

Office of Performance Evaluations, Idaho Legislature, Survey of Staff and Supervisors (Sorted By Division), November 2005

Management and Leadership

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

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	14.6%	15.2%	31.8%	29.2%	9.2%
Division of Health	11.5%	15.4%	33.7%	23.1%	16.3%
Division of Medicaid	10.7%	15.7%	36.0%	26.4%	11.2%
Division of Welfare	10.6%	17.4%	23.8%	37.6%	10.6%
Indirect Services	8.9%	18.2%	28.0%	29.9%	15.0%

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

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	5.9%	10.1%	24.0%	36.6%	23.3%
Division of Health	7.9%	10.5%	17.5%	36.0%	28.1%
Division of Medicaid	7.1%	11.5%	23.0%	33.9%	24.6%
Division of Welfare	7.7%	15.3%	23.7%	39.5%	13.9%
Indirect Services	4.7%	14.2%	27.0%	38.4%	15.6%

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

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	3.1%	6.6%	18.4%	34.9%	36.9%
Division of Health	1.9%	9.7%	12.6%	35.0%	40.8%
Division of Medicaid	5.2%	8.0%	19.5%	31.6%	35.6%
Division of Welfare	7.0%	7.7%	21.9%	35.5%	27.8%
Indirect Services	1.5%	4.4%	23.4%	42.4%	28.3%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	10.9%	14.4%	27.3%	35.3%	12.2%
Division of Health	6.9%	9.8%	35.3%	26.5%	21.6%
Division of Medicaid	6.9%	13.3%	34.7%	32.4%	12.7%
Division of Welfare	6.9%	14.0%	24.4%	40.9%	13.8%
Indirect Services	8.5%	11.8%	29.2%	35.8%	14.6%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	4.4%	10.4%	19.1%	43.5%	22.7%
Division of Health	6.1%	11.4%	14.0%	41.2%	27.2%
Division of Medicaid	6.0%	17.5%	16.4%	39.3%	20.8%
Division of Welfare	5.7%	13.4%	21.5%	43.5%	15.8%
Indirect Services	2.8%	14.0%	24.8%	43.0%	15.4%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	4.0%	10.0%	14.9%	41.3%	29.7%
Division of Health	2.9%	11.7%	14.6%	38.8%	32.0%
Division of Medicaid	4.5%	11.3%	20.3%	34.5%	29.4%
Division of Welfare	5.0%	13.6%	14.5%	44.1%	22.9%
Indirect Services	.5%	8.7%	20.4%	47.6%	22.8%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	8.0%	15.6%	22.7%	41.5%	12.2%
Division of Health	6.3%	9.0%	18.9%	45.0%	20.7%
Division of Medicaid	8.0%	17.0%	23.9%	39.9%	11.2%
Division of Welfare	8.0%	15.3%	17.8%	44.6%	14.4%
Indirect Services	6.5%	18.2%	18.7%	40.2%	16.4%

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	6.6%	16.1%	23.7%	41.9%	11.8%
Division of Health	7.1%	17.7%	18.6%	42.5%	14.2%
Division of Medicaid	12.2%	21.3%	22.9%	34.6%	9.0%
Division of Welfare	8.9%	14.8%	18.9%	45.8%	11.6%
Indirect Services	9.3%	25.0%	22.7%	33.8%	9.3%

