

Office of Performance Evaluations, Idaho Legislature, Survey of Middle Managers (Sorted by Division), November 2005

Management and Leadership

1a. Please rate the quality of leadership provided to employees by upper levels of management.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	16.9	29.2	27.7	10.8	15.4
Health	25.0	25.0	41.7	4.2	4.2
Medicaid	11.8	47.1	29.4	5.9	5.9
Welfare	7.7	46.2	30.8	15.4	0
Indirect Services	5.6	38.9	44.4	5.6	5.6

1b. Please rate the quality of leadership provided to employees by program managers.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	32.3	41.5	16.9	6.2	3.1
Health	46.2	46.2	7.7	0	0
Medicaid	35.3	47.1	17.6	0	0
Welfare	28.6	42.9	28.6	0	0
Indirect Services	20.0	60.0	20.0	0	0

1c. Please rate the quality of leadership provided to employees by frontline supervisors.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	35.6	42.4	15.3	6.8	0
Health	26.1	65.2	8.7	0	0
Medicaid	35.3	52.9	5.9	5.9	0
Welfare	23.1	46.2	30.8	0	0
Indirect Services	31.3	37.5	31.3	0	0

Management in the Department of Health and Welfare

2a. Please rate your level of agreement with the statement, "I have confidence that upper management has the skills and abilities to perform their jobs."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	20.6	30.2	12.7	25.4	11.1
Health	24.0	32.0	32.0	8.0	4.0
Medicaid	17.6	52.9	17.6	11.8	0
Welfare	7.7	61.5	15.4	7.7	7.7
Indirect Services	5.6	50.0	16.7	27.8	0

2b. Please rate your level of agreement with the statement, "I have confidence that program managers have the skills and abilities to perform their jobs."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	31.3	40.6	20.3	6.3	1.6
Health	23.1	57.7	7.7	11.5	0
Medicaid	27.8	50.0	22.2	0	0
Welfare	28.6	35.7	35.7	0	0
Indirect Services	20.0	46.7	20.0	6.7	6.7

2c. Please rate your level of agreement with the statement, "I have confidence that frontline supervisors have the skills and abilities to perform their jobs."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	23.7	52.5	18.6	5.1	0
Health	25.0	45.8	20.8	8.3	0
Medicaid	22.2	66.7	11.1	0	0
Welfare	30.8	46.2	15.4	7.7	0
Indirect Services	17.6	41.2	35.3	5.9	0

Management in the Department of Health and Welfare

3a. Please rate your level of agreement with the statement, "Goals/objectives are clearly defined at the department level."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	14.1	35.9	15.6	26.6	7.8
Health	15.4	53.8	7.7	15.4	7.7
Medicaid	5.6	61.1	22.2	11.1	0
Welfare	28.6	35.7	7.1	28.6	0
Indirect Services	11.8	47.1	11.8	23.5	5.9

3b. Please rate your level of agreement with the statement, "Goals/objectives are clearly defined at the division level."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	18.8	31.3	17.2	20.3	12.5
Health	15.4	38.5	23.1	19.2	3.8
Medicaid	27.8	44.4	16.7	11.1	0
Welfare	21.4	35.7	21.4	21.4	0
Indirect Services	17.6	47.1	11.8	17.6	5.9

3c. Please rate your level of agreement with the statement, "Goals/objectives are clearly defined at the program level."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	25.0	40.6	10.9	14.1	9.4
Health	23.1	50.0	15.4	11.5	0
Medicaid	38.9	38.9	5.6	16.7	0
Welfare	14.3	57.1	21.4	0	7.1
Indirect Services	27.8	50.0	11.1	5.6	5.6

Management in the Department of Health and Welfare

4a. Please rate your level of agreement with the statement, "I have the opportunity to participate in the process of setting goals and objectives at the department level."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	7.7	15.4	10.8	36.9	29.2
Health	3.8	7.7	26.9	26.9	34.6
Medicaid	11.1	16.7	16.7	55.6	0
Welfare	14.3	14.3	7.1	50.0	14.3
Indirect Services	0	11.8	23.5	41.2	23.5

