

Office of Performance Evaluations, Idaho Legislature, Survey of Staff and Frontline Supervisors (Sorted by Division), July 2007

Note: Unless otherwise noted, when compared to the 2005 survey results, statistically significant differences were found in the following tables:

Management and Leadership

1a. Please rate the quality of leadership provided to employees by upper management within the Department of Health and Welfare.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)	Average Rating (5-point scale)
Behavioral Health	17.2	31.7	33.1	10.0	7.9	3.4
Family & Community Svcs	10.8	36.5	33.1	11.9	7.6	3.3
Medicaid	15.0	35.3	20.9	17.0	11.8	3.3
Public Health	16.0	36.8	26.4	10.4	10.4	3.4
Welfare	14.7	39.8	28.1	11.2	6.1	3.5
Indirect support svcs	8.7	36.2	26.0	12.8	16.3	3.1

1b. Please rate the quality of leadership provided to employees by program managers within the Department of Health and Welfare.

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)	Average Rating (5-point scale)
Behavioral Health	33.0	34.6	21.9	6.5	4.0	3.9
Family & Community Svcs	21.3	38.1	24.1	10.8	5.8	3.6
Medicaid	29.8	28.6	19.3	11.8	10.6	3.6
Public Health	24.8	42.5	20.4	4.4	8.0	3.7
Welfare	21.8	41.3	20.0	10.9	6.1	3.6
Indirect support svcs	16.9	41.8	24.3	12.2	4.8	3.5

1c. 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)
Behavioral Health	47.1	29.9	15.4	4.2	3.3	4.1
Family & Community Svcs	40.7	36.3	14.4	4.2	4.4	4.1
Medicaid	39.1	36.4	14.6	5.3	4.6	4.0
Public Health	29.1	38.8	19.4	3.9	8.7	3.8
Welfare	29.2	41.4	16.4	7.4	5.6	3.8
Indirect support svcs	26.3	46.2	16.7	6.5	4.3	3.8

2a. I have confidence that upper managements has the skills and abilities needed to perform their jobs.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	19.2	38.0	26.1	9.1	7.7	3.5
Family & Community Svcs	12.6	42.6	29.4	11.8	3.6	3.5
Medicaid	20.9	34.0	22.2	13.7	9.2	3.4
Public Health	17.9	46.2	17.9	12.3	5.7	3.6
Welfare	16.5	43.7	26.7	8.8	4.3	3.6
Indirect support svcs	12.4	36.8	23.8	15.0	11.9	3.2

2b. I have confidence that program managers have the skills and abilities needed to perform their jobs.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	33.8	42.8	15.1	5.2	3.1	4.0
Family & Community Svcs	20.9	46.9	16.5	12.8	2.9	3.7
Medicaid	26.4	37.4	11.7	14.7	9.8	3.6
Public Health	22.3	53.6	9.8	8.9	5.4	3.8
Welfare	22.3	43.4	19.3	9.9	5.1	3.7
Indirect support svcs	18.7	41.7	20.9	12.8	5.9	3.6

2c. I have confidence that frontline supervisors have the skills and abilities needed to perform their jobs.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	38.8	40.0	12.4	5.2	3.6	4.1
Family & Community Svcs	32.3	43.4	12.7	8.5	3.1	3.9
Medicaid	30.5	41.6	14.9	7.8	5.2	3.8
Public Health	24.3	45.6	16.5	9.7	3.9	3.8
Welfare	23.0	45.9	16.1	9.9	5.1	3.7
Indirect support svcs	22.5	51.3	12.3	8.6	5.3	3.8

3a. Goals/objectives are clearly defined at the department level.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	17.2	48.5	19.6	11.7	3.1	3.7
Family & Community Svcs	14.8	54.8	19.7	7.5	3.1	3.7
Medicaid	22.8	43.2	17.9	9.9	6.2	3.7
Public Health	17.5	47.4	20.2	8.8	6.1	3.6
Welfare	20.6	55.0	16.3	5.8	2.3	3.9
Indirect support svcs	16.2	48.5	15.7	12.6	7.1	3.5

