|---------|
| Things I want to do at home do not get done because of the demands my job puts on me. | 9% (18) | 15% (29) | 22% (44) | 24% (47) | 30% (58) | 3% (5) |
| My work produces strain that makes it difficult to fulfill family duties. | 10% (19) | 17% (33) | 22% (43) | 24% (48) | 28% (56) | 1% (2) |
| Due to work-related duties, I have to make changes to my plans for family activities. | 7% (14) | 10% (19) | 17% (34) | 26% (51) | 40% (80) | 2% (3) |

8. For the items below, please indicate the extent to which it describes your experience at DJS.

| | Not at All | A Slight Extent | A Moderate Extent | A Great Extent | A Very Great Extent | Missing |
|--|------------|-----------------|-------------------|----------------|---------------------|---------|
| How often do your coworkers show signs of stress? | 5% (9) | 11% (21) | 24% (48) | 28% (55) | 33% (65) | 2% (3) |
| How often does your job interfere with your family life? | 13% (26) | 12% (24) | 25% (49) | 19% (38) | 31% (61) | 2% (3) |
| Once I start an assignment, I am not given enough time to complete it. | 28% (55) | 27% (54) | 26% (52) | 10% (20) | 8% (16) | 2% (4) |
| No matter how much I do, there is always more to be done. | 15% (29) | 16% (31) | 28% (55) | 25% (50) | 16% (32) | 2% (4) |
| To what extent are you constantly under heavy pressure on your job? | 16% (32) | 18% (36) | 27% (52) | 17% (33) | 22% (43) | 3% (5) |
| There are not enough people in my agency to get the work done. | 16% (31) | 17% (33) | 24% (47) | 18% (35) | 26% (52) | 2% (3) |
| The amount of work I have to do keeps me from doing a good job. | 38% (74) | 16% (31) | 26% (50) | 11% (22) | 10% (19) | 3% (5) |

9. The following are statements regarding how you feel about your job. Please indicate the extent to which it describes your experience at DJS. If you do not work directly with youth, please select N/A for any of the following questions that relate to youth.

| | Not at All | A Slight Extent | A Moderate Extent | A Great Extent | A Very Great Extent | N/A | Missing |
|---|------------|-----------------|-------------------|----------------|---------------------|--------|---------|
| How satisfied are you with the chance to do something that makes use of your abilities? | 17% (32) | 18% (34) | 27% (52) | 21% (41) | 15% (28) | 3% (5) | 5% (9) |
| How satisfied are you with the chances for advancement? | 29% (56) | 19% (36) | 28% (55) | 15% (28) | 9% (18) | 1% (2) | 3% (6) |
| How satisfied are you with the freedom to use your own judgment? | 21% (39) | 15% (29) | 27% (50) | 20% (38) | 18% (33) | 2% (3) | 5% (9) |
| How satisfied are you with the feeling of accomplishment you get | 20% (38) | 18% (35) | 30% (58) | 17% (33) | 15% (28) | 2% (4) | 3% (5) |

| | Not at All | A Slight Extent | A Moderate Extent | A Great Extent | A Very Great Extent | N/A | Missing |
|---|------------|-----------------|-------------------|----------------|---------------------|---------|---------|
| from your job? | | | | | | | |
| How satisfied are you with the prestige your job has within the community? | 24% (44) | 16% (29) | 34% (62) | 15% (28) | 12% (22) | 4% (7) | 5% (9) |
| How satisfied are you with being able to do things the right way? | 11% (20) | 14% (26) | 33% (62) | 22% (42) | 22% (41) | 3% (5) | 3% (5) |
| How satisfied are you with the chance to try your own approaches to working with youth? | 11% (20) | 15% (28) | 35% (64) | 20% (36) | 20% (36) | 5% (9) | 4% (8) |
| How satisfied are you with the chance to do things for youth? | 7% (12) | 16% (29) | 31% (58) | 24% (44) | 23% (42) | 4% (8) | 4% (8) |
| How satisfied are you with the recognition you get for doing a good job? | 29% (53) | 17% (32) | 26% (49) | 16% (29) | 12% (23) | 4% (8) | 4% (7) |
| I feel like I'm at the end of my rope. | 33% (60) | 13% (24) | 18% (32) | 13% (23) | 23% (42) | 7% (13) | 4% (7) |
| I feel fatigued when I get up in the morning and have to face another day on the job. | 22% (41) | 18% (33) | 21% (39) | 13% (24) | 27% (51) | 4% (7) | 3% (6) |
| I feel used up at the end of the workday. | 26% (49) | 16% (30) | 16% (30) | 15% (28) | 28% (52) | 4% (8) | 2% (4) |
| I feel burned out from my work. | 27% (50) | 15% (28) | 16% (30) | 13% (25) | 29% (55) | 3% (6) | 4% (7) |
| I feel emotionally drained from my work. | 24% (46) | 16% (30) | 16% (31) | 14% (27) | 29% (55) | 3% (6) | 3% (6) |
| I feel I'm working too hard on my job. | 29% (53) | 16% (30) | 22% (40) | 14% (25) | 20% (36) | 6% (11) | 3% (6) |