4b. Please rate your level of agreement with the statement, "I have the opportunity to participate in the process of setting goals and objectives at the division level."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	15.4	29.2	9.2	21.5	24.6
Health	7.7	23.1	19.2	23.1	26.9
Medicaid	22.2	33.3	16.7	27.8	0
Welfare	21.4	28.6	7.1	42.9	0
Indirect Services	17.6	41.2	5.9	23.5	11.8

4c. Please rate your level of agreement with the statement, "I have the opportunity to participate in the process of setting goals and objectives at the program level."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	41.5	30.8	10.8	9.2	7.7
Health	34.6	53.8	7.7	3.8	0
Medicaid	35.3	52.9	0	11.8	0
Welfare	42.9	35.7	14.3	0	7.1
Indirect Services	33.3	38.9	16.7	11.1	0

Management in the Department of Health and Welfare

5. Please rate your level of agreement with the statement, "I have the authority I need from superiors to do my job effectively."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	33.8	36.9	12.3	9.2	7.7
Health	19.2	42.3	11.5	23.1	3.8
Medicaid	22.2	38.9	0	38.9	0
Welfare	28.6	42.9	21.4	7.1	0
Indirect Services	22.2	44.4	11.1	16.7	5.6

6. Please rate your level of agreement with the statement, "I am given sufficient opportunity to provide input as the budget request for my program or unit is being developed."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	26.2	30.8	10.8	13.8	18.5
Health	40.0	20.0	16.0	16.0	8.0
Medicaid	11.1	61.1	11.1	5.6	11.1
Welfare	14.3	14.3	28.6	21.4	21.4
Indirect Services	11.1	38.9	22.2	11.1	16.7

7. Please rate your level of agreement with the statement, "I have an appropriate level of control over the budget that has been set for my program or unit."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	24.6	20.0	23.1	20.0	12.3
Health	28.0	40.0	12.0	8.0	12.0
Medicaid	11.1	66.7	16.7	5.6	0
Welfare	21.4	7.1	28.6	21.4	21.4
Indirect Services	5.6	33.3	33.3	16.7	11.1

Management in the Department of Health and Welfare

8. Please rate your level of agreement with the statement, "Staff responsibilities in my program or unit are clear."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	33.8	46.2	7.7	7.7	4.6
Health	30.8	53.8	3.8	7.7	3.8
Medicaid	33.3	33.3	22.2	11.1	0
Welfare	21.4	71.4	7.1	0	0
Indirect Services	22.2	55.6	11.1	5.6	5.6

9a. Please rate your level of agreement with the statement, "Cooperation is effective within my division."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	14.1	35.9	20.3	18.8	10.9
Health	7.7	46.2	19.2	23.1	3.8
Medicaid	29.4	29.4	17.6	23.5	0
Welfare	14.3	50.0	28.6	7.1	0
Indirect Services	11.8	29.4	41.2	17.6	0

9b. Please rate your level of agreement with the statement, "Cooperation is effective within my program."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	35.9	45.3	9.4	3.1	6.3
Health	30.8	61.5	7.7	0	0
Medicaid	38.9	44.4	0	16.7	0
Welfare	28.6	64.3	7.1	0	0
Indirect Services	16.7	61.1	5.6	16.7	0

Management in the Department of Health and Welfare

10. Please rate your level of agreement with the statement, "I have confidence in upper-level management decision-making."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	15.4	21.5	20.0	20.0	23.1
Health	16.0	20.0	24.0	36.0	4.0
Medicaid	11.1	44.4	16.7	22.2	5.6
Welfare	7.1	35.7	28.6	14.3	14.3
Indirect Services	5.6	33.3	27.8	27.8	5.6

