

Appendix

Figure 3.1

Valley Youth House

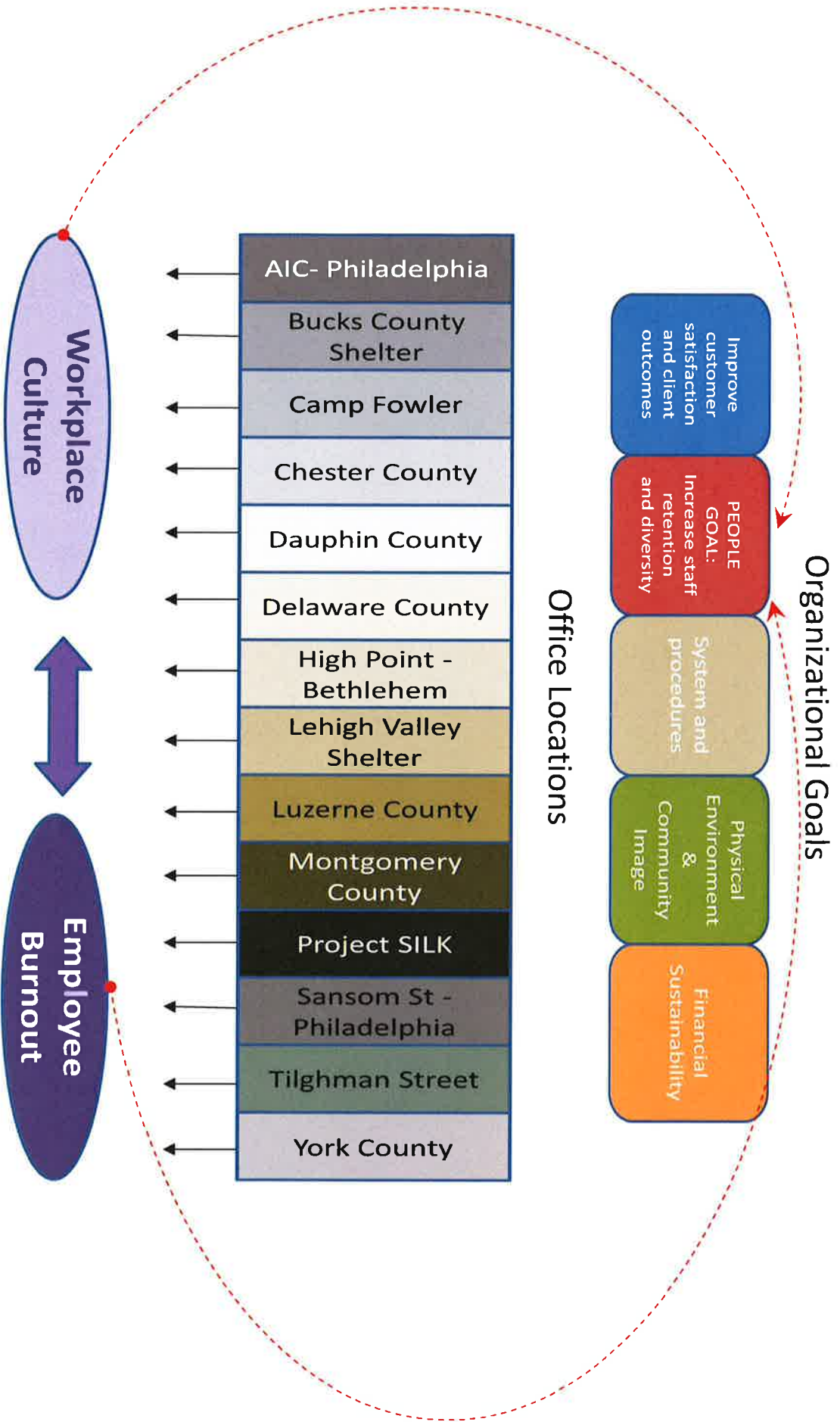


Figure 3.2

Workplace Culture Questionnaire

Please answer the questions by marking the alternative that best coincides with your feeling about your own working environment. When answering the questions, please consider only your primary workplace. (NOTE: Workplace is defined as the office setting that you are primarily linked to)

