



OMB Control No: 0990-0295
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Tell Us About Your Job

Your employer is one of over 130 that are part of the Better Jobs, Better Care Demonstration - People like you in the state of Iowa, North Carolina, Oregon, Pennsylvania, and Vermont are being asked to complete this important survey.

Your answers to these questions are very important to the success of this project. Please answer them as honestly as you can. Remember that your answers will be kept completely confidential. Your employer will not see any of your responses. Your answers will go directly to the Penn State Survey Research Center and you will not be identified.

A Confidential Survey

Conducted by the Survey Research Center at Penn State

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Paperwork Reduction Act Statement

A federal agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. Public reporting burden for this collection of information is estimated to be 30 minutes per response.

INSTRUCTIONS: If circles are provided, please completely fill in the circle next to your answer (example: ● Yes ○ No). If boxes are provided, write your numeric answer in the boxes (example:

2	9
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). If you are asked to specify an answer, please clearly print your response in the space provided.

1. How long have you worked as a supervisor of direct care workers?

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 years

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 months
2. Have you ever worked as a direct care worker? ○ Yes ○ No
3. How long have you worked for this employer?

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 years

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 months
4. How long have you worked **as a supervisor for this employer**?

--	--

 years

--	--

 months
5. How many direct care workers do you typically supervise?

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6. Do any direct care worker supervisors report to you? ○ Yes ○ No
7. Please indicate the extent of your responsibility as a direct care worker supervisor to perform the following tasks.

	My responsibility alone	My responsibility but others do this too	Not my responsibility but I sometimes do this	I never do this
a. Act as a mentor to direct care workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Ensure that direct care workers are giving proper care to clients/residents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Interview direct care worker applicants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Schedule direct care workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Provide feedback to direct care workers on job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Document direct care worker performance problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Initiate disciplinary action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Recommend training for direct care workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Conduct on-the-job clinical training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Directly respond to job concerns raised by direct care workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. For each statement below, please indicate if you strongly disagree, somewhat disagree, somewhat agree, or strongly agree.

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
a. I have learned the skills necessary to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I have the opportunity to work in teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I am confident in my ability to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I could get a job that paid more than this job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Overall, how satisfied are you with your job?

- Extremely satisfied
- Somewhat satisfied
- Somewhat dissatisfied
- Extremely dissatisfied
- Don't know

10. During the past year, did **you** receive any formal training (inservice, workshop, etc.) on . . .

Training		If yes, how useful was it?			
		Not At All Useful	Somewhat Useful	Very Useful	Extremely Useful
a. Communicating effectively with other employees	<input type="radio"/> Yes → <input type="radio"/> No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Communicating effectively with patients/residents/clients	<input type="radio"/> Yes → <input type="radio"/> No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Diversity or cultural issues	<input type="radio"/> Yes → <input type="radio"/> No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Effective disciplinary procedures	<input type="radio"/> Yes → <input type="radio"/> No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Skills for managing people	<input type="radio"/> Yes → <input type="radio"/> No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How often are the following management practices used for the direct care workers you supervise?

	Never	Seldom	Occasionally	Frequently	Always
a. Permanent assignment to patients/residents/clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Rotation of assignments to different services or units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Cross-training (learning new skills not traditionally used by direct care workers, such as medication administration or assisting with physical therapy).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Self-managed work groups that include direct care workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Flex time for direct care workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What mechanisms are used in your organization to handle employee concerns? (*Mark all that apply*)

- Talk with supervisor
- Toll-free "hotline"
- Organizational ombudsman
- Mediation
- Arbitration
- Other: _____
- Don't use any specific method

13. What approaches are used to handle poor performance or negative behaviors at your organization? (*Mark all that apply*)

- Counseling by supervisor in the work unit
- Counseling by senior manager
- Written documentation
- Final warning conference
- Probation
- Suspension
- Termination
- Other: _____
- Don't use any specific method

14. How often do direct care workers in your organization . . .

	Never	Seldom	Occasionally	Frequently	Always
a. Have input into changes in patient/resident/client care plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Actively participate in developing patient/resident/client care plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Write in patient/resident/client care charts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Communicate in writing with other direct care workers to relay information about residents/patients/clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Communicate verbally with other direct care workers to relay information about residents/patients/clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Communicate information either in writing or verbally about residents/patients/clients by reporting to their supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Meet formally or informally with a supervisor to discuss patient/resident/client care issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Receive verbal feedback about their everyday job performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Receive written feedback about their everyday job performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please estimate the overall competency level of direct care workers you supervise using the following benchmark:

- 0 = All require constant supervision and guidance**
- 1**
- 2**
- 3**
- 4**
- 5 = All have an average level of competency for the position**
- 6**
- 7**
- 8**
- 9**
- 10 = All perform their jobs well with minimal guidance**

16. Approximately what percentage of the direct care workers you supervise . . .

	None	1-25%	26-50%	51-75%	76-100%
a. Currently participate in a career ladder program for the direct care worker to advance to a higher level of direct care worker (for example, team leader or dementia care specialist)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Currently participate in a career ladder program for the direct care worker to become a Licensed Practical Nurse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Currently have a designated peer mentor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Participate in formal inservice programs beyond those required for certification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. During the past year, approximately what percentage of the direct care workers you supervise . . .