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	6.1%	14.9%	17.2%	42.6%	19.3%
Division of Health	7.0%	11.3%	12.2%	43.5%	26.1%
Division of Medicaid	7.0%	18.2%	17.1%	37.4%	20.3%
Division of Welfare	7.2%	15.0%	17.4%	46.1%	14.3%
Indirect Services	4.3%	19.5%	21.4%	39.5%	15.2%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	28.7%	33.4%	23.2%	11.4%	3.3%
Division of Health	32.7%	33.6%	20.0%	10.9%	2.7%
Division of Medicaid	34.4%	38.2%	19.4%	4.8%	3.2%
Division of Welfare	22.8%	33.4%	23.5%	14.1%	6.2%
Indirect Services	25.6%	38.8%	17.8%	14.2%	3.7%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	25.1%	35.1%	26.0%	11.6%	2.2%
Division of Health	31.3%	31.3%	23.2%	10.7%	3.6%
Division of Medicaid	31.0%	35.8%	19.8%	11.2%	2.1%
Division of Welfare	21.5%	34.7%	26.9%	12.3%	4.6%
Indirect Services	21.1%	33.0%	20.2%	20.6%	5.0%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	15.6%	22.9%	21.1%	29.0%	11.4%
Division of Health	12.1%	12.1%	15.5%	42.2%	18.1%
Division of Medicaid	13.8%	19.6%	13.8%	37.0%	15.9%
Division of Welfare	18.3%	27.5%	20.1%	25.5%	8.6%
Indirect Services	11.0%	22.9%	19.3%	32.1%	14.7%

Management in the Department of Health and Welfare

5. Please rate your level of agreement with the statement, “Staff work responsibilities in my program or unit are clear.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	5.8%	14.5%	10.7%	46.1%	22.9%
Division of Health	5.0%	12.4%	9.9%	48.8%	24.0%
Division of Medicaid	7.5%	15.6%	13.4%	39.2%	24.2%
Division of Welfare	6.0%	15.5%	9.1%	48.1%	21.3%
Indirect Services	5.4%	16.5%	10.3%	39.7%	28.1%

6a. Please rate your level of agreement with the statement, “Cooperation is effective within my division.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	8.9%	18.3%	29.6%	35.2%	8.0%
Division of Health	11.6%	14.3%	26.8%	35.7%	11.6%
Division of Medicaid	12.8%	26.1%	28.9%	23.9%	8.3%
Division of Welfare	8.8%	20.7%	28.8%	32.1%	9.5%
Indirect Services	9.8%	20.5%	23.3%	32.1%	14.4%

6b. Please rate your level of agreement with the statement, “Cooperation is effective within my program.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	6.1%	14.4%	14.1%	42.5%	22.9%
Division of Health	5.2%	11.2%	13.8%	37.1%	32.8%
Division of Medicaid	5.9%	9.1%	17.1%	39.0%	28.9%
Division of Welfare	9.8%	17.0%	17.2%	41.3%	14.7%
Indirect Services	3.3%	12.6%	12.1%	39.7%	32.2%

Management in the Department of Health and Welfare

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	5.1%	11.2%	10.5%	45.1%	28.1%
Division of Health	9.1%	5.8%	6.6%	52.9%	25.6%
Division of Medicaid	7.4%	11.7%	16.0%	42.0%	22.9%
Division of Welfare	7.3%	12.5%	10.9%	47.2%	22.0%
Indirect Services	2.2%	12.9%	9.3%	41.8%	33.8%

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	18.6%	25.2%	26.8%	23.5%	6.0%
Division of Health	8.0%	29.2%	32.7%	24.8%	5.3%
Division of Medicaid	18.9%	22.7%	28.6%	22.2%	7.6%
Division of Welfare	20.7%	19.6%	26.4%	27.5%	5.9%
Indirect Services	15.7%	20.6%	28.3%	22.0%	13.5%

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 Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	20.1%	26.6%	11.4%	35.0%	6.9%
Division of Health	6.5%	18.7%	8.9%	52.8%	13.0%
Division of Medicaid	13.2%	27.9%	11.1%	43.2%	4.7%
Division of Welfare	41.6%	29.7%	7.3%	19.2%	2.2%
Indirect Services	10.3%	22.8%	10.7%	45.1%	11.2%

2a. Please rate your level of agreement with the statement, "The upper management regularly monitors staff workload for my program."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	23.2%	31.2%	30.8%	12.0%	2.7%
Division of Health	28.1%	23.6%	30.3%	16.9%	1.1%
Division of Medicaid	27.5%	29.4%	27.5%	13.1%	2.5%
Division of Welfare	22.3%	24.2%	27.2%	22.5%	3.8%
Indirect Services	16.9%	32.2%	25.1%	21.3%	4.4%