Administrative Staff

Supervisory Staff

Direct Service staff

Office Location: _____

	Yes, I agree entirely	Yes, I agree to some degree	No, I do not agree entirely	No, I do not agree at all
1 My workplace has a clear division of responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 There are no perceptions of discrimination, bias or prejudice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 There are no cases of harassment or bullying.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 All genders have the same opportunities for career and professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 I feel I am paid fairly and in line with my experience and education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 My nearest superior is accessible to me when I need them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 I get the information I need to fulfill my duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 I feel I am involved in the decisions made at my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 I am committed and invested in my clients, coworkers and workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 We do enough to change things that need improving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 We have a clear plan of action for my program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 We regularly discuss the program's future course.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 I enjoy being in my work place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 We follow up and evaluate results in a way that improves the overall work of the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 We collaborate well within my program/office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16 I feel my office/program is a part of Valley Youth House as a whole.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 I believe in the mission and vision of Valley Youth House.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18 We can freely state our opinions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19 I am satisfied with the way I am treated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 I consciously try to treat others with respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 The environment of my workplace upholds Valley Youth House's mission and vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|
| | | Yes | | No | |
| 22 | I have had meetings with my closest superior about my personal and professional development. | <input type="checkbox"/> | | <input type="checkbox"/> | |
| 23 | I regularly attend and participate in staff meetings. | <input type="checkbox"/> | | <input type="checkbox"/> | |
| 24 | How do you experience your work? | Always true | Often true | Sometimes true | Never true |
| | Too much to do. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Too little influence. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Too little help/support from superiors. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Too little help/support from co-workers. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Psychologically exhausting (burnout) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25 | What do you feel are two words or phrases that would best define your particular working environment? (Positive or negative) | | | | |

Burnout:

On a scale from 0 to 10, where 0 is nonexistent, and 10 is always present, how would you rate your present level of burnout? _____

Figure 3.3

ID	Concept	Definition	Coding
1	Areas of Improvement	A classification of qualitative responses suggesting areas that can be improved	Negative Culture
2	Bias	Perceived favoritism toward another individual, idea or process	Negative Culture
3	Burnout	A state of emotional impairment in the worker causing decreased efficiency and awareness	Negative Culture
4	Busy	A state of constant movement within the workplace	Negative Culture
5	Collaborative	The state of working together toward a common goal	Positive Culture
6	Communication	The art of relaying thoughts, ideas and processes to other individuals	Positive Culture
7	Company Disconnected	A classification of qualitative responses suggesting the company not aligned with its members	Negative Culture
8	Culture	A set of values, behaviors and ideas that define a workplace	Positive Culture
9	Discrimination	Unjust treatment of an individual based on a quality they represent	Negative Culture
10	Discrimination/Bias/Prejudice	A classification of qualitative responses suggesting unfair treatment of an individual	Negative Culture
11	Disconnected	The state of one's values not being aligned with the company	Negative Culture
12	Diverse	Demonstrating variety in one's practices	Positive Culture
13	Exhaustion	A feeling of tiredness or being worn-out	Negative Culture
14	Growth	A state of positive development in an object or individual	Positive Culture
15	Hard Working	A classification of qualitative responses representing devoting a great deal of energy toward a task	Positive Culture
16	Lacking	Being of insufficient quality or quantity	Negative Culture
17	Mission Driven	A classification of qualitative responses suggesting that the company's purpose guides one's attitudes and behaviors; a core value of Valley Youth House	Positive Culture
18	Negative Culture	Absence of positive engaging qualities within a workplace	Negative Culture
19	Outstanding Team Members	A classification of qualitative responses suggesting appreciation	Positive Culture

