



## All Employee Survey 2007

The Department of Veterans Affairs has decided it will be conducting the Veteran Health Administration's All Employee Survey (AES) on an annual basis commencing with the survey for this year. The 2007 AES will run from May 4 through May 25, 2007. Employees can take the AES using three different modes:

**Internet:** (<https://survey.sirota.com/va/survey07/VASurvey2007/letter.aspx>). You **MUST** complete your survey in one sitting. If you log off, you cannot return later to finish it. You can log on again and start over. When you are satisfied with your answers, click on the "Submit" button. You will receive the "Congratulations" page when your submission is successful.

**Telephone:** By calling **1-866-223-8118**. Available 24 hours a day, after the welcome message you'll enter your seven-digit work group code and a two-digit occupational code (provided by Service Level Point of Contact). Then answer each question by pressing the numbers on the keypad of the telephone that corresponds to your answers. To return to the previous question, press the \* key. To repeat a question, press the # key. To start over, simply hang up and redial into the system.

**Paper:** by requesting a copy from a Service Level Point of Contact)

The AES is an assessment designed to measure various aspects of the work environment. VA employees are asked a range of questions related to areas such as working conditions, workgroup relationships, and facility practices.

The AES is composed of three separate assessment instruments:

### Job Satisfaction Index (JSI)

- \* 13 Questions
- \* Assesses information at the individual level. For example "Compared to what you think it should be, how satisfied are you with the type of work that you currently do?"

### Organizational Assessment Inventory (OAI)

- \* 31 Questions
- \* Assesses information at the group level. For example, "Employees in my group are protected from health and safety hazards."

### Culture

- \* 14 Questions
- \* Assesses information at the facility level. For example, "The glue that holds my facility together is loyalty and tradition. Commitment to this facility runs high."



## *History of the AES*

# The Pursuit of Continual Improvement

In 1997 and 2001, VA administered the One VA Survey to assess employee satisfaction and perceptions of the organization. In January of 2002, a VHA survey team was developed with the charge of analyzing the data and interpreting the results of the survey and then effectively assisting networks and facilities to translate results into action planning and implementation. The survey team consisted of VHA Management Support Office (MSO), VHA National Center for Organization Development (NCOD), VHA

Management Decision & Research Center (MDRC), VHA Human Resources Management (HRM) Group, VHA Office of Quality & Performance (OQP), VHA Office of Equal Employment Office (EEO), and VHA High Performance Development Model Program Office (HPDM).

The goal of analyzing and interpreting the results of the survey was to increase workforce productivity and effectiveness, increase and enhance recruitment and retention, and in turn impact such various outcomes as inpatient satisfaction, cost per unique,

and total EEO case. The result of these activities will impact work systems, employee education and development, and employee well-being and satisfaction. It is important that activities such as this become a crucial dimension of the management of organizational culture and in turn an integral piece of VHA culture.

In analyzing the All Employee Survey data, the data were categorized and presented using 14 factors:

**See 'History'**

# From the Director

Robert W. Ratliff, PH.D., FACHE

As the Veterans Health Administration strives to continue to deliver the highest quality patient care, it is critical to continually assess employee and organizational satisfaction. In 2004 and 2006, the VHA All Employee Survey (AES) was administered to all employees VHA wide. The results of the AES were very useful to VHA Networks and Facilities. Many of you played major roles in the action plans.

Now it is time for the 2007 VHA All Employee Survey. The purpose of this survey is to collect information on your perceptions of the work place and your satisfaction at work. This survey is part of an ongoing effort to assess employees' satisfaction, to eliminate barriers to employees' effectiveness, and to make us an employer of choice for our employees. The survey will be administered on an annual basis.

Just prior to the survey administration period of May 4 through May 25, 2007 you will receive a 7-digit code from your supervisor required to participate in the VHA All Employee Survey. This 7-digit code only identifies your work group. You will have the option of completing the survey by using the Internet, telephone, or via paper and #2 pencil (although we have a very limited supply of paper surveys).

As part of our commitment to becoming the employer of choice and supporting VHA, I ask that you take

a few moments to complete the VHA All Employee Survey. Results will be summarized and reported so that no identifiable, individual responses are reported or revealed. To further protect your anonymity, the data will never be reported for an occupation, work unit or other grouping when the number of employees who responded from within that grouping is less than 10.