2b. Please rate your level of agreement with the statement, "The program managers regularly monitor staff workload for my program."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	11.6%	18.9%	23.3%	37.4%	8.9%
Division of Health	8.1%	14.4%	18.0%	40.5%	18.9%
Division of Medicaid	11.8%	20.8%	20.8%	34.3%	12.4%
Division of Welfare	14.9%	20.7%	23.5%	34.1%	6.8%
Indirect Services	7.5%	23.7%	27.4%	36.0%	5.4%

Management in the Department of Health and Welfare

2c. Please rate your level of agreement with the statement, “The frontline supervisors regularly monitor staff workload for my program.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	5.6%	7.0%	11.5%	48.1%	27.8%
Division of Health	4.1%	6.2%	17.5%	47.4%	24.7%
Division of Medicaid	7.4%	10.9%	18.9%	33.7%	29.1%
Division of Welfare	5.9%	12.3%	11.6%	43.6%	26.6%
Indirect Services	2.5%	10.3%	13.7%	47.5%	26.0%

3a. Please rate your level of agreement with the statement, “To the extent possible, the upper management makes adjustments to staff workload when necessary.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	29.6%	29.7%	29.6%	9.0%	2.1%
Division of Health	34.8%	14.6%	31.5%	16.9%	2.2%
Division of Medicaid	30.1%	29.4%	28.8%	8.0%	3.7%
Division of Welfare	33.6%	25.1%	25.1%	14.1%	2.1%
Indirect Services	15.5%	32.1%	28.9%	16.0%	7.5%

3b. Please rate your level of agreement with the statement, “To the extent possible, program managers make adjustments to staff workload when necessary.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	17.2%	23.1%	22.6%	28.5%	8.6%
Division of Health	13.3%	12.4%	15.0%	47.8%	11.5%
Division of Medicaid	16.5%	15.9%	23.9%	32.4%	11.4%
Division of Welfare	26.9%	23.0%	22.5%	24.0%	3.6%
Indirect Services	8.8%	24.2%	28.4%	29.4%	9.3%

Management in the Department of Health and Welfare

3c. Please rate your level of agreement with the statement, “To the extent possible, frontline supervisors make adjustments to staff workload when necessary.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	8.3%	11.2%	14.1%	45.1%	21.3%
Division of Health	9.0%	7.0%	18.0%	46.0%	20.0%
Division of Medicaid	9.2%	12.7%	19.7%	37.6%	20.8%
Division of Welfare	13.2%	16.1%	13.2%	40.4%	17.2%
Indirect Services	3.4%	11.8%	21.2%	41.9%	21.7%

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	35.1%	32.2%	11.5%	17.9%	3.3%
Division of Health	22.3%	18.2%	11.6%	43.8%	4.1%
Division of Medicaid	31.7%	30.2%	13.8%	21.7%	2.6%
Division of Welfare	58.2%	27.1%	4.2%	9.1%	1.3%
Indirect Services	22.3%	27.7%	14.3%	25.4%	10.3%

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	11.7%	19.5%	11.0%	40.6%	17.2%
Division of Health	9.0%	17.2%	7.4%	46.7%	19.7%
Division of Medicaid	11.1%	16.8%	11.1%	36.8%	24.2%
Division of Welfare	23.9%	23.9%	11.5%	30.8%	10.0%
Indirect Services	7.1%	20.4%	10.2%	39.6%	22.7%

Management in the Department of Health and Welfare

6. Please rate your level of agreement with the statement, "Upper management sets high standards for the services we provide."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	4.9%	7.7%	22.3%	48.0%	17.0%
Division of Health	7.1%	12.4%	19.5%	44.2%	16.8%
Division of Medicaid	2.2%	9.3%	24.0%	49.7%	14.8%
Division of Welfare	2.5%	4.1%	11.5%	56.0%	26.0%
Indirect Services	3.2%	10.1%	22.6%	41.9%	22.1%

