

DCYF Employee Engagement Update

DCYF Oversight Board

February 2025

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Washington State Department of
CHILDREN, YOUTH & FAMILIES

DCYF Initiatives Focused on Safety and Wellbeing

- Staff Wellness Table
 - Mental Health service array
 - Resiliency teams-Provides peer support, critical incident response, and other wellness supports to all DCYF employees.
 - Wellness Programs
 - Safety initiatives
- Internal Safety Audits
- Partnership with Co-Located Agencies
- Fleet Management
- MOU negotiations with WFSE and OFM



Staff Engagement

- Appreciative Inquiry
- UMCCs
- Field Advisory Boards
- Team meetings
- All Staff events
- Leadership Summit
- Surveys



Introduction to the Employee Engagement Survey

- An annual state-wide instrument conducted each fall for all agencies since 2006
- Administered by the state Office of Financial Management
- DCYF's 2024 survey was compiled by the Research Data Analysis Division at DSHS
- Most questions have response options of:

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
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- The percentage scoring is based on a total of “strongly agree” and “agree” responses
- When looking at the scores, it's informative to look not only at the scoring but also where the spread of responses lie



DCYF Child Welfare 2024 Engagement Survey Overview



2024 Child Welfare Survey Participation

1056 Child Welfare
employees participated

Representing 43% of the
CW Workforce





Child Welfare's Quality of Supervision

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Positive
16	My immediate supervisor is a good leader.	503	292	146	72	42	75%
17	My immediate supervisor creates an environment of openness and trust.	499	292	134	82	46	75%
18	My immediate supervisor treats me with respect.	571	337	85	34	29	86%
31	My supervisor supports my need to balance work and living a healthy life.	470	379	116	66	24	80%

The response that occurred most frequently is denoted in red font



Other Areas of Indicating Positive Engagement

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	% Positive
29	I find meaning in my work.	335	548	105	44	24	84%
24	I am satisfied with my telework and remote work opportunities.	377	341	119	84	76	72%
8	I have a clear understanding of what is expected of me.	187	558	158	100	53	71%
14	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	163	582	148	126	36	71%



DCYF's Leading Survey Challenge Point

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Child Welfare	All DCYF
21	Senior leadership at my agency do a good job of communicating the reasons behind important changes that are made.	84	230	260	252	231	30%	34%
22	I feel supported during organizational change at this agency.	63	237	321	236	196	28%	32%
7	I receive the information and communication I need to do my job effectively.	22	74	44	26	6	56%	53%





Noteworthy...

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	CW	All DCYF
19	Senior leadership at my agency are genuinely committed to attracting, developing, and keeping a diverse work force.	124	319	296	171	146	42%	46%
20	Senior leadership at my agency demonstrate inclusion (through leadership, communications, participating in related activities, etc.).	122	306	295	181	152	41%	45%
26	My agency demonstrates a commitment to pro-equity and anti-racism (through policies, practices, and actions).	186	466	268	89	45	62%	64%
27	My agency empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.	162	461	320	73	38	59%	62%

Of Special Interest

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	
29	I find meaning in my work.	49	87	21	8	5	80%
33	I am enthusiastic about my job.	36	72	40	13	11	63%
10	Overall, I am satisfied with my agency as a place to work.	25	70	42	22	12	56%



The response that occurred most frequently is denoted in red font



What three things would most improve your satisfaction with your job?

1	More manageable workload	38%
2	More resources to do my job (staff, budget, materials, etc.)	26%
3	More or better collaboration within and across agencies, divisions, teams, etc.	25%
4	More career advancement opportunities at my agency.	23%



Child Welfare Action Highlights Focused on Improving Retention

- Created an 18-member staff advisory board
- Extended the Child Welfare Training and Advancement Program (CWTAP) to Baccalaureate programs,
- Implemented target recruitment strategies focused on hard-to-recruit and high vacancy areas
- Reduced turnover from 26.9% in 2021 to 16.8% in 2024. The national average is 30%*.

*According to Casey Family Programs



Child Welfare Planned Actions Focused on Improving Retention

- We've identified case-carrying employees employed less than one year as the group with the highest Child Welfare turnover
- On Monday, February 24th, we are proposing a plan to obtain more insights as to why we are losing them and will use the information to plan a response.



Top Items Child Welfare Suggested to Improve Job Satisfaction

1	More manageable workload	38%
2	More resources to do my job (staff, budget, materials, etc.)	26%



Thank You

For Questions or Follow Up Contact -----



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