

Job Satisfaction of Public Health Employees in Kentucky

Innovation comes from people who take joy in their work.

Edwards Demming

Prepared by:

Christy Brooks, BA, MSSW, CSW

Coordinator Tobacco Prevention and Cessation Program

Louisville Metro Health Department

400 East Gray Street

Louisville, KY 40202

Phone (502) 574-6616, FAX (502) 574-6810

E-mail: christy.brooks@loukymetro.org

Evette Hudson

Supervisor Billing and Collections

Louisville Metro Health Department

400 East Gray Street

Louisville, KY 40202

Phone (502) 574-5652, FAX (502) 574-6810

E-mail: evette.hudson@loukymetro.org

Major Eric Hunter

Emergency Medical Services Officer

Winchester Fire-EMS

Winchester, KY

Phone (859) 744-1587

ehunter@winchesterky.com

Darlene Walls, BA, MA

Quality Assurance Coordinator

Louisville Metro Health Department

400 East Gray Street

Louisville, KY 40202

Phone (502) 574-6527, FAX (502) 574-6810

E-mail: darlene.walls@loukymetro.org

Mentor:

Suzie Hamm

Finance Manager

Buffalo Trace District Health Department

P.O. Box 70

Maysville, KY 41056

Phone (606) 564-9447 FAX (606) 564-2556

Email: suzie.hamm@mail.state.ky.us

Job Satisfaction of Public Health Employees in Kentucky

Public Health

- Public Health prevents epidemics and the spread of disease;
- Protects against environmental hazards;
- Prevents injuries;
- Promotes and encourages healthy behaviors;
- Responds to disasters and assists communities in recovery;
- Assures the quality and accessibility of health services.

NACCHO

Executive Summary

There are many definitions of public health set forth by the National Association of City and County Health Officials (NACCHO) Center for Disease Control (CDC), World Health Organization (WHO), American Public Health Association (APHA), Healthy People 2010 and so forth. Yet whatever definition and goals that follow, they all rely on a satisfied workforce to put them into practice. This change master project will create an awareness to the level of job satisfaction among public health employees; and how important a satisfied workforce for the Commonwealth's success in its mission to promote and safeguard the health and wellness of all Kentuckians. This awareness will be created with the promotion and adoption of a job satisfaction survey by local public health directors to use as part of part of their strategic planning and monitoring.

The Kentucky legislature adopted in February 2004, Healthy Kentuckians 2010. This initiative reflects the nation's health agenda and trends facing public health in the next decade. Healthy Kentuckians recognizes that public health workers, the heart of all successful public health initiatives, need to improve their performance of the essential public health services through continuing education and training (Healthy Kentuckians 2010). Other measures Kentucky has taken to ensure the health and well being of its citizens include strategies from Bioterrorism Preparedness to Public Education and Prevention Programs.

*Public Health workers are
the heart of all successful
public health initiatives. . .*

Not only do the state's initiatives depend on a workforce with a high level of job satisfaction, but also so does the health of the public. Approximately half of the 2 million deaths in the U.S. each year could be prevented. Public health professionals – in their roles as environmental monitors, inspectors, consumer educators and health care providers – significantly reduce the number of preventable deaths. Only 20 percent of the nation's estimated 400,000 to 500,000 public health professionals have the education and training needed to do their jobs most effectively. (HRSA)

The benefits of a satisfied workforce for public health are nothing short of a “win-win” situation. When people are more satisfied in their jobs they have better attendance records, are healthier, feel more valued.

Workers’ involved in friendly, relaxed and congenial worker groups with supervisors who listen to them, and show concern about the employee’s needs, become more supportive and productive than others, even under less favorable working conditions.

Workers’ satisfaction with the social and interpersonal relationships with their peers significantly influences productivity, and workers feel substantial pressures from their peers to conform to the norms of their work group. (Conrad, 1990)

Kentucky has approximately 1,500 public health workers working in independent, district, and single county agencies. Like so many public service working environments, employees are expected to do a lot with less. They are some of the most dedicated and committed professionals who help individuals and families struggling to maintain a reasonable level of productive health. Yet, how often do supervisors and directors look to the needs of their employees as much as they do to the needs of the community or the initiatives imposed on them?

Another dependent on a satisfied public health workforce includes the Kentucky Public Health Leadership Institute. Over the past four years, the institute has brought together selected public health employees with leadership abilities to enhance their skills and start them on the road to becoming Public Health leaders. As part of this program, change master teams introduced many projects that have contributed to improving the quality, either directly or indirectly, of the health of Kentucky citizens. These initiatives also assume the state has a satisfied workforce and therefore will take on their missions.