7. Please rate your level of agreement with the statement, "Each employee is held personally accountable for the quality of work he/she produces."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	10.6%	18.9%	13.9%	41.7%	15.0%
Division of Health	8.3%	19.0%	14.0%	43.0%	15.7%
Division of Medicaid	11.2%	19.3%	10.7%	45.5%	13.4%
Division of Welfare	10.8%	19.5%	9.3%	41.4%	19.0%
Indirect Services	7.6%	19.3%	11.2%	41.7%	20.2%

8. Please rate your level of agreement with the statement, "To the extent possible, the Department of Health and Welfare rewards (not necessarily monetary) staff on the basis of merit and performance."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	32.0%	30.9%	20.5%	14.3%	2.2%
Division of Health	32.5%	27.4%	24.8%	12.8%	2.6%
Division of Medicaid	38.5%	25.7%	19.3%	14.4%	2.1%
Division of Welfare	35.2%	30.3%	16.3%	16.1%	2.1%
Indirect Services	25.2%	28.4%	18.9%	23.9%	3.6%

Management in the Department of Health and Welfare

9. Please rate your level of agreement with the statement, "Workload is appropriately allocated among the staff in my program/office who do the same type of work I do."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	12.5%	19.1%	18.3%	42.1%	8.0%
Division of Health	11.2%	13.8%	20.7%	47.4%	6.9%
Division of Medicaid	14.4%	18.1%	16.5%	43.6%	7.4%
Division of Welfare	20.0%	18.2%	13.5%	40.8%	7.4%
Indirect Services	6.4%	16.0%	17.8%	47.0%	12.8%

Policies and Training

1. Please rate your level of agreement with the statement, “My program has established adequate standards, policies and procedures to guide me in my work.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	3.9%	11.5%	15.8%	53.7%	15.1%
Division of Health	4.9%	17.2%	16.4%	49.2%	12.3%
Division of Medicaid	6.3%	17.3%	13.1%	50.3%	13.1%
Division of Welfare	7.3%	18.5%	16.3%	50.5%	7.5%
Indirect Services	5.8%	15.2%	12.1%	51.3%	15.6%

2. Please rate your level of agreement with the statement, “Upper management encourages training and development of its employees.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	8.0%	14.5%	17.6%	46.3%	13.5%
Division of Health	11.2%	20.7%	19.0%	39.7%	9.5%
Division of Medicaid	9.3%	21.3%	22.4%	37.2%	9.8%
Division of Welfare	14.9%	22.5%	19.4%	34.9%	8.3%
Indirect Services	6.9%	19.3%	21.6%	36.7%	15.6%

3. Please rate your level of agreement with the statement, “The training I receive is adequate for my current assignment.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	5.5%	15.6%	17.0%	51.3%	10.5%
Division of Health	6.5%	13.8%	17.1%	53.7%	8.9%
Division of Medicaid	4.2%	19.5%	21.6%	46.3%	8.4%
Division of Welfare	9.3%	26.2%	20.0%	38.0%	6.4%
Indirect Services	5.8%	19.5%	19.5%	43.8%	11.5%

Management in the Department of Health and Welfare

4. Please rate your level of agreement with the statement, "I have enough time to participate in the training I need for my current assignment."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	11.5%	29.6%	19.6%	34.4%	4.8%
Division of Health	6.5%	15.4%	25.2%	45.5%	7.3%
Division of Medicaid	12.6%	35.6%	18.3%	28.8%	4.7%
Division of Welfare	23.8%	40.7%	13.3%	19.8%	2.4%
Indirect Services	7.6%	22.7%	23.1%	39.6%	7.1%

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	21.7%	19.3%	30.8%	23.3%	4.8%
Division of Health	16.9%	15.7%	41.6%	19.1%	6.7%
Division of Medicaid	19.7%	21.2%	38.6%	18.9%	1.5%
Division of Welfare	21.2%	17.5%	35.0%	22.9%	3.4%
Indirect Services	22.2%	16.5%	32.3%	19.0%	10.1%