3b. Goals/objectives are clearly defined at the division level.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	15.3	45.2	19.9	15.6	4.0	3.5
Family & Community Svcs	12.3	52.4	22.0	10.5	2.9	3.6
Medicaid	20.4	38.3	16.7	19.1	5.6	3.5
Public Health	9.6	45.2	19.1	19.1	7.0	3.3
Welfare	20.4	52.6	17.9	7.3	1.8	3.8
Indirect support svcs	10.8	41.2	16.0	19.1	12.9	3.2

3c. Goals/objectives are clearly defined at the program level.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	23.1	44.7	16.4	11.6	4.3	3.7
Family & Community Svcs	21.1	50.5	13.5	11.1	3.6	3.8
Medicaid	26.7	33.9	11.5	21.8	6.1	3.5
Public Health	27.4	35.4	15.9	15.0	6.2	3.6
Welfare	22.2	51.9	15.1	8.8	2.0	3.8
Indirect support svcs	12.2	50.5	17.6	11.7	8.0	3.5

4a. 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	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	7.2	16.3	24.1	32.5	20.0	2.6
Family & Community Svcs	3.4	10.3	24.1	41.1	21.0	2.3
Medicaid	5.0	5.6	22.4	39.8	27.3	2.2
Public Health	1.8	2.7	24.1	42.0	29.5	2.1
Welfare	6.7	19.5	22.1	32.9	18.8	2.6
Indirect support svcs	5.2	10.8	20.1	42.8	21.1	2.4

4b. I have the opportunity to participate in the process of setting goals and objectives at the division level.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

4c. 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)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	17.0	32.7	19.7	19.7	10.9	3.3
Family & Community Svcs	11.2	28.9	20.3	25.5	14.1	3.0
Medicaid	17.0	27.3	18.2	20.6	17.0	3.1
Public Health	16.8	42.5	15.9	15.0	9.7	3.4
Welfare	10.9	25.6	21.3	24.6	17.5	2.9
Indirect support svcs	12.2	31.4	18.6	26.1	11.7	3.1

5. Staff work responsibilities in my program or unit are clear.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

6a. Cooperation is effective within my division.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	13.2	37.0	28.9	16.1	4.8	3.4
Family & Community Svcs	9.0	38.0	29.8	18.9	4.4	3.3
Medicaid	12.1	33.8	22.9	22.9	8.3	3.2
Public Health	10.1	36.7	27.5	19.3	6.4	3.3
Welfare	10.4	38.2	29.9	15.3	6.2	3.3
Indirect support svcs	16.1	33.7	19.7	19.2	11.4	3.2

6b. Cooperation is effective within my program.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	26.8	43.6	11.1	12.5	5.5	3.7
Family & Community Svcs	24.5	44.5	14.3	12.5	4.2	3.7
Medicaid	33.9	33.9	13.9	13.3	4.8	3.8
Public Health	32.5	39.3	11.1	12.0	5.1	3.8
Welfare	15.5	47.1	16.8	14.0	6.6	3.5
Indirect support svcs	35.1	42.6	10.1	6.4	5.9	4.0

7. I have the authority I need from superiors to do my job effectively.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	34.6	42.7	9.0	8.4	5.4	3.9
Family & Community Svcs	28.5	46.6	10.7	10.7	3.6	3.9
Medicaid	27.4	33.5	12.8	20.7	5.5	3.6
Public Health	26.5	43.6	12.8	12.8	4.3	3.8
Welfare	21.9	50.6	12.0	11.2	4.2	3.8
Indirect support svcs	31.3	39.9	8.6	14.1	6.1	3.8

Workload and Staffing

1. I generally have enough time to do the work assigned to me.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	9.0	45.3	12.0	18.6	15.0	3.2
Family & Community Svcs	6.1	36.5	8.9	27.2	21.3	2.8
Medicaid	14.5	45.8	14.5	19.3	6.0	3.4
Public Health	10.3	53.8	14.5	12.0	9.4	3.4
Welfare	4.5	25.0	13.0	28.5	29.0	2.5
Indirect support svcs	15.6	43.7	18.1	18.1	4.5	3.5