When I complete a survey I always ask myself 'What is going to come of this?' It is my intent that the results of these assessments will further identify and drive future efforts as we develop and enhance CAVHCS. As you've heard me say before; 'We don't want to be the Biggest, We want to be the Best!'

Thank you in advance for participating in the VHA All Employee Survey.



*Your participation will make a difference...*



Ms. Beeler, Mr. Luke C. Williams and Dr. Ratliff (l-r) celebrate Mr. Williams' being presented an award recognizing more than 10,000 hours of volunteer service. Volunteer recognition ceremonies were held recently on the Montgomery and Tuskegee Campuses. Please see additional images on Page 4.

## The CAVHCS Salute

The CAVHCS Salute is produced by the Central Alabama Veterans Health Care (CAVHCS) Public Affairs Office. CAVHCS Salute is an unofficial, internal communications publication.

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# History

*From Page 1*

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Leadership, Resources, Rewards/Recognition, Planning/Evaluation, Diversity Acceptance, Employee Development, Cooperation, Supervisory Support, Innovation, Customer Service, Work-Family Balance, Pay Satisfaction, Conflict Resolution, and Change Management.

For each factor, results were presented comparing each Network and the respective facilities to the VHA average and the VISN Best Practice. In addition, four outcome measures were also identified and presented:

Overall Quality, Overall Satisfaction, Intentions to Stay, and Job Related Stress.

The survey team presented the national, VISN, and facility results to each Network face to face or via videoconference. While general results and interpretations were presented, emphasis was placed on the premise that all interpretation is local. Each Network and its respective facilities developed action plans and action teams to address the identified opportunities for improvement, and set appropriate timelines and goals.

## **Job Satisfaction Index/ Organization Assessment Inventory (2003 – 2004)**

The All Employee Survey Team has worked to continue analysis of the data from the survey and to develop an improved, short, validated new instrument for use in 2004. The team has worked to develop a more efficient data collection instrument and process for measuring those factors most critical to patient outcomes and workforce issues, and to maintain as much comparability as possible with previous surveys from 1997 and 2001. As a result, the new All Employee Survey instrument will provide reliable, valid measures that managers and researchers alike can use with confidence.

In response to this continued work, two separate yet related assessment tools have been developed for administration. An Employee Satisfaction instrument (Job Satisfaction Index—JSI) has been developed which consists of 13 questions addressing areas such as Leadership, Feedback, Co-Workers, and Working Conditions, for example. This assessment tool yields information that facilities can use to assess levels of employee satisfaction down to the immediate supervisor level (assuming that there are at least 10 responses for a supervisor).

The second assessment tool that has been developed is an Organizational Assessment Inventory (OAI). This assessment tool is a refined, shortened version of the 2001 All Employee Survey. This assessment tool will be most useful to Networks and facilities as they assess organization-wide issues impacting the work

environment and patient care.

The third component of the 2004 All Employee Survey is the Facility Culture Survey (FCS). The FCS is a brief (14 item) assessment instrument designed to measure employee perceptions of the general values and “way of doing things” at their facility.

The FCS produces an “organizational personality profile” on four dimensions: group/teamwork, entrepreneurial, hierarchical/bureaucratic, and rational. The FCS is a shortened form of a measure that has been used in a number of studies in private sector healthcare organizations.

An additional new aspect to the All Employee Survey is the development of a series of optional modules. These

modules allow network or facility managers to tailor the survey to target areas of special need or concern. There are soon to be six modules in place available to use (Six Institutes of Medicine Quality Aims, Nursing Magnet Factors, Burnout, Baldrige Dimensions, Nurse Manager Survey, Work Environment Scale). Consistent with the Employee Satisfaction Survey and the Organizational Assessment, each of the modules is a validated instrument and the resulting data can be compared to others within VA who has used the same module.

The All Employee Survey Team piloted the instruments and tested for statistical validity in the fall/winter of 2003. In addition to piloting the instruments themselves, the All Employee Survey Team tested various administration methodologies including web, paper and pencil, and IVR (telephonic response). It was the goal of the All Employee Survey Team that all results would be available to the organizations within 6-8 weeks of administration. That goal was met.

