

Office of Performance Evaluations, Idaho Legislature, Survey of Middle Managers (Sorted by Work Location), 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 (%)
Central Office	18.0	32.8	32.8	9.8	6.6
Institutions	12.0	28.0	40.0	4.0	16.0
Regional Offices	13.7	37.3	29.4	9.8	9.8

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

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
Central Office	37.3	49.2	11.9	1.7	0
Institutions	52.0	20.0	12.0	12.0	4.0
Regional Offices	20.8	52.8	24.5	0	1.9

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

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
Central Office	33.3	50.9	15.8	0	0
Institutions	50.0	27.3	9.1	13.6	0
Regional Offices	22.4	53.1	20.4	4.1	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 (%)
Central Office	19.7	36.1	23.0	13.1	8.2
Institutions	16.7	33.3	12.5	25.0	12.5
Regional Offices	15.7	45.1	13.7	23.5	2.0

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 (%)
Central Office	26.7	48.3	16.7	6.7	1.7
Institutions	41.7	37.5	12.5	8.3	0
Regional Offices	22.6	45.3	26.4	3.8	1.9

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 (%)
Central Office	22.0	52.5	22.0	3.4	0
Institutions	36.4	45.5	13.6	4.5	0
Regional Offices	20.0	52.0	20.0	8.0	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 (%)
Central Office	12.9	51.6	8.1	19.4	8.1
Institutions	8.0	28.0	24.0	32.0	8.0
Regional Offices	19.2	42.3	15.4	21.2	1.9

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 (%)
Central Office	17.7	40.3	16.1	19.4	6.5
Institutions	16.0	20.0	20.0	28.0	16.0
Regional Offices	23.1	40.4	19.2	13.5	3.8

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 (%)
Central Office	25.4	47.6	14.3	7.9	4.8
Institutions	32.0	28.0	16.0	12.0	12.0
Regional Offices	23.1	50.0	7.7	15.4	3.8

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 (%)
Central Office	8.1	11.3	17.7	40.3	22.6
Institutions	8.0	16.0	8.0	36.0	32.0
Regional Offices	5.7	15.1	17.0	39.6	22.6

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 (%)
Central Office	11.3	35.5	14.5	22.6	16.1
Institutions	16.0	28.0	12.0	20.0	24.0
Regional Offices	20.8	24.5	7.5	30.2	17.0

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 (%)
Central Office	33.9	43.5	14.5	3.2	4.8
Institutions	44.0	32.0	8.0	12.0	4.0
Regional Offices	41.5	37.7	5.7	9.4	5.7

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 (%)
Central Office	23.8	44.4	7.9	17.5	6.3
Institutions	36.0	32.0	12.0	16.0	4.0
Regional Offices	28.3	37.7	15.1	15.1	3.8

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 (%)
Central Office	23.8	33.3	17.5	11.1	14.3
Institutions	32.0	16.0	12.0	24.0	16.0
Regional Offices	19.2	38.5	13.5	11.5	17.3

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 (%)
Central Office	17.5	41.3	20.6	11.1	9.5
Institutions	28.0	8.0	20.0	28.0	16.0
Regional Offices	21.2	26.9	25.0	15.4	11.5

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 (%)
Central Office	30.2	50.8	9.5	4.8	4.8
Institutions	44.0	28.0	8.0	16.0	4.0
Regional Offices	24.5	58.5	9.4	5.7	1.9

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 (%)
Central Office	13.1	41.0	26.2	16.4	3.3
Institutions	20.0	16.0	28.0	24.0	12.0
Regional Offices	13.5	44.2	17.3	19.2	5.8

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 (%)
Central Office	33.3	54.0	4.8	4.8	3.2
Institutions	48.0	32.0	12.0	8.0	0
Regional Offices	23.1	59.6	7.7	5.8	3.8

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 (%)
Central Office	12.7	31.7	19.0	27.0	9.5
Institutions	12.0	12.0	28.0	28.0	20.0
Regional Offices	13.5	28.8	23.1	17.3	17.3

