

The Vicarious Trauma Toolkit

Sample Report of VT-ORG Findings

[Name of Organization] VT-ORG Assessment Report

Section I. Response Quality

Number of responses recorded: 80

Response rate: From an organization of 160 employees, we received 80 completed surveys—a response rate of 50 percent.

Demographic information collected:

- Gender: Male – 30 percent; Female – 70 percent
- Race: White – 59 percent; African American – 29 percent; Other – 11 percent
- Average age: 46

Average age of survey respondents was higher than most of our staff, indicating greater response from older workers.

- Years of service: The average years of service was 17, with a range of 1 to 35 years. Responses represented diverse perspectives of both newer and longer term employees.

Departmental breakdown:

- Administration: 10 responses (33 percent)
- Direct Services: 50 responses (100 percent)
- Outreach: 20 responses (25 percent)

Direct Services was the only department that received a sufficient number of responses for analysis. Recommendations for department-specific actions are limited only to that department.

Section II. VT-ORG Survey Results

- For this analysis, scores are averages across all participants. Partial responses were included, with incomplete or “N/A” responses excluded.
- Respondents were asked to answer for the past 6 months. For example, an average score of 2.3 indicates that most respondents found this item occurred “rarely” in our organization. A score of 3.5 indicates that most respondents found this item occurred somewhere between “sometimes” and “often.”
- Higher values show areas of strength; lower values show areas of challenge.
- Areas highlighted in green represent key strengths in our capacity to be vicarious trauma-informed. Areas highlighted in red represent areas that need attention to build capacity.

- Scores correspond to the following values: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

Average Scores for Areas of Organizational Health Across the Organization

[INSERT DATA FROM CELLS A2–B6]

Leadership and Mission	Management and Supervision	Employee Empowerment and Work Environment	Training and Professional Development	Staff Health and Wellness
3.03	2.99	2.94	3.10	3.14

Average Scores for Areas of Organizational Health by Department

[INSERT DATA FROM SCORESHEET IF APPLICABLE]

	Leadership and Mission	Management and Supervision	Employee Empowerment and Work Environment	Training and Professional Development	Staff Health and Wellness	VT–ORG Total
Admin.	3.68	3.06	3.19	3.32	3.19	3.23
Direct Services	2.56	2.31	2.45	2.32	2.56	2.55
Outreach	3.64	3.03	3.21	3.27	3.21	3.21

Critical Issues

The six month period covered by the VT–ORG assessment was a time of upheaval; management was undergoing a change in leadership, and a staff member had been killed on the job.

Summary of Findings

1. Our highest score was in Staff Health and Wellness. We should ensure that policies and practices in place remain consistent and fully integrated into the organization, to maintain capacity in that area of organizational health where we are strongest.
2. Our lowest score was in Employee Empowerment and Work Environment. We should discuss what steps we can take to build capacity in each of the practices that support that area of organizational health, including searching the toolkit for resources to support our efforts.
3. The high and low scores are in the “rarely” to “sometimes” scale. Our action plan should focus on adopting practices listed in the VT–ORG, so that these activities occur more often.
4. [If a departmental analysis was conducted.] The only department with a substantial response rate for action is Direct Services; its areas of strength and need are all in the “Rarely” to “Sometimes” range. Direct services managers should review the scores for each item in those areas and consider a departmental action plan to boost capacity.

Organization-Wide Findings

[PLACE AT THE TOP OF EACH PAGE]

Scale used:

1 = Never	2 = Rarely	3 = Sometimes	4 = Often	5 = Always
-----------	------------	---------------	-----------	------------

[REPLACE SAMPLE DATA WITH SUMMARY SHEET DATA, STARTING WITH CELL D2 AND ENDING WITH THE LAST ITEM UNDER STAFF HEALTH AND WELLNESS (E75 or E78).

Data by Area of Organizational Health and Individual Statements

LEADERSHIP AND MISSION	
1. Leadership demonstrates a clear and decisive vision that supports and articulates the mission of the organization.	2.50
2. Leadership models, values, and promotes open and respectful communication among staff.	4.17
3. Leadership communicates clear and specific information on decisionmaking throughout the organization (e.g. resource allocation, scheduling, deadlines, implementation of policies and procedures).	1.67
4. Leadership proactively addresses vicarious trauma in the organization's long-term vision and strategy.	3.17
5. Leadership recognizes and values my role within the organization.	3.50
6. Leaders model a healthy work/life balance.	2.67
7. Leadership communicates and enforces a no-tolerance policy concerning:	
a. sexual harassment;	4.00
b. workplace violence, including bullying/hazing;	3.33
c. intimate partner violence within or outside of the workplace;	2.67
d. discrimination based on age, gender, gender identity, sexual orientation, race, religion, ability, etc.	2.67
MANAGEMENT AND SUPERVISION	
1. My organization uses a protocol to address staff affected by—	
a. clients' acute trauma;	3.50
b. clients' cumulative/chronic trauma;	2.50
c. organizational/administrative stress;	2.83
d. specific concerning behaviors (i.e., low morale, substance abuse, absenteeism).	2.67
2. My shift supervisors are readily accessible to support staff members following a critical or acute incident.	3.17