## **Civility, Engagement and Empowerment (2005-2006)**

In the fall of 2005, using a web survey, the AES Team did a pilot test of questions relating to the concepts of civility, engagement and empowerment (CEE). The pilot test had two purposes: 1) to explore the questions as possible additional items to the core AES in 2006 and 2) to test the questions as possible stand-alone modules to explore issues identified by AES in greater depth.

The dimensions explored in the CEE pilot test were:  
Civility

Courtesy and Respect  
Teamwork  
Management/Staff Relations

Engagement  
Identification with VA mission  
Belonging/Organizational Support

Empowerment  
Autonomy (individual level)  
Psychological Safety (workgroup level)  
Entrepreneurial Culture (facility level)



## VA All Employee Survey

# Frequently Asked Questions

### **What Happens with the AES Results?**

Results are presented by the “VHA All Employee Survey Team” at the VISN level.

National leaders use this information to make important decisions for the VHA.

Results are used as a part of the VHA performance measures.

Facility directors and management review results to determine areas of strength and growth.

Employees have the opportunity and are encouraged to participate in facility and workgroup initiatives.

Employees are empowered to provide the best care and support to the Veterans.

### **Has the VA All Employee Survey been reviewed by the National Partnership Council?**

In March 2007, VHA notified the national unions of its intent to re-administer the AES, and reaffirmed Veterans Health Administration’s (VHA) commitment to follow the same process in 2007 that was followed in 2006. In addition, the AES Committee briefed the National Partnership Council.

The national unions and National Partnership Council members received a copy of the final survey questions when the AES Committee sent the questions to Sirota Consulting in March 2007. The National Partnership Council continues to support this valuable survey instrument, knowing its importance to the Cultural Health of VHA.

### **Why am I required to provide a seven-digit code?**

Historically, responses to the VHA All Employee Survey have been specific only for a facility. In order to most effectively address the results of the assessment, organizations need results available at the organizational work group level. To accomplish this, your answers to these questions will enable VA to divide the survey results by occupational, organizational and geographic groups. **Every employee in a work group regardless of occupation or grade has the same 7-digit work group number.**

### **Are my responses anonymous and confidential?**

To protect your anonymity, the data collected will never be reported for an occupation, work unit, or other grouping when the number of employees who responded to the survey from within that grouping is **less than 10**.

### **Who will see my survey results?**

The VHA National Center for Organization Development (NCOD) is responsible for maintaining the confidentiality of the data gathered throughout the entire survey. No one outside the team that developed the instrument will have access to individual results.

### **What is the VA Job Satisfaction Index (JSI)?**

The JSI is an assessment instrument designed to examine employees’ satisfaction with their current VA job. It consists of 13 questions that explore 13 different aspects of job satisfaction.

### **Who should take the JSI?**

The JSI is designed for and is administered to all current employees of the Department of Veterans Affairs.

### **What is the VA Organizational Assessment Inventory (OAI)?**

The OAI is designed to assess how effectively the organization operates. It consists of 31 questions that explore issues impacting the work environment and employees. The OAI was administered in 2006 with in the VHA All Employee Survey.

### **Who should take the OAI?**

The OAI is designed for administration to all current employees of the Department of Veterans Affairs.

### **What is the VA Facility Culture Survey?**

The Facility Culture Survey is an assessment instrument designed to measure employee perceptions of the general values and “way of doing things” in their facility. It consists of 14 questions and is a shortened form of a measure that has been used in several studies of organization culture in private sector healthcare organizations. The facility culture survey was administered as a component of the 2006 VHA All Employee Survey.

### **Who should take the Facility Culture Survey?**

The Facility Culture Survey is designed to be administered to all current employees of the Department of Veterans Affairs.