6. Please rate your level of agreement with the statement, "To the extent possible, decisions about promotions are based on merit and performance."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	20.8%	23.9%	25.5%	26.3%	3.6%
Division of Health	18.0%	24.0%	30.0%	22.0%	6.0%
Division of Medicaid	31.0%	22.6%	21.9%	23.2%	1.3%
Division of Welfare	25.4%	24.1%	23.6%	22.8%	4.1%
Indirect Services	20.7%	25.4%	20.2%	25.4%	8.3%

Management in the Department of Health and Welfare

7. Please rate your level of agreement with the statement, "To the extent possible, decisions about the distribution of merit raises are made in a fair and equitable fashion."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	24.0%	24.0%	25.5%	23.0%	3.4%
Division of Health	26.5%	17.3%	32.7%	19.4%	4.1%
Division of Medicaid	32.7%	26.2%	22.0%	17.3%	1.8%
Division of Welfare	30.5%	28.6%	22.7%	14.6%	3.6%
Indirect Services	25.8%	25.3%	16.8%	25.8%	6.3%

Agency Communication

1. Please rate the level of communication among your co-workers.

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	3.7%	7.0%	19.6%	39.7%	29.9%
Division of Health	4.9%	5.7%	18.7%	42.3%	28.5%
Division of Medicaid	5.7%	2.6%	21.2%	36.8%	33.7%
Division of Welfare	2.4%	7.2%	20.2%	37.1%	33.1%
Indirect Services	3.1%	4.9%	21.8%	39.1%	31.1%

2. Please rate the level of communication you receive from your supervisor.

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	5.4%	5.6%	18.8%	33.9%	36.2%
Division of Health	5.7%	9.0%	10.7%	34.4%	40.2%
Division of Medicaid	5.7%	8.8%	20.2%	32.6%	32.6%
Division of Welfare	7.0%	8.3%	20.6%	33.1%	30.9%
Indirect Services	1.8%	5.8%	18.7%	38.7%	35.1%

3. Please rate your level of agreement with the statement, "I receive enough information from top management to do my job well."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	12.1%	20.1%	33.0%	29.2%	5.7%
Division of Health	7.8%	20.0%	38.3%	28.7%	5.2%
Division of Medicaid	14.1%	25.5%	29.2%	25.5%	5.7%
Division of Welfare	10.1%	25.8%	29.7%	30.6%	3.8%
Indirect Services	7.3%	19.1%	32.3%	33.6%	7.7%

Management in the Department of Health and Welfare

4. Please rate your level of agreement with the statement, "The Infonet is a useful source of information for employees,"

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	2.4%	7.9%	25.8%	51.1%	12.8%
Division of Health	1.7%	5.9%	24.6%	50.0%	17.8%
Division of Medicaid	1.6%	4.7%	19.2%	54.4%	20.2%
Division of Welfare	1.3%	4.2%	20.0%	52.5%	22.0%
Indirect Services	2.7%	5.4%	19.5%	52.5%	19.9%

5. Please rate your level of agreement with the statement, "My supervisor lets me know exactly what is expected of me."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	4.2%	9.4%	15.4%	47.1%	24.0%
Division of Health	4.1%	13.8%	13.0%	49.6%	19.5%
Division of Medicaid	3.1%	16.1%	15.0%	40.4%	25.4%
Division of Welfare	4.2%	11.0%	16.0%	46.2%	22.6%
Indirect Services	1.3%	9.3%	16.0%	47.6%	25.8%

6. Please rate your level of agreement with the statement, "The atmosphere of my program encourages people to be open and candid with upper management."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	26.6%	23.5%	21.4%	21.3%	7.2%
Division of Health	21.8%	20.2%	22.7%	29.4%	5.9%
Division of Medicaid	23.4%	22.4%	20.3%	28.1%	5.7%
Division of Welfare	25.7%	26.8%	16.8%	23.5%	7.2%
Indirect Services	18.4%	20.6%	20.6%	26.0%	14.3%