Management in the Department of Health and Welfare

Workload and Staffing

1. Please rate your level of agreement with the statement, "I generally have enough time to do the work assigned to me."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	0	30.3	7.6	47.0	15.2
Health	7.7	38.5	15.4	19.2	19.2
Medicaid	5.3	42.1	5.3	42.1	5.3
Welfare	0	42.9	7.1	21.4	28.6
Indirect Services	0	38.9	16.7	33.3	11.1

2. Please rate your level of agreement with the statement, "I regularly meet with my staff to review their assignments."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	34.8	50.0	9.1	6.1	0
Health	38.5	57.7	3.8	0	0
Medicaid	26.3	57.9	15.8	0	0
Welfare	21.4	71.4	7.1	0	0
Indirect Services	27.8	55.6	5.6	11.1	0

3. Please rate your level of agreement with the statement, "I routinely monitor staff workload within my program or unit."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	31.8	60.6	6.1	1.5	0
Health	30.8	69.2	0	0	0
Medicaid	26.3	68.4	5.3	0	0
Welfare	7.1	85.7	7.1	0	0
Indirect Services	23.5	70.6	5.9	0	0

Management in the Department of Health and Welfare

4. Please rate your level of agreement with the statement, “Accurate data is available to assist me in assessing staff workload.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	7.6	43.9	22.7	24.2	1.5
Health	11.5	57.7	19.2	11.5	0
Medicaid	10.5	63.2	21.1	5.3	0
Welfare	15.4	23.1	38.5	15.4	7.7
Indirect Services	6.3	56.3	25.0	12.5	0

5. Please rate your level of agreement with the statement, “I have the authority I need to appropriately allocate workload within my program or unit.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	28.8	45.5	4.5	18.2	3.0
Health	26.9	57.7	11.5	3.8	0
Medicaid	36.8	47.4	0	10.5	5.3
Welfare	21.4	28.6	35.7	0	14.3
Indirect Services	22.2	38.9	11.1	27.8	0

6. Please rate your level of agreement with the statement, “Upper management has a clear understanding of the workload in my program area.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	4.6	26.2	12.3	36.9	20.0
Health	11.5	3.8	34.6	26.9	23.1
Medicaid	0	31.6	31.6	26.3	10.5
Welfare	0	7.7	15.4	61.5	15.4
Indirect Services	11.1	11.1	27.8	33.3	16.7

Management in the Department of Health and Welfare

7. Please rate your level of agreement with the statement, "Upper-level management distributes resources, including staff, appropriately to my program or unit."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	4.6	26.2	20.0	27.7	21.5
Health	11.5	19.2	46.2	7.7	15.4
Medicaid	5.3	36.8	10.5	36.8	10.5
Welfare	0	21.4	28.6	35.7	14.3
Indirect Services	0	33.3	11.1	38.9	16.7

8. Please rate your level of agreement with the statement, "My program or unit has enough staff to carry out its responsibilities."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	0	15.4	12.3	38.5	33.8
Health	7.7	26.9	19.2	26.9	19.2
Medicaid	5.3	36.8	0	52.6	5.3
Welfare	0	21.4	21.4	35.7	21.4
Indirect Services	0	5.6	11.1	61.1	22.2

9. Please rate your level of agreement with the statement, "My program or unit has sufficiently qualified staff to carry out its responsibilities."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	23.1	27.7	15.4	29.2	4.6
Health	34.6	38.5	11.5	15.4	0
Medicaid	21.1	31.6	21.1	26.3	0
Welfare	21.4	42.9	14.3	14.3	7.1
Indirect Services	5.6	50.0	5.6	33.3	5.6

Management in the Department of Health and Welfare

10. Please rate your level of agreement with the statement, "High service and productivity standards have been set for staff in my program or unit."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	40.9	43.9	9.1	4.5	1.5
Health	42.3	53.8	3.8	0	0
Medicaid	47.4	42.1	5.3	5.3	0
Welfare	21.4	71.4	7.1	0	0
Indirect Services	11.1	77.8	5.6	5.6	0