	None	1-25%	26-50%	51-75%	76-100%
a. Have completed a self-directed educational video or computer-based training program while at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Have attended a conference or workshop away from work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Received formal training (inservice, workshop, etc.) on communicating effectively with other employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Received formal training (inservice, workshop, etc.) on communicating effectively with patients/residents/clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Received formal training (inservice, workshop, etc.) on diversity or cultural issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. If a friend or family member asked your advice about **taking a job as a direct care worker** at the place where you work, would you . . .

- Definitely recommend it
- Probably recommend it
- Probably not recommend it
- Definitely not recommend it

19. If a friend or family member needs care and asked your advice about **getting care** from the place where you work, would you . . .

- Definitely recommend it
- Probably recommend it
- Probably not recommend it
- Definitely not recommend it

20. Now, we'd like to ask if you agree or disagree with the following statements about your organization. It is important that your confidential responses to these questions be honest and accurate.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Employees take personal responsibility for their behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The organizational culture encourages risk-taking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The organizational culture encourages continuous improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Senior management has presented a clear vision of the future of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. The organization rewards staff for being innovative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Management communicates effectively with staff in all levels of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Management solicits input from all levels of staff when deciding on purchases related to care delivery.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Management solicits input from all levels of the organization when deciding on policies and protocols.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Think about your job right now. Fill in the circle that best indicates how much, if at all, each of the following is a rewarding part of your job. Is it not at all rewarding, somewhat rewarding, very rewarding, or extremely rewarding?

	Does not apply to my job	Not at all rewarding	Somewhat rewarding	Very rewarding	Extremely rewarding
a. Helping others is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Being able to work on your own is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Getting credit for your work is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Finding your work interesting is . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Liking your coworkers is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Making a difference in other people's lives is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Feeling a sense of accomplishment and competence from doing your job is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Having your job fit your skills is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Having the chance to learn new things is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Being valued by supervisors and management is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Being needed by others is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Having the power you need to get your job done without getting permission from someone else is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Having a lot of different things to do is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Getting support from coworkers is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Having your job fit your interests is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. The income you earn is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Being valued by residents or clients and their families is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Having the freedom to decide how to do your work is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. The team spirit in your work group is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Continue thinking about your job right now. Indicate how much, if at all, each of the following is a problem or concern in your job. Is it not at all a problem, somewhat a problem, a big problem, or an extremely big problem?

	Not at all a problem	Somewhat a problem	A big problem	An extremely big problem
a. Having too much work to do is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Having to deal with emotionally hard situations is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Not having support from your supervisor in your job is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Finding your job boring or doing too much of the same thing is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Having your job take too much out of you is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Having little chance to get promoted is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Dealing with unrealistic expectations from your supervisor for your work is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Not having the job use your skills is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Catching an illness is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Not having the chance to develop job skills is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Not being valued by your supervisor for your work is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Being on your own too much is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Getting hurt is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. The physical conditions (equipment, temperature, smell, etc.) at your job is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Not having enough help when you need it is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. That your supervisor is not good at her/his job is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. That the job is physically hard is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. The time it takes to get to work is . . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please indicate the degree to which you agree with the following statements about how you are respected as a part of your organization's health care team (those who provide clinical services) by filling in the appropriate circle.

	Not at all agree	Agree somewhat	Agree a great deal
a. Residents' or clients' families respect me as part of the health care team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Residents or clients respect me as part of the health care team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Direct care workers respect me as part of the health care team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My supervisor respects me as part of the health care team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Please indicate the degree to which you agree with the following statements about how you are respected as a part of your organization's management team (those who establish and maintain work-related policies) by filling in the appropriate circle.

	Not at all agree	Agree somewhat	Agree a great deal
a. Residents' or clients' families respect me as part of the management team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Residents or clients respect me as part of the management team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Direct care workers respect me as part of the management team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My supervisor respects me as part of the management team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. How likely is it that you will leave this job in the next year?

- Very likely
- Somewhat likely
- Not at all likely

26. How often do you think about quitting?

- All of the time
- Some of the time
- Rarely
- Never

27. Now, we'd like to ask if you agree or disagree with the following statements about your organization in the context of the Better Jobs, Better Care project.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
a. The Better Jobs, Better Care project is being supported by a senior level executive in your organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. All levels of management are committed to the Better Jobs, Better Care project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Senior management has clearly articulated the need for the Better Jobs, Better Care project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. The Better Jobs, Better Care project conflicts with other major activities going on in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. The programs that are part of the Better Jobs, Better Care project have been well executed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. The Better Jobs, Better Care project's overall impact on this organization will be positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. What is the single most important thing your employer could do to **improve the job of direct care workers**?

29. What is the single most important thing your employer could do to **improve your ability to do your job as a supervisor** of direct care workers?

30. In your current job with this employer, what is your hourly wage?

\$ _____ per hour

31. Do you receive health insurance through this employer?

- Yes, I receive health insurance through my employer.
- My employer offers health insurance to me, but I am not enrolled.
- My employer does not offer health insurance to me.

32. What is your gender?

- Male
- Female

33. What is your age?

- Less than 25 years old
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

34. Did you earn a high school diploma or GED?

- No
- Yes →

34a. If yes, what is your highest level of education?

- High School or GED
- Some college/trade school
- College graduate or post-college

35. Are you a nurse?

- No
- Yes →

35a. If yes, are you a . . .

- LPN
- RN
- Diploma RN
- BSN
- MSN
- Advanced Practice Nurse

36. Are you of Hispanic or Latino origin? No Yes

37. Please indicate your race. (*Please select one or more*)

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White