		toward coworkers; a core value of Valley Youth House	
20	Positive Culture	A classification of qualitative responses suggesting the presence of engaging or adaptive practices in the workplace	Positive Culture
21	Pay	The act of compensating the employee with money	Positive Culture
22	Resources	The tools and information needed to perform a job	Positive Culture
23	Responses About People	A main classification of qualitative responses solicited in the research	N/A
24	Responses About Work We Do	A main classification of qualitative responses solicited in the research	N/A
25	Responses About Workplace	A main classification of qualitative responses solicited in the research	N/A
26	Rewarding	A feeling of satisfaction derived from the work one performs	Positive Culture
27	Stressful	A feeling associated with burnout caused by work or factors within the work environment	Negative Culture
28	Supervisor	An individual who oversees the work performed by an employee	Positive Culture
29	Supportive	The process by which the employer possesses empathy and consideration toward the feelings and needs of its employees	Positive Culture
30	Unrealistic	Based in irrational thoughts and requests	Negative Culture
31	Unsupportive	The process by which the employer lacks empathy or consideration toward the feelings and needs of its employees	Negative Culture
32	Workload	The demands placed upon an employee	Negative Culture
33	Youth Driven	A classification of qualitative responses suggesting that the youth being served by the organization guides one's attitudes and behavior	Positive Culture

Figure 3.4

What do you feel are two words or phrases that would best define your particular working environment?

Responses About People	Responses about the Work We Do	Responses About Workplace
<p>Outstanding Team Members</p> <p>Accessible – (HP, D) Collaborative – (Bucks, D) (Sans, A) (HP, D) (HP, S) (HP, A) (AIC, D) Community – (Y, D) Cooperative - (HP, A) Family – (Bucks, S) Great/Supported Co-Workers - (Ch, D)(Sans, D) (HP, D) (HP, D) (Dau, D) (HP, D) Great Supervisor – (HP, D) Responsive - (Bucks, S) Teamwork- (Ch, D) (HP, A) (HP, D) (HP, D) (HP, S)</p>	<p>Mission Driven</p> <p>Challenging – (Ch, A) Competitive - (HP, S) Enjoyable – (HP, D) Eventful – (LVS, D) Fulfilling – (LVS, D) (HP, D) High Demand - (Fowl, D) Humbling – (Til, D) Important – (HP, S) Interesting - (HP, D) Mission Driven – (HP, S) Rewarding - (AIC, D) (HP, D) (Ch, A)</p>	<p>Positive Culture</p> <p>Changeable – (Bucks, S) Comfortable - (HP, D) (Sans, D) Diverse - (SILK, D) (LVS, D) *Ever Changing - (Bucks, S) (Sans, D) (LVS, D) (LVS, D) Friendly – (Y, A) (HP, S) (Luz, S) Fun - (AIC, D) (HP, D) Good – (Mont, D) Growing - (Fowl, D) (Y, D) Inclusive - (SILK, D) (HP, D) (HP, D) Informative – (Y, D) Inventive – (Sans, A) Nice facility - (HP, A) Okay – (Sans, D) Pleasant – (HP, D) Positive – (Mont, D)</p>

