

Office of Performance Evaluations, Idaho Legislature, Survey of Middle Managers (Sorted by Location), July 2007

Note: When compared to the 2005 survey results, statistically significant differences were found in the following tables:

1. Please rate the quality of leadership provided to employees by frontline supervisors within the Department of Health and Welfare.

	Very Good	Good	Fair	Poor	Very Poor	Average Rating (5-point scale)
Central Office	31.7%	52.4%	14.3%	1.6%	0.0%	4.1
Institutions	24.0%	52.0%	12.0%	4.0%	8.0%	3.8
Regional Offices	60.5%	37.2%	2.3%	0.0%	0.0%	4.6

2a. Goals/objectives are clearly defined at the department level.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	15.1%	46.6%	24.7%	12.3%	1.4%	3.6
Institutions	8.0%	52.0%	12.0%	20.0%	8.0%	3.3
Regional Offices	16.3%	55.8%	20.9%	7.0%	0.0%	3.8

2b. Goals/objectives are clearly defined at the division level.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	30.1%	38.4%	15.1%	8.2%	8.2%	3.7
Institutions	12.0%	52.0%	8.0%	20.0%	8.0%	3.4
Regional Offices	20.9%	65.1%	7.0%	4.7%	2.3%	4.0

2c. Goals/objectives are clearly defined at the program level.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	50.0%	36.1%	11.1%	1.4%	1.4%	4.3
Institutions	12.0%	72.0%	0.0%	8.0%	8.0%	3.8
Regional Offices	32.6%	62.8%	2.3%	0.0%	2.3%	4.2

3a. 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	Average Rating (5-point scale)
Central Office	36.1%	26.4%	12.5%	16.7%	8.3%	3.7
Institutions	4.0%	24.0%	8.0%	36.0%	28.0%	2.4
Regional Offices	16.3%	48.8%	14.0%	18.6%	2.3%	3.6

3b. 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	Average Rating (5-point scale)
Central Office	67.1%	19.2%	8.2%	4.1%	1.4%	4.5
Institutions	24.0%	52.0%	4.0%	4.0%	16.0%	3.6
Regional Offices	44.2%	46.5%	4.7%	2.3%	2.3%	4.3

4. 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	Average Rating (5-point scale)
Central Office	42.5%	32.9%	5.5%	13.7%	5.5%	3.9
Institutions	16.0%	48.0%	16.0%	16.0%	4.0%	3.6
Regional Offices	7.0%	44.2%	18.6%	27.9%	2.3%	3.3

5. 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 (%)	Average Rating (5-point scale)
Central Office	38.9%	26.4%	15.3%	9.7%	9.7%	3.8
Institutions	20.0%	32.0%	20.0%	16.0%	12.0%	3.3
Regional Offices	7.0%	30.2%	32.6%	23.3%	7.0%	3.1

6. Staff responsibilities in my program or unit are clear.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	37.0%	54.8%	5.5%	1.4%	1.4%	4.3
Institutions	24.0%	40.0%	12.0%	24.0%	0.0%	3.6
Regional Offices	23.3%	69.8%	7.0%	0.0%	0.0%	4.2

7. Cooperation is effective within my program.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	59.2%	39.4%	0.0%	0.0%	1.4%	4.6
Institutions	12.0%	60.0%	4.0%	24.0%	0.0%	3.6
Regional Offices	51.2%	44.2%	4.7%	0.0%	0.0%	4.5

8. 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	Average Rating (5-point scale)
Central Office	30.1%	54.8%	5.5%	5.5%	4.1%	4.0
Institutions	12.0%	52.0%	8.0%	16.0%	12.0%	3.4
Regional Offices	14.0%	67.4%	11.6%	2.3%	4.7%	3.8

9. 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 (%)	Average Rating (5-point scale)
Central Office	41.1%	56.2%	2.7%	0.0%	0.0%	4.4
Institutions	24.0%	52.0%	12.0%	12.0%	0.0%	3.9
Regional Offices	44.2%	48.8%	7.0%	0.0%	0.0%	4.4

10. Department employees are held accountable for the work they produce.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	16.7%	56.9%	19.4%	4.2%	2.8%	3.8
Institutions	16.0%	28.0%	20.0%	20.0%	16.0%	3.1
Regional Offices	23.3%	65.1%	9.3%	2.3%	0.0%	4.1

11. The department's strategic plan appropriately guides the agency.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	6.8%	39.7%	38.4%	13.7%	1.4%	3.4
Institutions	0.0%	33.3%	33.3%	20.8%	12.5%	2.9
Regional Offices	2.3%	55.8%	37.2%	2.3%	2.3%	3.5

12. Communication within or between my program is

	Very Good	Good	Fair	Poor	Very Poor	Average Rating (5-point scale)
Central Office	47.8%	43.5%	7.2%	0.0%	1.4%	4.4
Institutions	28.0%	40.0%	28.0%	0.0%	4.0%	3.9
Regional Offices	50.0%	38.1%	7.1%	4.8%	0.0%	4.4

13. I have sufficient access to stakeholders.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	26.0%	58.9%	9.6%	2.7%	2.7%	4.0
Institutions	4.0%	32.0%	28.0%	28.0%	8.0%	3.0
Regional Offices	14.0%	65.1%	16.3%	4.7%	0.0%	3.9

14. Voluntary turnover within the Department of Health and Welfare significantly impedes organizational effectiveness.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	31.9%	46.4%	8.7%	13.0%	0.0%	4.0
Institutions	25.0%	62.5%	12.5%	0.0%	0.0%	4.1
Regional Offices	23.3%	44.2%	20.9%	9.3%	2.3%	3.8

15. Overall, I feel my program is headed in the right direction.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
Central Office	47.9%	42.5%	6.8%	2.7%	0.0%	4.4
Institutions	20.8%	45.8%	20.8%	4.2%	8.3%	3.7
Regional Offices	33.3%	50.0%	14.3%	2.4%	0.0%	4.1