**Privacy Act Statement:** In accordance with Public Law 93-579 (Privacy Act of 1974), providing the personal information asked in this survey is completely voluntary. Collection of this information is requested to allow the Department of Veterans Affairs, and its subdivisions, to assess employees’ perceptions and level of satisfaction with their work environment. Sections 1302, 3301, and 3304 of Title 5, US Code authorize collection of this information. **Completed surveys will be returned directly to Sirota Consulting Corporation for tabulation. All information you provide about your job and about yourself will be treated confidentially.**

The information you provide will be compiled, analyzed, and reported for the whole population and certain subgroups. Future disclosures may involve releases of statistical data and other non-identifying data for the improvement of employee work environments and associated administrative purposes. **No identifiable, individual responses will be reported or revealed.**



**Employees of the Month**  
 Congratulations to  
 Ms. Mary James (above) and  
 Ms. Lizzie M. Giles (below).



## Volunteer Recognition



## Features on MyHealthVet could impact Performance Measures

My HealthVet, VA's Web-based portal that allows veterans to register and record personal health information and combine it with parts of their electronic health records, will add new features throughout 2007 that will enable veterans to improve management of their health care.

The portal recently was named a "Top 5" Excellence.Gov program winner for 2007 by the Industry Advisory Council for its innovative use of technology to achieve strategic goals and objectives. Veterans who register on the web site can record personal health information and combine it with parts of their VA electronic health records.

Once registered, veterans can record and store health information and measurements such as blood pressure readings, cholesterol counts, temperatures, and health histories, refill their VA prescriptions, and access medical information from reliable health libraries.

"My HealthVet will provide exciting new features that registered

veterans can add to their personal health records throughout the year," said Aiden Barr, Acting Program Manager for My HealthVet "These upgrades will allow veterans, their families and clinicians to partner in improving management of their health care."

***Once registered, veterans can record and store health information and measurements such as blood pressure readings, cholesterol counts, temperatures, and health histories...***

Among the newest My HealthVet features are screening tools for Post Traumatic Stress Disorder (PTSD), depression and alcohol use. The "Healthy Living Centers" provide medical information and tips on healthy eating, physical activity, and smoking and tobacco use cessation. The "Condition Centers" offer information on medical conditions such as diabetes, heart disease, hypertension and stroke,

plus tips on managing those conditions. Information on support groups is also available on the site.

To ensure the security and privacy of their personal health record, veterans must register on the My HealthVet web portal and complete an "In Person Authentication," (IPA) at their medical facility. Once a VA patient has registered on the portal and completed the authentication, Barr said they will see their prescription drug name, in addition to the prescription number. Future additions will enable these same veterans to see their VA appointments, co-pay balances, and copies of chemistry and hematology lab reports.

There have been more than 10 million visits since the portal debuted. Following the release of online prescription refill in August, 2005, veterans have electronically submitted nearly 2.4 million refill requests.

Veterans can register on the My HealthVet Web portal at [www.myhealth.va.gov](http://www.myhealth.va.gov).



**Memorials:**  
The National Ensign waves in the wind after being raised over the USS Arizona Memorial, Naval Station Pearl Harbor, Hawaii (l), and over a makeshift memorial in the sands of Southern Iraq (r). (U.S. Navy photos)

# May

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
* Asian Pacific American Heritage Month * 4 – 25 All Employee Survey		1	2	3 National Day of Prayer	4 AES Town Hall V-Tel from Montgomery Campus 1 pm	5
6	7 Nurses Week Kick-off Ceremony Museum both Campuses	8	9 National Nurses Week	10	11 National Nurses Week Program Bldg. 90 Theater Tuskegee Campus	12
13 Mothers Day	14	15	16	17 Toastmasters' Open House Montgomery Campus Multipurpose Room 12-1 pm	18 Diversity Celebration Bldg. 120 Atrium Tuskegee Campus 11am-1pm	19
20 Family Day on Tuskegee Campus	21	22	23	24	25 Memorial Day Program on Tuskegee Campus	26 Armed Forces Day
27	28 Memorial Day Montgomery Campus Program	29	30	31	Education and Learning Workshops "Managing your Priorities Series 3" "Addressing Emotions at Work" 10 May: Tuskegee Campus 25 May: Montgomery Campus	

The CAVHCS Community Calendar is not intended to be an all-inclusive, official calendar. It is intended rather to provide a medium for CAVHCS Salute to share upcoming events.

If you would like to add a CAVHCS event please email details directly to alan.bloom@va.gov. Submissions are not guaranteed to be published. Considerations will be made for propriety, promptness and print space.