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 (%)
Central Office	3.1	43.8	6.3	32.8	14.1
Institutions	0	24.0	8.0	56.0	12.0
Regional Offices	1.9	31.5	14.8	33.3	18.5

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 (%)
Central Office	28.1	62.5	7.8	1.6	0
Institutions	40.0	48.0	8.0	4.0	0
Regional Offices	33.3	50.0	9.3	7.4	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 (%)
Central Office	17.5	79.4	3.2	0	0
Institutions	48.0	44.0	8.0	0	0
Regional Offices	29.6	63.0	5.6	1.9	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 (%)
Central Office	6.5	61.3	22.6	9.7	0
Institutions	12.0	48.0	8.0	32.0	0
Regional Offices	11.3	34.0	32.1	18.9	3.8

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 (%)
Central Office	20.3	50.0	14.1	14.1	1.6
Institutions	32.0	40.0	4.0	20.0	4.0
Regional Offices	35.2	42.6	5.6	11.1	5.6

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 (%)
Central Office	4.7	15.6	26.6	32.8	20.3
Institutions	8.0	16.0	8.0	52.0	16.0
Regional Offices	5.6	24.1	20.4	29.6	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 (%)
Central Office	4.7	28.1	26.6	23.4	17.2
Institutions	8.3	25.0	12.5	33.3	20.8
Regional Offices	3.7	25.9	24.1	29.6	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 (%)
Central Office	4.8	22.2	12.7	39.7	20.6
Institutions	0	8.0	12.0	48.0	32.0
Regional Offices	0	22.2	13.0	38.9	25.9

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 (%)
Central Office	28.6	36.5	12.7	20.6	1.6
Institutions	24.0	20.0	20.0	32.0	4.0
Regional Offices	14.8	38.9	13.0	27.8	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 (%)
Central Office	35.9	56.3	4.7	3.1	0
Institutions	44.0	32.0	16.0	8.0	0
Regional Offices	33.3	57.4	5.6	1.9	1.9

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 (%)
Central Office	17.2	46.9	15.6	17.2	3.1
Institutions	40.0	36.0	8.0	16.0	0
Regional Offices	11.3	47.2	20.8	15.1	5.7

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 (%)
Central Office	0	17.2	29.7	34.4	18.8
Institutions	4.0	16.0	12.0	48.0	20.0
Regional Offices	0	27.8	24.1	33.3	14.8

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 (%)
Central Office	23.4	53.1	10.9	12.5	0
Institutions	40.0	28.0	20.0	12.0	0
Regional Offices	16.7	57.4	14.8	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 (%)
Central Office	9.5	30.2	34.9	22.2	3.2
Institutions	16.0	28.0	24.0	24.0	8.0
Regional Offices	5.7	45.3	30.2	15.1	3.8

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 (%)
Central Office	14.3	42.9	22.2	14.3	6.3
Institutions	16.0	40.0	12.0	28.0	4.0
Regional Offices	11.1	42.6	22.2	14.8	9.3

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 (%)
Central Office	17.7	43.5	19.4	16.1	3.2
Institutions	12.0	32.0	24.0	32.0	0
Regional Offices	11.5	50.0	25.0	9.6	3.8

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 (%)
Central Office	12.3	40.4	31.6	14.0	1.8
Institutions	10.0	25.0	40.0	20.0	5.0
Regional Offices	10.9	39.1	28.3	13.0	8.7

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 (%)
Central Office	9.5	52.4	22.2	11.1	4.8
Institutions	4.0	36.0	28.0	28.0	4.0
Regional Offices	13.0	27.8	31.5	18.5	9.3

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 (%)
Central Office	29.7	50.0	10.9	6.3	3.1
Institutions	12.0	68.0	16.0	0	4.0
Regional Offices	22.6	60.4	13.2	3.8	0

Agency Communication

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

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
Central Office	7.8	35.9	23.4	18.8	14.1
Institutions	20.0	20.0	20.0	16.0	24.0
Regional Offices	15.7	27.5	33.3	13.7	9.8