The Employee Job Satisfaction Survey produced by this change master project will offer local health department directors an avenue to address employee job satisfaction. This tool, divided into three categories; Overall Job Satisfaction, Job Characteristics, and Role Ambiguity will give insight to the issues for directors to build on the strengths of their employees and rectify those factors that contribute to their dissatisfaction.

Introduction/Background

There will be quality of work life when people take pride in what they do.
Edwards Demming

Organizations of today no longer feel they must provide the three levels of Maslow’s hierarchy of human needs; food, shelter, and belonging, according to Bill O’Brien, a former Hanover Insurance CEO (5th Discipline, 1994). He goes on by saying that since these essentials are more readily available organizations must therefore address the higher order of needs: self-respect and self-actualization. As public health leaders, this change master team has observed that many of our coworkers lack these two needs. The team wanted to take positive steps that would address the obstacles preventing our colleagues from gaining self-respect and actualization in their work environment.

Although this change master project evolved through several stages, the team never lost sight of its original focus to create an awareness of job satisfaction among public health employees, and the Commonwealth's need for a satisfied workforce to succeed in its mission to promote and safeguard the health and wellness of all Kentuckians.

As the team's collaboration process began it became evident that they brought different perspectives. One perspective included almost twenty years of public health experience. The value of this contribution included observing coworkers' job satisfaction decline. A second perspective came from a supervisor's viewpoint with a concern at what point did the employees' satisfaction start to dwindle. (i.e. During the probation period? Within the first year? After three years? With a change in leadership? etc.) Another perspective came from a trainer's point of view. If the contributing elements to job satisfaction could be identified, then would a training directory that supplied opportunities to enhance strengths and address weaknesses of the organization. The final perspective came from outside of public health, which was quite valuable in the development process. This offered an opportunity for an observer to provide input from the outside with an objective point of view.

The team's first step in addressing job satisfaction began with investigating the level of job satisfaction of public health workers in Kentucky, which meant developing a job satisfaction survey. This tool became the team's main objective. Its creation added another entirely different learning opportunity for the team members. Developing a survey is not necessarily a difficult task, yet surveying human subjects through an academic process is a different story.

Methodology

A goal without a method is nonsense.

Edwards Deming

- Develop a survey by researching job satisfaction surveys to modify for the target as public health employees.
- Discovered a validated survey (one already proven) and approval of two Internal Review Boards processes, University of Kentucky and Kentucky Cabinet for Health Services are required before implementation.
- To gain the "buy-in" of stakeholders a team member presented to the Kentucky Directors' Association.
- The team met with their academic advisor who suggested:
 - Refer to The Experience of work: a compendium and review of 249 measures and their use (Cook, 1981) as a resource in for the survey.
 - Survey a sample of the public health employee population.
 - Preferred method for implementation would be in person.
 - The KPHLI director will coordinate the analysis through the University of Kentucky
- Topic areas selected from the text includes:
 - Overall job satisfaction

- Job Characteristics
 - Role Ambiguity (*divided into two sub-categories, Role Overload and Non-Participation*)
- Demographic information includes:
 - Type of health department (i.e. independent, district, or single county)
 - Specific job areas
 - Employment Status
 - Amount of time working in public health department
 - Length of time working in public health
 - University of Kentucky Internal Review Board Process included submitting an application that reviewed such aspects including:
 - Study design
 - Study Population
 - Subject recruitment Methods
 - Research Procedures
 - Confidentiality of participants
 - Results reported
 - The IRB submitted to the Cabinet for Health Services resulted in a number of follow-up inquiries and suggestions such as:
 - What is a Change Master Team?
 - How do they function?
 - Who are the scholars involved with the project?
 - The committee seemed concerned that the reference for survey questions was a 1981 resource and asked if a more updated resource could be found, yet this was the source the academic advisor suggested to the scholars.
 - The committee suggested placing the demographic questions on the front page instead of the last page.
 - They also suggested crediting this KPHLI Change Master project under the sponsorship of the Cabinet for Health Services.