Management in the Department of Health and Welfare

7a. Please rate your level of agreement with the statement, "I can talk openly with upper management about work-related problems without fear of retaliation."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	27.1%	23.9%	28.6%	16.3%	4.1%
Division of Health	34.0%	19.1%	22.3%	16.0%	8.5%
Division of Medicaid	27.4%	18.5%	32.7%	15.5%	6.0%
Division of Welfare	23.5%	23.5%	28.8%	18.4%	5.8%
Indirect Services	21.8%	18.3%	22.3%	20.3%	17.3%

7b. Please rate your level of agreement with the statement, "I can talk openly with program managers about work-related problems without fear of retaliation."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	16.0%	16.9%	17.6%	33.9%	15.6%
Division of Health	12.3%	10.5%	11.4%	43.9%	21.9%
Division of Medicaid	17.7%	13.3%	13.3%	34.8%	21.0%
Division of Welfare	19.7%	23.3%	21.2%	26.9%	8.9%
Indirect Services	11.8%	16.3%	19.7%	34.5%	17.7%

7c. Please rate your level of agreement with the statement, "I can talk openly with frontline supervisors about work-related problems without fear of retaliation."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	7.1%	9.5%	12.0%	38.2%	33.2%
Division of Health	5.8%	4.9%	17.5%	46.6%	25.2%
Division of Medicaid	8.7%	11.6%	11.0%	36.0%	32.6%
Division of Welfare	11.5%	13.6%	13.8%	36.2%	24.9%
Indirect Services	4.8%	8.6%	11.0%	44.0%	31.6%

Management in the Department of Health and Welfare

8a. Please rate your level of agreement with the statement, “Upper management encourages my suggestions and complaints.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	24.6%	22.4%	32.9%	16.8%	3.4%
Division of Health	24.5%	18.4%	28.6%	22.4%	6.1%
Division of Medicaid	26.7%	22.7%	27.9%	16.9%	5.8%
Division of Welfare	19.8%	20.8%	30.3%	23.5%	5.8%
Indirect Services	19.1%	18.1%	27.9%	22.1%	12.7%

8b. Please rate your level of agreement with the statement, “Program managers encourage my suggestions and complaints.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	15.0%	16.4%	19.3%	35.0%	14.3%
Division of Health	12.1%	7.8%	19.8%	37.9%	22.4%
Division of Medicaid	17.9%	14.1%	14.1%	33.7%	20.1%
Division of Welfare	16.5%	20.6%	25.2%	29.0%	8.6%
Indirect Services	10.7%	14.1%	26.8%	35.1%	13.2%

8c. Please rate your level of agreement with the statement, “Frontline supervisors encourage my suggestions and complaints.”

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	6.6%	9.7%	15.0%	40.2%	28.6%
Division of Health	4.9%	6.9%	21.6%	44.1%	22.5%
Division of Medicaid	6.9%	12.0%	15.4%	36.6%	29.1%
Division of Welfare	9.9%	13.5%	16.9%	36.8%	22.8%
Indirect Services	4.2%	7.1%	17.0%	43.9%	27.8%

Management in the Department of Health and Welfare

9a. Please rate your level of agreement with the statement, "Upper management listens to the recommendations of staff."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	27.5%	23.6%	32.6%	14.0%	2.3%
Division of Health	20.4%	25.8%	33.3%	15.1%	5.4%
Division of Medicaid	26.7%	23.0%	29.7%	17.6%	3.0%
Division of Welfare	25.1%	22.2%	29.8%	19.3%	3.7%
Indirect Services	22.0%	19.4%	27.7%	18.3%	12.6%

9b. Please rate your level of agreement with the statement, "Program managers listen to the recommendations of staff."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	14.9%	17.8%	22.1%	33.0%	12.2%
Division of Health	11.0%	13.6%	20.3%	35.6%	19.5%
Division of Medicaid	15.9%	14.3%	17.0%	35.2%	17.6%
Division of Welfare	19.2%	20.6%	24.6%	28.7%	6.9%
Indirect Services	11.5%	18.5%	24.5%	32.5%	13.0%