2a. Upper management regularly monitors staff workload for my program.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	5.8	12.4	38.0	23.7	20.1	2.6
Family & Community Svcs	3.5	24.9	29.3	28.4	13.9	2.8
Medicaid	9.4	18.7	29.5	27.3	15.1	2.8
Public Health	1.1	13.8	37.2	31.9	16.0	2.5
Welfare	10.1	30.8	30.2	20.1	8.9	3.1
Indirect support svcs	6.0	16.8	26.3	29.9	21.0	2.8

2b. Program managers regularly monitor staff workloads for my program.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	13.8	29.2	26.9	19.7	10.5	3.2
Family & Community Svcs	9.9	38.4	20.4	21.5	9.7	3.2
Medicaid	18.7	38.1	21.3	14.2	7.7	3.5
Public Health	11.0	36.7	31.2	12.8	8.3	3.3
Welfare	14.5	44.0	24.9	11.5	5.2	3.5
Indirect support svcs	9.8	38.5	25.3	14.9	11.5	3.2

2c. Frontline supervisors regularly monitor staff workload for my program.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

3a. To the extent possible, upper management makes adjustments to staff workload when necessary.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	5.0	12.8	36.9	22.0	23.4	2.5
Family & Community Svcs	2.5	13.9	27.2	35.0	21.4	2.4
Medicaid	6.4	10.0	31.4	34.3	17.9	2.5
Public Health	2.2	9.8	44.6	23.9	19.6	2.5
Welfare	5.2	21.4	29.0	28.1	16.2	2.7
Indirect support svcs	6.1	14.5	33.9	25.5	20.0	2.6

3b. To the extent possible, program managers make adjustments to staff workload when necessary.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	13.1	31.0	27.8	15.4	12.7	3.2
Family & Community Svcs	7.2	25.9	27.5	26.4	12.9	2.9
Medicaid	14.8	28.4	24.5	20.0	12.3	3.1
Public Health	11.7	38.7	28.8	9.9	10.8	3.3
Welfare	10.2	34.2	22.9	21.6	11.1	3.1
Indirect support svcs	8.7	39.3	24.9	13.9	13.3	3.2

3c. To the extent possible, frontline supervisors make adjustments to staff workload when necessary.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	28.6	46.5	11.9	6.7	6.4	3.8
Family & Community Svcs	21.6	45.7	12.3	13.9	6.6	3.6
Medicaid	28.6	39.5	17.0	10.2	4.8	3.8
Public Health	15.8	43.6	14.9	19.8	5.9	3.4
Welfare	20.6	44.0	13.6	13.1	8.7	3.5
Indirect support svcs	22.7	43.6	18.8	8.8	6.1	3.7

4. My program or unit has enough staff to carry out its responsibilities.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	7.9	23.6	9.1	35.6	23.9	2.6
Family & Community Svcs	3.3	14.2	8.4	37.4	36.6	2.1
Medicaid	14.5	28.3	9.0	30.7	17.5	2.9
Public Health	10.3	33.3	12.8	22.2	21.4	2.9
Welfare	2.5	14.1	7.3	35.3	40.8	2.0
Indirect support svcs	10.1	36.9	16.7	22.7	13.6	3.1

5. My program or unit has sufficiently qualified staff to carry out its responsibilities.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	21.6	47.7	7.8	14.4	8.4	3.6
Family & Community Svcs	15.1	42.7	9.2	20.5	12.5	3.3
Medicaid	34.5	36.4	10.3	13.3	5.5	3.8
Public Health	19.0	44.8	14.7	13.8	7.8	3.5
Welfare	11.5	36.3	15.5	24.3	12.5	3.1
Indirect support svcs	20.8	47.2	11.2	12.2	8.6	3.6

6. Upper management sets high standards for the services we provide.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Average Rating (5-point scale)
	(%)	(%)	(%)	(%)	(%)	
Behavioral Health	19.8	52.1	18.8	6.4	2.9	3.8
Family & Community Svcs	21.4	52.0	18.3	5.5	2.9	3.8
Medicaid	29.6	31.5	24.7	8.6	5.6	3.7
Public Health	14.5	35.5	31.8	13.6	4.5	3.4
Welfare	32.5	54.7	10.1	1.3	1.5	4.2
Indirect support svcs	24.7	44.7	17.9	7.9	4.7	3.8

7. All employees are held personally accountable for the quality of work they produce.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