3. I meet individually with my supervisor.	3.00
4. Meetings with my supervisor provide a forum for addressing exposure to trauma.	3.33
5. My supervisor reviews my job responsibilities and workload balance (e.g., variety of tasks, number of high-risk cases, call volume).	3.17
6. I am able to discuss concerns about the organization or my job with my supervisor(s) without fear of negative consequences.	2.50
7. My supervisor encourages and responds to my ideas and input.	2.33
8. Staff meetings are highly valued as a mode of team communication and collaboration.	3.17
9. Staff meetings are an opportunity to address topics related to vicarious trauma and stress management.	3.50
10. My supervisor takes steps to ensure that staff have access to adequate resources to perform their jobs.	3.17
11. Staff members are provided adequate and equitable salary and benefits.	4.00
12. My supervisor ensures policies and/or procedures are in place to address staff grievances.	2.50
13. My supervisor uses a formal performance evaluation process.	2.33
a. My performance evaluation includes a discussion of organizational and individual strategies to minimize risk for vicarious traumatization.	3.17
b. My performance evaluation includes a discussion of employee contributions to a positive work environment.	3.00
EMPLOYEE EMPOWERMENT AND WORK ENVIRONMENT	
1. My organization provides opportunities for all staff members to provide input into the—	
a. development of programs, practices, and policies;	2.67
b. evaluation of programs, practices, and policies.	2.33
2. My organization shows appreciation for employee efforts in meaningful ways (e.g., public recognition, note in personnel file, promotions).	2.50
3. My organization evaluates staff satisfaction, including job duties, organization policies, etc.	2.83
4. When needed, my organization uses a written procedure that provides guidance for quick, effective, and confidential resolution of staff conflict.	3.33
5. My organization shows that respect for each person is highly valued.	3.33
6. Diversity is welcomed, respected, and valued.	2.67
7. Disparaging comments and other demonstrations of disrespect are not tolerated.	2.17
8. I experience a genuine sense of positive teamwork in my organization.	4.00
9. My organization provides formal and informal opportunities for building a sense of community and teamwork among employees.	3.33
10. When needed, my organization uses effective methods to address staff who are not able to contribute to a positive atmosphere or act as team players.	2.67

11. Staff feel safe coming forward to discuss issues of workplace discrimination based on age, gender, gender identity, sexual orientation, race, religion, ability, etc.	3.00
12. My organization encourages use of time off.	2.33
13. My organization provides staff with a private, comfortable, and safe work space.	3.83
14. My organization provides opportunities for me to diversify my work tasks.	3.17
TRAINING AND PROFESSIONAL DEVELOPMENT	
1. My organization orients new staff members to their job role and tasks.	3.00
2. My organization provides training and education to all staff on—	
a. work-related vicarious trauma and its impact on work performance;	3.00
b. strategies on how to address work-related stress and vicarious traumatization.	2.00
3. My organization provides onsite opportunities for training and professional development.	3.83
4. My organization supports attendance at outside meetings and trainings.	2.83
5. I am prepared to cover for co-workers who are absent.	3.67
6. My organization informs staff about expectations, opportunities, and steps necessary for advancement, including additional training and/or certification requirements.	3.17
7. I am encouraged to network and collaborate with coworkers and other organizations.	3.33
STAFF HEALTH AND WELLNESS	
1. During the hiring and orientation of new staff, supervisors demonstrate their understanding of the risk for vicarious trauma and the importance of both individual and organizational strategies to address it by—	
a. asking final job applicants to articulate their own coping strategies;	3.33
b. making final applicants aware of the organization's strategies to reduce the negative impact of the work.	4.17
2. My organization offers services that support individual staff members, (e.g., employee assistance program, chaplain services, mental health providers).	4.67
3. My organization provides opportunities for peers to support one another.	2.67
4. My organization conducts exit interviews that include questions related to vicarious trauma and the organization's response.	2.17
5. Differentiation between work and non-work hours is recognized and respected.	2.17
6. My organization's policies—	
a. support mental health and wellness;	2.67
b. support physical health and wellness.	3.17
7. My organization provides wellness activities (e.g., a fitness program, mindfulness/meditation, yoga, gym access).	3.17
8. My organization encourages wellness activities (e.g., a fitness program, mindfulness/meditation, yoga, gym access).	3.00
9. My organization sponsors debriefing and/or support sessions after major traumatic events.	2.67

10. My organization's policies and/or practices support family members of employees.
--

3.83

Department-Wide Findings

If a departmental analysis was done, cut and paste the data from the Excel Scoresheet, as above.