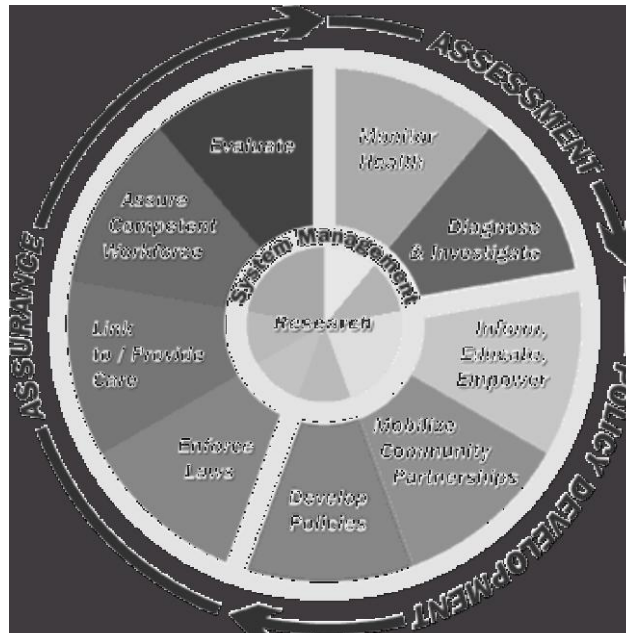
Essential Services and Core Functions

We're still not where we're going but we're still not where we were.

Natasha Josefowitz

French-American writer and lecturer

The 10 Essential Public Health Services and Public Health Core Functions apply to this project. This supports the premise that a learning organization fulfills the basic needs of an employee's awareness and sensibilities, which over time develops into improved skills and capabilities that alters attitudes and belief at the deepest level that results into a learning environment. (5th Discipline, p. 17)



Conclusion/Results

At the time of this printing, this change master team has only received confirmation of approval through the director of KPHLI from the University of Kentucky that the draft survey instrument is approved. No response has been forthcoming from the Cabinet of Health Services.

*A true leader is neither attached to success nor afraid of failure.
He knows that success is not so much the completion
of a specific project as the energy that goes into completing it.
Projects can be destroyed, but never energy itself.*
J. Donald Walters

Special Thanks

To Eula Spears
A leader must have knowledge. A leader must be able to teach.
Edwards Deming

This change master team would like to express their deepest appreciation to Eula Spears for all of her efforts on our behalf. She has encouraged and supported our efforts throughout this project. Many unforeseeable obstacles were placed in the team's path, in which she coached us either around or through them. She is truly a leader.

To Suzie Hamm
Courage happens when people unite.
Anonymous

For the guidance and support from our mentor, Suzie Hamm who took action in our behalf at a critical time when we felt overwhelmed. She ensured that we stayed optimistic and positive by reminding us of our strengths within ourselves.

References

- (1) Conrad, Charles. (1990) Strategic Organizational Communication. Sited in Walls, Darlene. A Survey of Participative Management used in Kentucky Manufacturing Facilities: A Study of Communication, Job Satisfaction and Productivity. (1992).
- (2) Healthy Kentuckians 2010. Public Health Infrastructure, p 202.
- (3) Health Resources and Services Administration (HRSA) website:
<http://bhpr.hrsa.gov/publichealth/index.htm>
- (4) Senge, Peter M. *The Fifth Discipline Fieldbook; Strategies and Tools for Building a Learning Organization*. 1994. New York. Doubleday.
- (5) McCoy, Roy. *The Best of Deming*. 1994. Knoxville, TN. SPC Press, Inc.
- (6) Winer, Michael. *Collaboration Handbook; Creating, Sustaining, and Enjoying the Journey*. 1987. Saint Paul, MN. Amherst H. Wilder Foundation
- (7) Walters, J. Donald.. *The Art of Leadership* 1987. New York. MJF Books
- (8) Helen Keller Quotes to Inspire You
<http://www.cyber-nation.com>

Leadership Development Opportunities

Christy Brooks

The Kentucky Public Health Leadership Institute has given me the opportunity to work with a dynamic team that is passionate about public health professionals' satisfaction in the workplace. It has always been my understanding that productivity is synonymous to job satisfaction. This institute has given me the tools needed to lead, encourage and mentor others on the importance of public health as well as job satisfaction. "Men and women want to do a good job. "If they are provided the proper environment, they will do so", said Bill Hewlett, Founder of Hewlett-Packard. This is not a new concept, but as public health professionals, we are consumed with external issues, which prevent us from addressing internal concerns that affect the very core of Public Health. We must commit ourselves to the 10 Essential Public Health Services in order to have a productive and satisfied workplace starting with the following Essential Services:

- 3) Inform, educate and empower people about health issues
- 5) Develop policies and plan that support individual and community health efforts
- 8) Assure a competent public health care workforce

I have enjoyed my learning experience and fellowship with other participants, mentors and KPHLI staff. Thank you for this growth opportunity and I will let my light shine as a Servant of Public Health. "Anyone wanting to be a leader must first be the servant. If you want to lead you must serve," Jesus Christ.