8. To the extent possible, the Department of Health and Welfare rewards (not necessarily monetary) staff on the basis of merit and performance.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

9. Workload is appropriately allocated among staff in my program/office who are doing the same type of work I do.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	14.1	44.0	16.2	18.7	7.0	3.4
Family & Community Svcs	7.0	42.1	20.2	20.2	10.6	3.2
Medicaid	14.8	41.9	18.7	14.8	9.7	3.4
Public Health	6.3	41.4	27.0	15.3	9.9	3.2
Welfare	5.9	45.9	16.3	19.9	12.0	3.1
Indirect support svcs	14.0	44.6	17.6	17.6	6.2	3.4

Policies and Training

1. My program has established adequate standards, policies, and procedures to guide me in my work.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	13.8	54.7	15.6	10.8	5.1	3.6
Family & Community Svcs	15.7	57.5	13.7	10.1	3.0	3.7
Medicaid	16.6	44.2	14.1	18.4	6.7	3.5
Public Health	12.7	50.0	12.7	17.8	6.8	3.4
Welfare	9.2	57.4	18.2	12.7	2.5	3.6
Indirect support svcs	15.1	42.2	18.1	15.6	9.0	3.4

2. Upper management encourages training and development of its employees.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	20.8	47.6	14.8	11.0	5.7	3.7
Family & Community Svcs	13.4	47.0	19.4	14.7	5.4	3.5
Medicaid	15.5	26.7	24.2	24.2	9.3	3.2
Public Health	7.9	35.1	22.8	18.4	15.8	3.0
Welfare	10.2	44.0	23.7	15.3	6.9	3.4
Indirect support svcs	13.0	38.5	24.0	14.6	9.9	3.3

3. The training I receive is adequate for my current assignment.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	15.6	57.7	11.1	11.4	4.2	3.7
Family & Community Svcs	10.7	47.5	19.8	17.0	5.1	3.4
Medicaid	13.8	40.1	25.1	18.0	3.0	3.4
Public Health	9.4	44.4	25.6	11.1	9.4	3.3
Welfare	8.6	56.4	20.4	11.1	3.5	3.6
Indirect support svcs	11.6	46.5	18.7	15.7	7.6	3.4

4. I have enough time to participate in the training I need for my current assignment.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	8.1	46.3	18.2	21.2	6.3	3.3
Family & Community Svcs	4.6	35.8	19.3	31.0	9.4	3.0
Medicaid	10.3	37.0	21.2	25.5	6.1	3.2
Public Health	4.2	45.8	24.6	16.9	8.5	3.2
Welfare	2.5	28.4	18.8	35.9	14.3	2.7
Indirect support svcs	6.5	43.2	24.6	18.6	7.0	3.2

5. The problem solving (grievance) process is fair and equitable to all employees.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

6. To the extent possible, decisions about promotions are based on merit and performance.

Statistically significant results were not found at this level when 2007 survey results were compared to 2005 survey results.

7. To the extent possible, decisions about the distribution of merit raises are made in a fair and equitable way.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

Agency Communication

1. Communication among my co-workers is

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)	Average Rating (5-point scale)
Behavioral Health	35.3	36.8	16.8	7.5	3.6	3.9
Family & Community Svcs	27.2	40.5	24.2	5.9	2.3	3.8
Medicaid	40.1	33.5	20.4	2.4	3.6	4.0
Public Health	20.3	34.7	28.8	11.0	5.1	3.5
Welfare	30.4	37.9	21.7	6.2	3.7	3.9
Indirect support svcs	31.7	40.7	16.6	4.5	6.5	3.9

2. The communication I receive from my supervisor is

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

3. I receive enough information from upper management to do my job well.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	9.2	37.7	30.3	15.3	7.7	3.3
Family & Community Svcs	6.2	35.0	36.0	18.1	4.7	3.2
Medicaid	14.2	24.7	25.9	23.5	11.7	3.1
Public Health	3.5	32.2	38.3	20.0	6.1	3.1
Welfare	6.8	39.7	33.2	13.9	6.3	3.3
Indirect support svcs	11.6	31.3	26.8	17.7	12.6	3.1