<p>Hard Working</p> <p>Focused – (AIC, D)</p> <p>Autonomous – (Til, D)</p> <p>Determined – (HP, D)</p> <p>Hard working - (HP, A) (Til, S)</p> <p>Independent – (Sans, S) (HP, D)</p> <p>Resourceful – (Til, D)</p> <p>Self-Sufficient – (Y, D)</p> <p>Knowledgeable – (HP, D)</p> <p>Resourceful – (Til, D)</p> <p>Self-Sufficient – (Y, D)</p>		<p>Private – (HP, S)</p> <p>Quiet - (Luz, D) (HP, D)</p> <p>Relaxed – (AIC, D) (AIC, D)</p> <p>Safe – (HP, D) (Luz, S) (HP, D) (Sans, A)</p> <p>Shapeshifting – (AIC, A)</p> <p>Small - (Lu, D) (Ch, D)</p> <p>Social at times – (HP, D)</p> <p>Strong - (Ch, D)</p> <p>Supportive - (HP, D) (HP, S) (Bucks, S) (HP, S) (HP, D)</p> <p>(HP, D) (Sans, D) (HP, D) (LVS, D)</p> <p>Transitioning – (HP, S)</p>
<p>Youth Driven</p> <p>Care (Toward youth) – (Dau, S)</p> <p>Dedicated – (HP, A) (Sans, D)</p> <p>Empathy – (HP, D)</p> <p>Passionate - (HP, A)</p> <p>Appreciated – (Dau, A)</p> <p>“Be the change” – (AIC, D)</p>	<p>Workload</p> <p>“Billable time all the time” – (HP, D)</p> <p>Deadlines – (HP, A) (HP, A)</p> <p>Demanding – (Dau, D)</p> <p>Lack of adequate resources – (HP, S) (HP, D)</p> <p>Lack of evenly divided work - (DelCo, S)</p> <p>Not enough time - (Mont, D) (HP, A)</p> <p>Too much to do - (Mont, D) (HP, A)</p> <p>Unbalanced - (DelCo, D)</p> <p>Unrealistic – (HP, D) (Dau, D)</p>	<p>Company Disconnected</p> <p>Aloof – (Luz, D)</p> <p>Business Environment – (HP, D)</p> <p>Confusing – (AIC, D) (HP, D)</p> <p>Disconnected – (HP, D)</p> <p>“Falling apart” – (HP, S)</p> <p>“Good direct environment until the program director comes” – (Y, D)</p> <p>Separated – (HP, D)</p> <p>Needs work - (Ch, D)</p>

	<p>* Unrealistic Expectations - (Ch, D) (Sans, D)</p> <p>Unrealistic Workload – (Sans, S)</p>	<p>No Leadership - (HP, S)</p> <p>Odd – (Til, D)</p> <p>Uncertain – (HP, S)</p>
<p>Areas of Improvement</p> <p>Bad Attitudes - (AIC, S)</p> <p>“Clique-y” – (HP, A)</p> <p>Dismissive (of clients’ needs) – (HP, D)</p> <p>“Everyone’s planning their escape” – (AIC, S)</p> <p>Incompetent – (AIC, D)</p> <p>Lack of Communication - (Sans, S) (Y, A) (AIC, S) (Luz, D)</p> <p>No youth growth – (AIC, D)</p> <p>Unappreciative – (HP, A)</p> <p>Underpaid - (HP, D) (HP, D) (Dau, A)</p>	<p>Burnout/Exhaustion</p> <p>Emotionally demanding – (HP, D)</p> <p>Emotionally Exhausting - (Til, D)</p> <p>Frustrating – (HP, D)</p> <p>Burnout – (Sans, D)</p> <p>Growing pains – (HP, S)</p> <p>Overwhelmed - (HP, S) (HP, D) (HP, S) (HP, A) (Luz, A) (HP, A) (HP, D)</p> <p>Mentally exhausting – (Til, D) (HP, D)</p> <p>Not enjoyable – (DelCo, D)</p> <p>Overloaded – (Y,S) (HP, D) (Dau, S)(HP, D)</p> <p>Physically demanding – (HP, D)</p> <p>Strenuous – (Mont, A)</p> <p>Stressful – (HP, D) (HP, S) (HP, S) (HP, S) (AIC, D) (HP, A) (LVS, S) (Sans, S) (Til, S) (LVS, D) (Dau, D)</p> <p>Tiring – (HP, D)</p> <p>Feelings of job insecurity – (HP, D)</p> <p>No staff growth- (AIC, D)</p>	<p>Discrimination, Bias, Prejudice</p> <p>Admin favored – (HP, S)</p> <p>Demeaning – (HP, D)</p> <p>Discouraging – (HP, D)</p> <p>Hostile – (DelCo, D)</p> <p>Inconsistent – (Luz, D)</p> <p>Intersectional – (Sans, A)</p> <p>Negative – (AIC, D) (HP, S)</p> <p>No cultural competency – (AIC, D)</p> <p>Segregated - (HP, A)</p> <p>“Super politically correct” – (HP, D)</p> <p>Toxic - (HP, S)</p> <p>Uneasy – (HP, S)</p> <p>Not sure – (Luz, D)</p>