11. Please rate your level of agreement with the statement, "Department employees are held accountable for the work they produce."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	21.5	40.0	16.9	18.5	3.1
Health	19.2	57.7	11.5	11.5	0
Medicaid	26.3	42.1	5.3	15.8	10.5
Welfare	0	50.0	28.6	14.3	7.1
Indirect Services	16.7	44.4	22.2	16.7	0

12. Please rate your level of agreement with the statement, "The department rewards (not necessarily monetary) staff on the basis of merit and performance."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	1.5	18.2	22.7	39.4	18.2
Health	0	26.9	19.2	30.8	23.1
Medicaid	0	31.6	26.3	26.3	15.8
Welfare	0	21.4	21.4	42.9	14.3
Indirect Services	0	11.1	38.9	38.9	11.1

Policies and Training

1. Please rate your level of agreement with the statement, “My job responsibilities are clear.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	27.3	45.5	15.2	12.1	0
Health	23.1	53.8	15.4	7.7	0
Medicaid	31.6	36.8	15.8	15.8	0
Welfare	7.1	64.3	14.3	14.3	0
Indirect Services	16.7	66.7	5.6	11.1	0

2. Please rate your level of agreement with the statement, “The department’s strategic plan appropriately guides the agency.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	13.6	30.3	30.3	18.2	7.6
Health	12.0	32.0	36.0	16.0	4.0
Medicaid	0	42.1	36.8	21.1	0
Welfare	7.7	46.2	15.4	30.8	0
Indirect Services	0	44.4	33.3	22.2	0

3. Please rate your level of agreement with the statement, “My division has established clear policies to guide me in managing my program or unit.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	12.1	43.9	13.6	22.7	7.6
Health	15.4	42.3	26.9	11.5	3.8
Medicaid	26.3	31.6	26.3	5.3	10.5
Welfare	7.1	50.0	21.4	14.3	7.1
Indirect Services	5.9	41.2	29.4	17.6	5.9

Management in the Department of Health and Welfare

4. Please rate your level of agreement with the statement, "Upper-level management supports department policies."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	12.3	38.5	27.7	16.9	4.6
Health	16.7	50.0	16.7	16.7	0
Medicaid	26.3	47.4	15.8	10.5	0
Welfare	7.1	42.9	21.4	21.4	7.1
Indirect Services	11.8	52.9	17.6	17.6	0

5. Please rate your level of agreement with the statement, "The problem-solving (grievance) process is fair and equitable to all employees."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	9.1	34.5	34.5	16.4	5.5
Health	21.7	30.4	30.4	13.0	4.3
Medicaid	5.3	52.6	31.6	5.3	5.3
Welfare	20.0	30.0	30.0	10.0	10.0
Indirect Services	6.3	43.8	25.0	25.0	0

6. Please rate your level of agreement with the statement, "The training I receive from the department adequately prepares me for my management responsibilities."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	9.1	34.8	27.3	22.7	6.1
Health	8.0	44.0	32.0	8.0	8.0
Medicaid	21.1	52.6	15.8	5.3	5.3
Welfare	7.1	28.6	28.6	21.4	14.3
Indirect Services	5.6	50.0	27.8	16.7	0

Management in the Department of Health and Welfare

7. Please rate your level of agreement with the statement, "I have the ability to request and receive relevant training."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	20.0	58.5	16.9	1.5	3.1
Health	30.8	61.5	3.8	3.8	0
Medicaid	36.8	52.6	5.3	0	5.3
Welfare	21.4	42.9	28.6	7.1	0
Indirect Services	16.7	61.1	5.6	16.7	0

Management in the Department of Health and Welfare

Agency Communication

1a. Please rate the quality of communication from upper organization levels to your program.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	15.6	29.7	17.2	17.2	20.3
Health	12.0	28.0	28.0	16.0	16.0
Medicaid	15.8	26.3	31.6	21.1	5.3
Welfare	7.1	35.7	50.0	7.1	0
Indirect Services	5.6	33.3	33.3	16.7	11.1