10. Now we are going to ask you about your experience with safety. Please indicate your level of agreement or disagreement with each statement. If you do not work directly with youth, please select N/A for any of the following questions that relate to youth.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | N/A | Missing |
|---|-------------------|----------|----------|----------|----------------|---------|---------|
| My agency is committed to my personal safety in the office. | 16% (30) | 11% (21) | 26% (49) | 31% (59) | 15% (29) | 3% (6) | 3% (6) |
| My agency is committed to my personal safety in the field. | 12% (24) | 13% (26) | 24% (47) | 29% (57) | 14% (27) | 7% (14) | 4% (7) |
| I work in a dangerous job. | 5% (10) | 12% (23) | 18% (34) | 35% (66) | 30% (58) | 2% (3) | 4% (7) |
| My job is a lot more dangerous than other kinds of jobs. | 2% (4) | 12% (24) | 21% (40) | 34% (66) | 31% (59) | 1% (1) | 4% (7) |
| In my job, a person stands a good chance of getting hurt. | 2% (4) | 5% (9) | 19% (37) | 35% (67) | 38% (73) | 2% (3) | 4% (8) |

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | N/A | Missing |
|--|-------------------|----------|----------|----------|----------------|--------|---------|
| There is really not much chance of getting hurt in my job. | 38% (74) | 35% (69) | 14% (27) | 9% (17) | 4% (8) | 1% (1) | 3% (5) |
| A lot of people I work with get physically injured in the line of duty. | 5% (10) | 12% (23) | 20% (38) | 34% (64) | 29% (54) | 1% (2) | 5%(10) |
| I received the kind of training I need to keep myself safe while working here. | 11% (20) | 12% (23) | 30% (56) | 31% (58) | 17% (31) | 3% (5) | 4% (8) |
| I feel safe when working among the youth. | 11% (21) | 12% (23) | 34% (64) | 27% (50) | 16% (31) | 2% (3) | 5% (9) |

11. The following statements relate to your personal experiences. Please indicate your level of agreement or disagreement with each statement.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing |
|---|-------------------|----------|----------|----------|----------------|---------|
| I would take a different job paying the same. | 7% (14) | 12% (23) | 19% (36) | 26% (50) | 36% (69) | 5% (9) |
| I want a career in juvenile services. | 7% (13) | 5% (9) | 36% (70) | 28% (54) | 25% (48) | 4% (7) |
| If I could do it all over, I would not choose juvenile services. | 23% (45) | 28% (53) | 24% (46) | 14% (26) | 12% (23) | 4% (8) |
| If I had all the money I needed, I would still work in juvenile services. | 24% (48) | 15% (29) | 25% (50) | 22% (44) | 13% (26) | 2% (4) |
| This is an ideal vocation that I like too well to give it up. | 18% (35) | 17% (33) | 39% (75) | 19% (36) | 7% (13) | 5% (9) |
| This is an ideal vocation for a life's work. | 17% (33) | 13% (25) | 43% (84) | 19% (36) | 8% (16) | 4% (7) |
| I am disappointed that I ever entered the juvenile services profession. | 27% (52) | 28% (55) | 27% (53) | 11% (22) | 7% (14) | 3% (5) |
| I spend time reading juvenile services related material. | 14% (28) | 13% (26) | 38% (74) | 28% (55) | 6% (11) | 4% (7) |