		<p style="text-align: center;">Busy</p> <p>24/7 – (HP, D)</p> <p>Hectic – (HP, D)</p> <p>Rushed – (Dau, D)</p> <p>Busy - (HP, A) (HP, A) (HP, S) (HP, S) (Y, S) (HP, A) (Luz, A) (Y, D) (AIC, A) (HP, D) (AIC, D)</p> <p>Chaotic - (DelCo, D) (HP, D) (Y, D) (AIC, S) (Luz, D) (HP, D)</p> <p>Constant – (Mont, A) (Sans, D)</p> <p>Distracting - (HP, S) (HP, D)</p> <p>Fast Paced – (HP, A)(HP, D) (HP, D) (HP, S) (Bucks, S) (Sans, D) (Ch, D)</p> <p>“Go Go Go” – (HP, D)</p> <p>Intense - (AIC, D) (HP, A)</p> <p>Lacking Structure – (LVS, D)</p> <p>Lackluster – (AIC, D)</p> <p>Loud – (HP, D)</p> <p>* Managed Chaos - (LVS, S) (HP, S)</p> <p>Not Private - (HP, S)</p> <p>Unorganized – (Bucks, D) (Sans, D)</p> <p>“Unorganized Chaos” – (Ch, S)</p> <p>Unsupported - (HP, D) (HP, S) (DelCo, S)</p>
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Figure 3.5

Responses About Workplace Culture

<u>Word</u>	<u>Frequency</u>
busy	11
supportive	9
fast	7
paced	7
chaotic	6
changing	4
safe	4
chaos	3
friendly	3
inclusive	3

Responses About Work We Do

<u>Word</u>	<u>Frequency</u>
stressful	11
overwhelmed	7
unrealistic	5
overloaded	4
time	4
demanding	3
exhausting	3
lack	3
rewarding	3
adequate	2



Responses About People

<u>Word</u>	<u>Frequency</u>
great	7
collaborative	6
supported	6
workers	6
teamwork	5
communication	4
lack	4
underpaid	3
dedicated	2
hard	2

All Responses

<u>Word</u>	<u>Frequency</u>
busy	11
supportive	10
work	10
stressful	9
fast	8
chaos	6
collaborative	6
coworkers	6
lack	6
paced	6



Crosstab

Count

Location	Burnout										Total	
	.00	1.00	2.00	3.00	4.00	5.00	6.00	7.00	8.00	9.00		10.00
A/C	0	0	0	2	0	1	3	2	3	0	0	11
Bucks	0	0	1	1	1	0	0	1	0	0	0	4
Camp Fowler	0	0	0	0	0	0	0	1	0	0	0	1
Chester	0	0	0	0	0	0	3	0	2	0	1	6
Dauphin	1	0	0	0	0	0	1	2	1	0	0	5
Delco	0	0	0	0	0	0	0	1	2	0	0	3
High Point	2	2	5	3	3	8	12	15	13	3	0	66
LV Shelter	1	0	1	1	0	1	0	2	0	1	0	7
Luzerne	1	0	0	2	0	3	0	0	1	0	0	7
Montco	0	0	0	0	0	0	0	2	1	0	0	3
Project SILK	0	0	0	0	0	0	1	0	0	0	0	1
Sansom St	0	0	1	1	1	0	2	1	3	1	0	10
Tilghman	0	0	0	1	0	1	0	0	1	1	1	5
York	0	1	0	1	0	2	1	1	0	0	0	6
Total	5	3	8	12	5	16	23	28	27	6	2	135

Location / Culture Crystallization

Location	Culture																		
	43.00	51.00	57.00	58.00	62.00	63.00	64.00	66.00	67.00	68.00	69.00	70.00	71.00	72.00	73.00	75.00	76.00	78.00	
A/C	0	1	0	0	0	0	0	0	1	0	1	1	1	1	0	0	0	0	0
Bucks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Camp Fowler	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chester	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Dauphin	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1
Delco	0	0	0	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0
High Point	1	0	2	1	0	0	1	0	2	1	0	1	1	0	1	3	0	0	2
LY Shelter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Luzerne	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	1
Montco	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Project SILK	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sansom St	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	2	0
Tighman	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
York	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	2	1	1	1	1	1	3	2	3	4	2	1	5	4	3	3	5