1b. Please rate the quality of communication within your program.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	29.7	48.4	12.5	6.3	3.1
Health	38.5	46.2	15.4	0	0
Medicaid	36.8	26.3	21.1	15.8	0
Welfare	21.4	57.1	21.4	0	0
Indirect Services	27.8	55.6	16.7	0	0

2a. Please rate your level of agreement with the statement, "The atmosphere within the department encourages candidness between program managers and division management."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	13.8	36.9	10.8	21.5	16.9
Health	12.0	28.0	24.0	28.0	8.0
Medicaid	26.3	15.8	21.1	21.1	15.8
Welfare	7.7	38.5	15.4	30.8	7.7
Indirect Services	6.7	26.7	33.3	13.3	20.0

Management in the Department of Health and Welfare

2b. Please rate your level of agreement with the statement, “The atmosphere within the department encourages candidness between line staff and supervisors, and program managers.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	24.6	49.2	7.7	10.8	7.7
Health	26.9	53.8	15.4	3.8	0
Medicaid	31.6	42.1	5.3	10.5	10.5
Welfare	14.3	64.3	14.3	7.1	0
Indirect Services	11.8	58.8	23.5	5.9	0

3. Please rate your level of agreement with the statement, “Employees may talk openly about work-related problems without fear of retaliation from management.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	13.8	33.8	15.4	23.1	13.8
Health	7.7	46.2	26.9	7.7	11.5
Medicaid	31.6	26.3	10.5	15.8	15.8
Welfare	8.3	50.0	16.7	8.3	16.7
Indirect Services	16.7	33.3	33.3	5.6	11.1

4. Please rate your level of agreement with the statement, “My input is valued at the next higher level of management.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	29.7	37.5	14.1	17.2	1.6
Health	20.0	44.0	20.0	12.0	4.0
Medicaid	36.8	36.8	10.5	10.5	5.3
Welfare	28.6	42.9	14.3	7.1	7.1
Indirect Services	16.7	55.6	5.6	11.1	11.1

Management in the Department of Health and Welfare

5. Please rate the quality of communication within the Department of Health and Welfare overall.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	1.5	29.2	36.9	20.0	12.3
Health	3.8	38.5	30.8	26.9	0
Medicaid	5.3	42.1	26.3	15.8	10.5
Welfare	7.7	23.1	38.5	23.1	7.7
Indirect Services	11.1	22.2	55.6	11.1	0

External Communication

1. Please rate your level of agreement with the statement, “I have sufficient access to stakeholders.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	15.6	59.4	15.6	6.3	3.1
Health	26.9	57.7	11.5	3.8	0
Medicaid	15.8	52.6	26.3	5.3	0
Welfare	14.3	71.4	7.1	0	7.1
Indirect Services	0	43.8	37.5	18.8	0

2. Please rate your level of agreement with the statement, “Stakeholder concerns are adequately conveyed to me.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	12.5	53.1	18.8	10.9	4.7
Health	11.5	61.5	19.2	7.7	0
Medicaid	10.5	57.9	26.3	5.3	0
Welfare	7.1	71.4	7.1	7.1	7.1
Indirect Services	5.9	29.4	47.1	17.6	0

3a. Please rate your level of agreement with the statement, “Legislators have a good understanding of my program’s required functions.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	0	6.5	19.4	33.9	40.3
Health	0	19.0	14.3	38.1	28.6
Medicaid	0	15.8	10.5	73.7	0
Welfare	0	41.7	0	33.3	25.0
Indirect Services	0	0	35.3	35.3	29.4