12. The following are questions regarding how you feel about DJS. Please indicate your level of agreement or disagreement with each statement.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing* |
|---|-------------------|----------|----------|----------|----------------|----------|
| I really care about the fate of this agency. | 3% (6) | 8% (15) | 31% (56) | 40% (72) | 17% (30) | 11% (22) |
| I am willing to put in a great deal of effort in order to help this agency be successful. | 5% (9) | 5% (9) | 24% (44) | 47% (85) | 19% (34) | 10% (20) |
| I am proud to tell others that I am part of this agency. | 7% (13) | 8% (14) | 33% (59) | 36% (65) | 17% (30) | 10% (20) |
| I find that my values and the agency's values are very similar. | 13% (24) | 19% (35) | 32% (57) | 27% (49) | 8% (15) | 10% (21) |

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing* |
|--|-------------------|----------|----------|----------|----------------|----------|
| I talk up this agency to my friends as a great agency to work for. | 16% (28) | 18% (32) | 33% (60) | 26% (46) | 8% (14) | 10% (21) |
| This agency really inspires the very best in me in the way of job performance. | 15% (27) | 17% (30) | 36% (64) | 23% (41) | 10% (18) | 10% (21) |
| I am satisfied with the non-salary or fringe benefits (including retirement/pension) I receive through my job. | 17% (30) | 21% (37) | 33% (59) | 19% (35) | 11% (19) | 10% (21) |
| I am satisfied with the salary I receive from my agency. | 33% (59) | 29% (51) | 22% (39) | 12% (22) | 5% (8) | 11% (22) |
| I am paid fairly considering my education and training. | 32% (56) | 24% (43) | 23% (41) | 17% (30) | 5% (8) | 11% (23) |
| I am paid fairly considering the responsibilities that I have. | 34% (60) | 25% (44) | 22% (39) | 16% (29) | 4% (7) | 11% (22) |

*These items printed incorrectly on one set of surveys, precluding 14 staff from responding.

13. The following statements ask you to estimate how often you think of or engage in certain behaviors in relation to your current job at DJS. The response options are different for each set of questions.

| | Never (1) | (2) | (3) | (4) | Constantly (5) | Missing* |
|--|-----------|----------|----------|----------|----------------|----------|
| How often do you think about resigning from your current job? | 31% (55) | 17% (30) | 21% (38) | 12% (22) | 19% (34) | 11% (22) |
| How often do you think about being absent from your work when you are scheduled to be there? | 35% (62) | 24% (43) | 17% (30) | 10% (17) | 15% (27) | 11% (22) |

*These items printed incorrectly on one set of surveys, precluding 14 staff from responding.

I am looking to move to another work assignment:

| | Never (1) | (2) | (3) | (4) | Constantly (5) | Missing* |
|---------------------------------|-----------|----------|----------|----------|----------------|----------|
| Within my DJS Office/Location. | 19% (34) | 13% (22) | 22% (39) | 18% (31) | 28% (49) | 13% (26) |
| In another DJS Office/Location. | 27% (46) | 9% (16) | 20% (35) | 15% (25) | 30% (51) | 14% (28) |

*These items printed incorrectly on one set of surveys, precluding 14 staff from responding.

| | Very Difficult (1) | (2) | (3) | (4) | Very Easy (5) | Missing* |
|--|--------------------|---------|----------|----------|---------------|----------|
| How easy or difficult is it for you to arrive on time to work? | 7% (12) | 6% (11) | 16% (28) | 19% (33) | 52% (92) | 12% (25) |
| How easy or difficult is it for you to attend work when you are scheduled to be there? | 9% (16) | 5% (9) | 13% (24) | 20 (36) | 53% (94) | 11% (22) |

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| | Very Unlikely (1) | (2) | (3) | (4) | Very Likely (5) | Missing* |
|---|----------------------|----------|----------|---------|--------------------|----------|
| In a typical month, how likely is it that you will be absent from work at least once when you are supposed to be there? | 58% (102) | 13% (23) | 15% (26) | 8% (14) | 7% (12) | 12% (24) |
| How likely is it that you will resign from your current job in the next six months? | 61% (109) | 11% (20) | 14% (24) | 8% (14) | 6% (11) | 11% (23) |