Evette Hudson

Alone we can do so little; together we can do so much.

Helen Keller

My participation in the Kentucky Public Health Leadership Institute has been a lasting experience. I have gained a wealth of knowledge in what Public Health is truly all about. The program has equipped me with skills needed to be an effective leader in most professional settings. During the course of learning about the 10 Essential Functions of Public Health, I have acquired the essential tools and techniques needed towards my future endeavors. I have truly enjoyed the speakers, exercises, group assignments, and the social gathering the afternoons when we had a chance to meet and network with each other. The friendships I developed with my fellow scholars will be treasured a lifetime. To my change master team, I would like to extend my appreciation and thanks for taking on a project that you knew was so dear to me. I look forward to working and continuing towards the team building concepts upon which we have learned. Through out the obstacle course we had to follow, we some how managed to climb over the mountains and march towards our goal and become close friends. Thanks to all of you, and I sincerely hope that we can work together in the future.

Eric Hunter

My participation in the Kentucky Public Health Leadership Institute has been a positive experience for me on many different levels. The people I've met within the program, the scholars and mentors, the presenters/teachers, the director and assistants who have each brought a part of the mosaic that is the KPHLI experience. It has allowed me

pause to take an introspective look at myself, a first step to self-improvement. It has opened my eyes to other and/or better methods of improvement I can apply to myself, and my role in my organization. My Change Master group is tremendous. A group of extremely diverse personalities, who were able to meld together, gain focus and proceed onward towards the goal despite frustration and obstacles. And, how could I leave out the abuse, I mean support and assistance of our mentor. I learned a tremendous amount about Public Health and its importance to us all at the local, state, national and international levels. Coming from Fire and Emergency Medical Services, I have a clearer understanding of the role EMS can and needs to play in contributing to Public Health. I feel fortunate to have been able to participate in KPHLI and I thank all who have made my experience such a positive one.

Darlene Walls

The key experience I take with me from KPHLI is a dedication and commitment to public health. This opportunity allowed me to become more knowledgeable about public health, not just in Kentucky but nationally as well. As for the learning experience from the readings, assignments, and Summits, I found them invigorating and energizing. Throughout the process, I kept strategizing how to work the principles and concepts into training and/or into our work environment. KPHLI has provided me with a confidence that I can make a difference. Our change master team proved their leadership qualities by overcoming the obstacles we faced through our project. This team defines leadership by leaving egos at home, accepting the importance of the responsibility set before them, and a willingness to adapt but stay true to our focus. I could not have asked for a better team of professionals whom I hope to continue our friendship for years to come. The interaction with my classmates taught me as much about public health as the classroom setting. If these individuals are destined to be the future public health leaders of Kentucky, then our Commonwealth is truly in safe hands. For they are progressive thinkers, willing to take on the role in order to improve the quality of health for their friends, neighbors, family members, but most importantly strangers who need them the most. Katherine Graham, American publisher said, "To love what you do and feel that it matters—how could anything be more fun." Without a doubt, the KPHLI class of 2004 are public health leaders who love what they do.

Appendix 1

KENTUCKY LOCAL HEALTH DEPARTMENT

EMPLOYEE SATISFACTION SURVEY

Dear Public Health Employee,

This survey is designed to identify the level of employee satisfaction. We invite you to participate and make your views known by taking the time to complete this survey. Information obtained from this survey will not identify any specific health department or employee, but to determine factors that contribute to the public health employee's job satisfaction. Results will be reported in summary form only to the Kentucky Public Health Leadership Institute in hopes that local health department directors will adopt this survey tool as a means to evaluate their employees' job satisfaction.

Please indicate the most appropriate response..