Management in the Department of Health and Welfare

3b. Please rate your level of agreement with the statement, “Legislators have a good understanding of my program’s resource needs.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	0	3.1	12.5	35.9	48.4
Health	0	14.3	9.5	42.9	33.3
Medicaid	0	10.5	15.8	68.4	5.3
Welfare	0	8.3	16.7	41.7	33.3
Indirect Services	0	0	29.4	41.2	29.4

4. Please rate your level of agreement with the statement, “Legislators’ concerns are adequately conveyed to me.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	8.2	31.1	29.5	16.4	14.8
Health	16.0	36.0	16.0	20.0	12.0
Medicaid	10.5	26.3	31.6	26.3	5.3
Welfare	0	50.0	35.7	14.3	0
Indirect Services	0	38.9	11.1	33.3	16.7

5. Please rate your level of agreement with the statement, “The department’s performance measures adequately inform legislators about the effectiveness of the agency.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	1.7	20.7	29.3	36.2	12.1
Health	4.5	31.8	13.6	40.9	9.1
Medicaid	0	11.1	61.1	22.2	5.6
Welfare	0	36.4	9.1	36.4	18.2
Indirect Services	0	28.6	28.6	35.7	7.1

Management in the Department of Health and Welfare

6. Please rate your level of agreement with the statement, "The department effectively uses methods other than its published performance measures to inform legislators about the functions and effectiveness of the agency."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	2.0	44.9	32.7	12.2	8.2
Health	10.0	35.0	40.0	10.0	5.0
Medicaid	6.3	25.0	68.8	0	0
Welfare	9.1	45.5	27.3	18.2	0
Indirect Services	0	33.3	50.0	16.7	0

Morale and Job Satisfaction

1. Please rate your level of agreement with the statement, “In general, I am satisfied with my job.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	22.7	51.5	10.6	13.6	1.5
Health	11.5	73.1	0	15.4	0
Medicaid	31.6	36.8	10.5	21.1	0
Welfare	14.3	57.1	21.4	0	7.1
Indirect Services	5.9	70.6	0	17.6	5.9

2. Please rate the overall quality of morale among the people you manage each day.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
FACS	10.6	40.9	34.8	12.1	1.5
Health	3.8	46.2	30.8	11.5	7.7
Medicaid	15.8	42.1	31.6	10.5	0
Welfare	0	57.1	42.9	0	0
Indirect Services	0	44.4	33.3	11.1	11.1

3. Please rate your level of agreement with the statement, “Voluntary turnover within the Department of Health and Welfare significantly impedes organizational effectiveness.”

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	46.2	32.3	16.9	3.1	1.5
Health	64.0	32.0	4.0	0	0
Medicaid	36.8	26.3	26.3	5.3	5.3
Welfare	35.7	35.7	21.4	7.1	0
Indirect Services	38.9	55.6	0	0	5.6

Management in the Department of Health and Welfare

4a. Please rate your level of agreement with the statement, "Overall, I feel the department is headed in the right direction."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	9.4	34.4	23.4	21.9	10.9
Health	12.0	40.0	32.0	12.0	4.0
Medicaid	5.6	38.9	38.9	16.7	0
Welfare	7.7	38.5	38.5	7.7	7.7
Indirect Services	0	35.3	47.1	17.6	0

4b. Please rate your level of agreement with the statement, "Overall, I feel the division is headed in the right direction."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	19.0	42.9	22.2	9.5	6.3
Health	12.0	44.0	28.0	12.0	4.0
Medicaid	21.1	47.4	10.5	21.1	0
Welfare	23.1	30.8	23.1	23.1	0
Indirect Services	17.6	29.4	35.3	17.6	0

4c. Please rate your level of agreement with the statement, "Overall, I feel my program is headed in the right direction."

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)
FACS	30.8	46.2	13.8	3.1	6.2
Health	23.1	57.7	15.4	3.8	0
Medicaid	31.6	47.4	5.3	15.8	0
Welfare	7.1	71.4	14.3	7.1	0
Indirect Services	22.2	50.0	27.8	0	0