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| | Very Undesirable (1) | (2) | (3) | (4) | Very Desirable (5) | Missing* |
|--|-------------------------|----------|----------|----------|-----------------------|----------|
| All things considered, how desirable for you would resigning from your current job be? | 34% (60) | 17% (30) | 24% (43) | 10% (18) | 14% (25) | 12% (25) |
| How desirable is transferring to a different position at the agency to you? | 20% (36) | 11% (20) | 22% (40) | 18% (32) | 29% (51) | 11% (22) |
| How desirable is it for you to be late for work or scheduled work assignments? | 61% (109) | 17% (31) | 13% (23) | 4% (7) | 5% (8) | 11% (23) |
| How desirable is it for you to be absent from work or scheduled work assignments? | 56% (101) | 18% (33) | 15% (27) | 4% (8) | 6% (11) | 11% (23) |

*These items printed incorrectly on one set of surveys, precluding 14 staff from responding.

14. How often do you engage in each of the following behaviors?

| | Never (1) | (2) | (3) | (4) | Constantly (5) | Missing* |
|--|-----------|----------|----------|----------|-------------------|----------|
| Fail to attend scheduled meetings. | 64% (113) | 16% (29) | 9% (15) | 7% (13) | 4% (7) | 12% (24) |
| Drink alcohol or use drugs after work primarily because of things that occurred at work. | 76% (136) | 6% (10) | 11% (20) | 4% (7) | 3% (6) | 11% (22) |
| Tamper with equipment so that I cannot get work done. | 91% (161) | 2% (3) | 4% (7) | 2% (4) | 1% (2) | 12% (24) |
| Constantly look at my watch or clock when at work. | 40% (71) | 17% (31) | 18% (32) | 9% (16) | 16% (28) | 11% (23) |
| Let others do my work for me. | 84% (149) | 6% (10) | 6% (11) | 3% (5) | 1% (2) | 12% (24) |
| Neglect those tasks that will not affect my performance appraisal. | 79% (141) | 8% (14) | 8% (15) | 3% (6) | 1% (2) | 11% (23) |
| Take frequent or long coffee or lunch breaks. | 79% (140) | 9% (16) | 8% (14) | 3% (5) | 1% (2) | 12% (24) |
| Make excuses to go somewhere to get out of work | 79% (141) | 11% (19) | 6% (11) | 4% (7) | 1% (1) | 11% (22) |
| Use equipment for personal purposes without permission. | 85% (150) | 6% (11) | 5% (9) | 3% (5) | 1% (1) | 12% (25) |
| Think about quitting my position because of work-related issues. | 46% (82) | 15% (27) | 16% (28) | 10% (17) | 14% (24) | 11% (23) |

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15. Please indicate the extent to which you agree or disagree with each statement.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Missing* |
|--|-------------------|----------|----------|----------|----------------|----------|
| I rarely seek out information about my job opportunities with other employers. | 22% (39) | 20% (35) | 36% (63) | 15% (26) | 7% (12) | 13% (26) |
| There are few chances that I will search for a job with other employers. | 23% (40) | 20% (36) | 34% (60) | 17% (30) | 7% (12) | 11% (23) |
| I almost always follow up on job leads with other employers that I hear about. | 15% (27) | 14% (24) | 36% (63) | 26% (45) | 10% (17) | 12% (25) |
| Within the next year, I intend to search for a job with other employers. | 17% (30) | 16% (29) | 30% (53) | 20% (35) | 17% (31) | 11% (23) |
| As soon as I can find a better work position, I will change to it. | 11% (20) | 10% (18) | 33% (58) | 18% (32) | 27% (48) | 12% (25) |

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16. Please answer the following questions.

| | Very Difficult (1) | (2) | (3) | (4) | Very Easy (5) | Missing* |
|---|--------------------|----------|----------|----------|---------------|----------|
| How easy would it be for you to find a job with another employer in this geographical area that is as good as the one you now have? | 31% (54) | 19% (33) | 32% (56) | 11% (19) | 8% (14) | 12% (25) |
| How easy would it be for you to find a job with another employer in this geographical area that is better than the one you now have? | 31% (54) | 17% (30) | 33% (58) | 11% (20) | 9% (15) | 12% (24) |
| How easy would it be for you to find a job with another employer in this geographical area that is much better than the one you now have? | 33% (57) | 16% (28) | 34% (59) | 7% (12) | 10% (17) | 14% (28) |

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