Location * Culture Cross-tabulation

Statistics Count

	79.00	80.00	81.00	82.00	83.00	84.00	85.00	86.00	87.00	88.00	89.00	90.00	91.00	92.00	93.00	94.00	95.00	96.00
Location																		
AC	1	0	1	0	0	0	0	0	2	0	0	1	0	0	0	0	0	0
Bucks	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0
Camp Fowler	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chester	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0
Dauphin	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
Delco	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
High Point	4	2	2	3	2	2	0	1	1	2	3	1	1	1	0	3	4	1
LY Shelter	0	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0
Luzerne	0	0	0	0	0	0	1	0	0	0	0	0	2	0	0	0	0	0
Montco	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Project SILK	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sansom St	0	0	0	0	1	1	1	0	0	0	0	0	1	1	0	0	0	0
Tighman	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
York	0	0	0	1	1	0	1	0	0	0	0	1	1	0	0	0	0	0
Total	6	4	3	4	4	3	5	1	4	3	5	3	5	3	2	6	4	1

Location * Culture Cross-tabulation

Station Count

	92.00	93.00	94.00	95.00	96.00	97.00	98.00	99.00	100.00	101.00	103.00	104.00	105.00	106.00	107.00	108.00	112.00	Total
Location A/C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
Bucks	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	4
Camp Fowler	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Chester	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Dauphin	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
Depto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
High Point	1	0	3	4	1	1	3	1	2	4	1	1	0	1	1	2	0	66
LY Shelter	0	0	0	0	0	0	1	0	1	0	0	0	1	0	0	0	0	7
Luzerne	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7
Montco	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	3
Project SILK	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Sansom St	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
Tighman	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	5
York	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	6
Total	3	2	6	4	1	2	5	3	3	5	1	2	2	1	1	2	1	135

Role * Culture Cross-tabulation

Count		Culture																	
		43.00	51.00	57.00	58.00	62.00	63.00	64.00	66.00	67.00	68.00	69.00	70.00	71.00	72.00	73.00	75.00	76.00	78.00
Role	Administrative	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2	1	1
	Supervisory	1	0	0	1	0	0	1	0	1	1	2	2	0	0	0	0	0	0
	Direct Service	0	1	2	0	1	1	0	1	2	1	2	1	1	1	5	2	2	4
Total		1	1	2	1	1	1	1	3	2	3	4	2	2	1	5	4	3	5

Staff/Workers Count

Role * Culture Cross-tabulation

	79.00	80.00	81.00	82.00	83.00	84.00	85.00	86.00	87.00	88.00	89.00	90.00	91.00	92.00	93.00	94.00	95.00	96.00
Role Administrative	1	0	1	0	0	0	0	0	0	0	0	0	3	1	0	2	1	1
Supervisory	1	2	1	0	1	0	1	0	1	3	2	0	1	1	2	0	1	0
Direct Service	4	2	1	4	3	3	4	1	3	0	3	3	1	1	0	4	2	0
Total	6	4	3	4	4	3	5	1	4	3	5	3	5	3	2	6	4	1

Staffing Count

Role / Culture Cross-taught

	92.00	93.00	94.00	95.00	96.00	97.00	98.00	99.00	100.00	101.00	103.00	104.00	105.00	106.00	107.00	108.00	112.00	Total
Role Administrative	1	0	2	1	1	0	2	0	1	0	0	0	1	0	0	1	0	20
Supervisory	1	2	0	1	0	0	0	2	2	2	0	0	0	0	0	0	1	33
Direct Service	1	0	4	2	0	2	3	1	0	3	1	2	1	1	1	1	0	82
Total	3	2	6	4	1	2	5	3	3	5	1	2	2	1	1	2	1	135