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

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
Central Office	29.7	45.3	20.3	3.1	1.6
Institutions	25.0	54.2	8.3	12.5	0
Regional Offices	35.8	45.3	13.2	3.8	1.9

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 (%)
Central Office	11.5	31.1	19.7	24.6	13.1
Institutions	12.0	32.0	12.0	24.0	20.0
Regional Offices	17.6	31.4	17.6	19.6	13.7

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 (%)
Central Office	22.2	52.4	14.3	6.3	4.8
Institutions	33.3	50.0	12.5	0.0	4.2
Regional Offices	20.4	51.9	7.4	14.8	5.6

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 (%)
Central Office	15.6	40.6	18.8	7.8	17.2
Institutions	29.2	20.8	12.5	29.2	8.3
Regional Offices	7.7	38.5	23.1	19.2	11.5

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 (%)
Central Office	20.3	46.9	14.1	10.9	7.8
Institutions	33.3	37.5	8.3	20.8	0
Regional Offices	32.7	36.5	15.4	13.5	1.9

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 (%)
Central Office	3.1	39.1	31.3	20.3	6.3
Institutions	4.0	12.0	44.0	28.0	12.0
Regional Offices	5.8	30.8	40.4	15.4	7.7

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 (%)
Central Office	14.8	59.0	19.7	4.9	1.6
Institutions	24.0	60.0	12.0	4.0	0
Regional Offices	13.2	54.7	18.9	9.4	3.8

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 (%)
Central Office	8.1	59.7	22.6	8.1	1.6
Institutions	20.8	54.2	8.3	16.7	0
Regional Offices	9.3	48.1	27.8	9.3	5.6

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 (%)
Central Office	0	14.8	18.0	39.3	27.9
Institutions	0	8.3	20.8	29.2	41.7
Regional Offices	0	10.9	15.2	47.8	26.1

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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 (%)
Central Office	0	6.5	19.4	43.5	30.6
Institutions	0	0	12.0	40.0	48.0
Regional Offices	0	8.7	10.9	43.5	37.0

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 (%)
Central Office	9.5	31.7	22.2	22.2	14.3
Institutions	4.3	26.1	26.1	30.4	13.0
Regional Offices	7.8	41.2	29.4	13.7	7.8

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 (%)
Central Office	1.8	21.4	32.1	35.7	8.9
Institutions	0	19.0	28.6	42.9	9.5
Regional Offices	2.2	28.3	26.1	30.4	13.0

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 (%)
Central Office	4.1	34.7	44.9	12.2	4.1
Institutions	0	35.3	41.2	17.6	5.9
Regional Offices	7.1	45.2	35.7	7.1	4.8

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 (%)
Central Office	11.1	71.4	4.8	11.1	1.6
Institutions	20.0	48.0	8.0	20.0	4.0
Regional Offices	27.8	42.6	13.0	14.8	1.9

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

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
Central Office	3.1	51.6	29.7	10.9	4.7
Institutions	12.0	32.0	44.0	12.0	0
Regional Offices	11.1	40.7	35.2	9.3	3.7

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 (%)
Central Office	50.8	33.3	9.5	4.8	1.6
Institutions	40.0	52.0	8.0	0	0
Regional Offices	43.4	28.3	22.6	1.9	3.8

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 (%)
Central Office	4.8	40.3	35.5	14.5	4.8
Institutions	4.2	29.2	20.8	29.2	16.7
Regional Offices	13.7	35.3	31.4	15.7	3.9

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 (%)
Central Office	16.1	41.9	24.2	14.5	3.2
Institutions	12.5	50.0	20.8	12.5	4.2
Regional Offices	23.5	35.3	23.5	13.7	3.9

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 (%)
Central Office	25.0	48.4	18.8	4.7	3.1
Institutions	24.0	56.0	16.0	4.0	0
Regional Offices	28.3	52.8	9.4	5.7	3.8