Please indicate if each statement is true or untrue in your current job or position.	Yes, True	No, Untrue	Don't Know
<i>People where I work are friendly</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job is very boring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get a feeling of achieving something worthwhile in my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I only do my job because I need the money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My boss is always ready to discuss people's problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>My boss takes the work I do too much for granted</u>			
<i>I wish I had more security in my job</i>			
There is a happy atmosphere in the place I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I really dislike my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My boss is fair to everyone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Where I work, management asks workers first about changing anything that affects them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am unhappy with my working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the amount if each of the following characteristics your job provides.	Very Little	Moderate Amount	Very Much
13. How much variety is there in your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. How much are you left on your own to do your own work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. How often do you see projects or jobs through to completion?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. To what extent do you find out how well you are doing on the job as you are working?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. How much opportunity is there to meet individuals whom you would like to develop friendships with?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. How much of your job depends upon your ability work with others?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How repetitious are your duties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. To what extent are you able to act independently of your supervisor in performing your job function?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. To what extent do you receive information from your supervisor on your job performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the amount if each of the following characteristics your job provides.	Very Little	Moderate Amount	Very Much
22. To what extent do you have the opportunity to talk informally with other employees while at work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent is dealing with other people a part of your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How similar are the task you perform in a typical working day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. To what extent are you able to do your job independently of others?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The feedback from my supervisor on how well I'm doing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Friendship from my co-workers.</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>The opportunity to talk to others on my job.</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The opportunity to do a number different things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The freedom to do pretty much what I want on my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. The degree to which the work I'm involved with is handled from beginning to end by myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The opportunity to find out how well I am doing on my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The opportunity in my job to get to know other people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The amount of variety in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The Opportunity for independent thought and action.</i>			
The opportunity to complete work I start.			
37. The feeling that I know whether I am performing any job well or poorly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The opportunity to develop close friendships in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting with others in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The control I have over the pace of my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. The opportunity to do a job from the beginning to end (i.e. the chance to do a whole job).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. The extent of feedback you receive from individuals other than your supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate your level of agreement or disagreement to each statement.	<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neutral/ NA</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>
43. My supervisor makes sure his people have clear goals to achieve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. My supervisor makes it clear how I should do my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I don't know what performance standards are expected of me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. It is clear what is expected of me on my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I am given enough time to do what is expected of me on my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. It often seems like I have too much work for one person to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. The performance standards on my job are too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. I am usually not told about important things that are happening in this company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate your level of agreement or disagreement to each statement.	<i>Strongly Disagree</i>	<i>Somewhat Disagree</i>	<i>Neutral/ NA</i>	<i>Somewhat Agree</i>	<i>Strongly Agree</i>
51. Meetings are frequently held to discuss work problems with my co-workers and me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Decisions are usually made without consulting the people who have to live them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Demographic Information

While the survey is anonymous, the demographic information is important to differentiate the views of the respondents. To maintain confidentiality, all results will be reported only in summary.

53. Your Health agency is an: Independent District Single County

54. Which of the following best describes your position in the Health Department? (Please check all that apply.)

- | | |
|---|---|
| <input type="checkbox"/> Accountant/Business Office | <input type="checkbox"/> Maintenance |
| <input type="checkbox"/> Administration | <input type="checkbox"/> Management/Supervision |
| <input type="checkbox"/> Clerical/Support Staff | <input type="checkbox"/> Community Outreach |
| <input type="checkbox"/> Clinical | <input type="checkbox"/> Research, Planning & Development |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Training |
| <input type="checkbox"/> Health Education | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Information Technology | |

55. What is your employment status?

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Full Time | <input type="checkbox"/> Seasonal |
| <input type="checkbox"/> Part Time | <input type="checkbox"/> Other, _____ |
| <input type="checkbox"/> Contract Employee | |

56. How long have you worked in your Department? Years _____ Months _____

57. How long have you worked in the public health field?

- | | |
|---|--------------------------------------|
| <input type="checkbox"/> Less than 6 months | <input type="checkbox"/> 6-10 years |
| <input type="checkbox"/> 6-12 months | <input type="checkbox"/> 11-15 years |
| <input type="checkbox"/> 1-5 years | <input type="checkbox"/> 20 + years |

58. What is your gender? Male Female

59. Level of education:

- | | | |
|--|---|--------------------------|
| <input type="checkbox"/> Less than high school | <input type="checkbox"/> Masters Degree | <input type="checkbox"/> |
| <input type="checkbox"/> High school or equivalency | <input type="checkbox"/> Doctorate/MD | <input type="checkbox"/> |
| <input type="checkbox"/> Associate/2 year/junior college | <input type="checkbox"/> Diploma RN | <input type="checkbox"/> |
| <input type="checkbox"/> Bachelors Degree | <input type="checkbox"/> Other _____ | |

60. Please rank the following elements of your job as to how important they are to you with 1 being the most important and 4 the least important.

_____ Appreciation

_____ Respect

_____ Salary

_____ Comfortable Work

Environment

Please use the attached blank page to add any comment on areas of job satisfaction this questionnaire/survey did not address.

Thank you for taking the time to complete this survey!