9c. Please rate your level of agreement with the statement, "Frontline supervisors listen to the recommendations of staff."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	6.9%	8.5%	14.7%	44.3%	25.6%
Division of Health	2.9%	12.6%	21.4%	40.8%	22.3%
Division of Medicaid	8.0%	10.3%	19.4%	33.7%	28.6%
Division of Welfare	11.3%	10.6%	16.4%	42.2%	19.6%
Indirect Services	5.7%	7.7%	16.7%	46.9%	23.0%

Management in the Department of Health and Welfare

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

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	12.1%	22.1%	42.1%	20.4%	3.4%
Division of Health	9.5%	20.7%	35.3%	30.2%	4.3%
Division of Medicaid	14.2%	21.6%	47.9%	14.7%	1.6%
Division of Welfare	14.9%	18.4%	41.6%	22.2%	2.9%
Indirect Services	15.6%	21.9%	39.7%	17.9%	4.9%

Management in the Department of Health and Welfare

Morale and Job Satisfaction

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

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	5.0%	12.6%	13.1%	52.4%	16.9%
Division of Health	7.3%	13.0%	15.4%	48.8%	15.4%
Division of Medicaid	6.2%	16.1%	16.6%	46.1%	15.0%
Division of Welfare	9.0%	15.4%	18.5%	41.4%	15.6%
Indirect Services	5.8%	11.5%	11.5%	51.8%	19.5%

2. Please rate the level of workplace morale among your co-workers.

	Very Poor	Poor	Fair	Good	Very Good
Division of Family & Community Services	15.5%	22.8%	27.5%	25.3%	8.9%
Division of Health	16.3%	17.1%	28.5%	32.5%	5.7%
Division of Medicaid	20.3%	16.1%	35.4%	22.9%	5.2%
Division of Welfare	22.2%	22.6%	26.4%	22.4%	6.4%
Indirect Services	14.5%	18.9%	28.1%	29.4%	9.2%

3. Please rate your level of agreement with the statement, "Turnover within the Department of Health and Welfare significantly impedes organizational effectiveness."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	1.4%	2.7%	5.6%	28.4%	61.9%
Division of Health	0.0%	5.9%	8.4%	34.5%	51.3%
Division of Medicaid	1.0%	2.1%	4.2%	30.7%	62.0%
Division of Welfare	.2%	2.2%	7.8%	28.9%	60.9%
Indirect Services	0.0%	2.2%	8.9%	37.3%	51.6%

Management in the Department of Health and Welfare

4. Please rate your level of agreement with the statement, "Management creates and environment that makes me want to do my very best each day."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	11.4%	23.7%	32.2%	24.7%	8.0%
Division of Health	11.4%	21.1%	25.2%	30.9%	11.4%
Division of Medicaid	14.1%	20.3%	33.3%	26.6%	5.7%
Division of Welfare	14.5%	21.5%	31.8%	25.0%	7.2%
Indirect Services	8.8%	16.2%	32.5%	32.9%	9.6%

5. Please rate your level of agreement with the statement, "I feel valued my supervisor."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	5.9%	7.7%	10.7%	38.6%	37.1%
Division of Health	7.4%	7.4%	9.8%	40.2%	35.2%
Division of Medicaid	7.3%	9.4%	13.1%	38.2%	31.9%
Division of Welfare	7.3%	11.5%	12.4%	41.2%	27.7%
Indirect Services	3.1%	8.1%	7.2%	44.8%	36.8%

6. Please rate your level of agreement with the statement, "I feel valued by DHW."

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Division of Family & Community Services	20.5%	29.3%	29.3%	17.2%	3.7%
Division of Health	20.0%	25.0%	32.5%	19.2%	3.3%
Division of Medicaid	24.2%	22.6%	31.1%	18.9%	3.2%
Division of Welfare	18.9%	26.7%	25.4%	25.8%	3.1%
Indirect Services	14.3%	25.6%	26.9%	23.3%	9.9%