Clear division of responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	7	5.2	5.2	5.2
	No I do not agree entirely	31	23.0	23.0	28.1
	Yes I agree to some degree	73	54.1	54.1	82.2
	Yes I agree entirely	24	17.8	17.8	100.0
	Total	135	100.0	100.0	

No discrimination, bias, prejudice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	6	4.4	4.4	4.4
	No I do not agree entirely	37	27.4	27.4	31.9
	Yes I agree to some degree	46	34.1	34.1	65.9
	Yes I agree entirely	46	34.1	34.1	100.0
	Total	135	100.0	100.0	

No harassment or bullying

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	7	5.2	5.2	5.2
	No I do not agree entirely	25	18.5	18.5	23.7
	Yes I agree to some degree	36	26.7	26.7	50.4
	Yes I agree entirely	67	49.6	49.6	100.0
	Total	135	100.0	100.0	

All genders same opportunity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	3	2.2	2.2	2.2
	No I do not agree entirely	18	13.3	13.3	15.6
	Yes I agree to some degree	45	33.3	33.3	48.9
	Yes I agree entirely	69	51.1	51.1	100.0
	Total	135	100.0	100.0	

Paid fairly/in line w/edu & exp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	33	24.4	24.4	24.4
	No I do not agree entirely	47	34.8	34.8	59.3
	Yes I agree to some degree	37	27.4	27.4	86.7
	Yes I agree entirely	18	13.3	13.3	100.0
	Total	135	100.0	100.0	

Nearest superior accessible

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	3	2.2	2.2	2.2
	No I do not agree entirely	17	12.6	12.6	14.8
	Yes I agree to some degree	40	29.6	29.6	44.4
	Yes I agree entirely	75	55.6	55.6	100.0
	Total	135	100.0	100.0	

Gets info needed to do job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	7	5.2	5.2	5.2
	No I do not agree entirely	38	28.1	28.1	33.3
	Yes I agree to some degree	55	40.7	40.7	74.1
	Yes I agree entirely	35	25.9	25.9	100.0
	Total	135	100.0	100.0	

Involved in decisions @ work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	16	11.9	11.9	11.9
	No I do not agree entirely	38	28.1	28.1	40.0
	Yes I agree to some degree	56	41.5	41.5	81.5
	Yes I agree entirely	25	18.5	18.5	100.0
	Total	135	100.0	100.0	

Committed/invested clients,coworkers,workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	2	1.5	1.5	1.5
	No I do not agree entirely	7	5.2	5.2	6.7
	Yes I agree to some degree	30	22.2	22.2	28.9
	Yes I agree entirely	96	71.1	71.1	100.0
	Total	135	100.0	100.0	

Change things that need improving

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	17	12.6	12.6	12.6
	No I do not agree entirely	48	35.6	35.6	48.1
	Yes I agree to some degree	48	35.6	35.6	83.7
	Yes I agree entirely	22	16.3	16.3	100.0
	Total	135	100.0	100.0	

clear plan of action for program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	6	4.4	4.4	4.4
	No I do not agree entirely	39	28.9	28.9	33.3
	Yes I agree to some degree	55	40.7	40.7	74.1
	Yes I agree entirely	35	25.9	25.9	100.0
	Total	135	100.0	100.0	

Discuss program's future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	11	8.1	8.1	8.1
	No I do not agree entirely	33	24.4	24.4	32.6
	Yes I agree to some degree	55	40.7	40.7	73.3
	Yes I agree entirely	36	26.7	26.7	100.0
	Total	135	100.0	100.0	

Enjoy being in workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	7	5.2	5.2	5.2
	No I do not agree entirely	20	14.8	14.8	20.0
	Yes I agree to some degree	64	47.4	47.4	67.4
	Yes I agree entirely	44	32.6	32.6	100.0
	Total	135	100.0	100.0	

Follow up and evaluate results to improve program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	6	4.4	4.4	4.4
	No I do not agree entirely	49	36.3	36.3	40.7
	Yes I agree to some degree	57	42.2	42.2	83.0
	Yes I agree entirely	23	17.0	17.0	100.0
	Total	135	100.0	100.0	

Collaborate well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	6	4.4	4.4	4.4
	No I do not agree entirely	21	15.6	15.6	20.0
	Yes I agree to some degree	56	41.5	41.5	61.5
	Yes I agree entirely	52	38.5	38.5	100.0
	Total	135	100.0	100.0	

Identify as part of VYH as a whole

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	11	8.1	8.1	8.1
	No I do not agree entirely	35	25.9	25.9	34.1
	Yes I agree to some degree	50	37.0	37.0	71.1
	Yes I agree entirely	39	28.9	28.9	100.0
	Total	135	100.0	100.0	

Believes in Mission and Vision of VYH

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	1	.7	.7	.7
	No I do not agree entirely	3	2.2	2.2	3.0
	Yes I agree to some degree	30	22.2	22.2	25.2
	Yes I agree entirely	101	74.8	74.8	100.0
	Total	135	100.0	100.0	

Can freely state opinions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	14	10.4	10.4	10.4
	No I do not agree entirely	26	19.3	19.3	29.6
	Yes I agree to some degree	55	40.7	40.7	70.4
	Yes I agree entirely	40	29.6	29.6	100.0
	Total	135	100.0	100.0	

Satisfied with the way they are treated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	7	5.2	5.2	5.2
	No I do not agree entirely	23	17.0	17.0	22.2
	Yes I agree to some degree	53	39.3	39.3	61.5
	Yes I agree entirely	52	38.5	38.5	100.0
	Total	135	100.0	100.0	

Treats others with respect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	1	.7	.7	.7
	Yes I agree to some degree	13	9.6	9.6	10.4
	Yes I agree entirely	121	89.6	89.6	100.0
	Total	135	100.0	100.0	

Workplace upholds Mission and Vision of VYH

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	5	3.7	3.7	3.7
	No I do not agree entirely	22	16.3	16.3	20.0
	Yes I agree to some degree	55	40.7	40.7	60.7
	Yes I agree entirely	53	39.3	39.3	100.0
	Total	135	100.0	100.0	

Discussed personal and Professional development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	7	5.2	5.2	5.2
	No I do not agree entirely	15	11.1	11.1	16.3
	Yes I agree to some degree	49	36.3	36.3	52.6
	Yes I agree entirely	64	47.4	47.4	100.0
	Total	135	100.0	100.0	

Regularly attend and participate in staff meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No I do not agree at all	2	1.5	1.5	1.5
	No I do not agree entirely	3	2.2	2.2	3.7
	Yes I agree to some degree	21	15.6	15.6	19.3
	Yes I agree entirely	109	80.7	80.7	100.0
	Total	135	100.0	100.0	

Has too much to do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always true	55	40.7	40.7	40.7
	Often true	40	29.6	29.6	70.4
	Sometimes true	32	23.7	23.7	94.1
	Never true	8	5.9	5.9	100.0
	Total	135	100.0	100.0	

Has too little influence at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always True	4	3.0	3.0	3.0
	Often true	23	17.0	17.0	20.0
	Sometimes true	75	55.6	55.6	75.6
	Never true	33	24.4	24.4	100.0
	Total	135	100.0	100.0	

Not enough help/support from supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always true	9	6.7	6.7	6.7
	Often true	21	15.6	15.6	22.2
	Sometimes true	59	43.7	43.7	65.9
	Never true	46	34.1	34.1	100.0
	Total	135	100.0	100.0	

Not enough help/support from coworkers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always true	6	4.4	4.4	4.4
	Often true	11	8.1	8.1	12.6
	Sometimes true	55	40.7	40.7	53.3
	Never true	63	46.7	46.7	100.0
	Total	135	100.0	100.0	

Experiences burnout

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always true	18	13.3	13.3	13.3
	Often true	62	45.9	45.9	59.3
	Sometimes true	51	37.8	37.8	97.0
	Never true	4	3.0	3.0	100.0
	Total	135	100.0	100.0	