4. The Infonet is a useful source of information for employees.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	17.8	52.7	20.5	7.8	1.2	3.8
Family & Community Svcs	17.8	54.6	20.9	4.9	1.8	3.8
Medicaid	22.3	57.8	15.1	4.2	0.6	4.0
Public Health	12.9	55.2	19.0	12.1	0.9	3.7
Welfare	27.3	60.8	10.3	1.8	0.0	4.1
Indirect support svcs	22.3	51.3	15.7	6.1	4.6	3.8

5. My supervisor lets me know exactly what is expected of me.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

6. The atmosphere in my program encourages people to be open and candid with management.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	13.1	33.5	21.6	15.5	16.2	3.1
Family & Community Svcs	8.8	25.1	22.3	25.1	18.7	2.8
Medicaid	15.3	21.5	19.0	20.9	23.3	2.9
Public Health	9.4	26.5	24.8	21.4	17.9	2.9
Welfare	9.3	27.0	19.7	20.7	23.2	2.8
Indirect support svcs	14.6	26.3	22.2	18.2	18.7	3.0

7a. I can talk openly with upper management about work-related problems without fear of retaliation.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

7b. I can talk openly with program managers about work-related problems without a fear of retaliation.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	24.6	32.5	18.3	12.3	12.3	3.5
Family & Community Svcs	15.8	34.3	20.6	16.4	12.9	3.2
Medicaid	25.8	28.2	16.0	15.3	14.7	3.4
Public Health	19.3	45.6	13.2	12.3	9.6	3.5
Welfare	13.0	33.3	18.8	19.8	15.1	3.1
Indirect support svcs	20.1	34.9	16.4	12.7	15.9	3.3

7c. I can talk openly with frontline supervisors about work-related problems without a fear of retaliation.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	39.6	36.9	10.3	6.6	6.6	4.0
Family & Community Svcs	32.3	44.2	8.5	7.5	7.5	3.9
Medicaid	39.5	32.2	13.8	6.6	7.9	3.9
Public Health	24.8	44.8	12.4	10.5	7.6	3.7
Welfare	25.6	45.5	10.9	7.2	10.9	3.7
Indirect support svcs	28.7	46.3	9.6	6.4	9.0	3.8

8a. Upper management encourages my suggestions and complaints.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	9.4	23.8	30.3	16.2	20.2	2.9
Family & Community Svcs	4.3	20.8	34.7	24.3	15.9	2.7
Medicaid	7.6	15.2	33.1	17.9	26.3	2.6
Public Health	6.2	21.6	28.9	19.6	23.7	2.7
Welfare	8.1	24.4	32.8	20.7	14.0	2.9
Indirect support svcs	9.7	28.1	29.7	14.6	17.8	3.0

8b. Program managers encourage my suggestions and complaints.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	24.3	35.0	19.9	10.4	10.4	3.5
Family & Community Svcs	13.9	34.6	22.3	16.1	13.1	3.2
Medicaid	25.2	27.7	15.1	14.5	17.6	3.3
Public Health	17.9	43.8	16.2	11.6	10.7	3.5
Welfare	14.6	32.6	23.3	15.4	14.1	3.2
Indirect support svcs	16.3	36.3	20.5	12.6	14.2	3.3

8c. Frontline supervisors encourage my suggestions and complaints.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

9a. Upper management listens to the recommendations of staff.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

9b. Program managers listen to the recommendations of staff.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	19.9	37.2	22.1	10.6	10.3	3.5
Family & Community Svcs	11.4	37.1	22.2	14.6	14.6	3.2
Medicaid	22.2	29.7	15.8	15.2	17.1	3.3
Public Health	12.4	45.1	23.0	9.7	9.7	3.4
Welfare	10.5	34.5	23.7	17.9	13.4	3.1
Indirect support svcs	13.7	36.6	22.4	13.7	13.7	3.2

9c. Frontline supervisors listen to the recommendations of staff.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	31.5	47.1	11.6	5.2	4.6	4.0
Family & Community Svcs	27.9	47.0	12.5	6.8	5.7	3.9
Medicaid	31.4	35.3	17.0	10.5	5.9	3.8
Public Health	16.3	42.3	20.2	11.5	9.6	3.4
Welfare	22.8	43.2	17.0	8.6	8.4	3.6
Indirect support svcs	20.5	48.1	16.8	7.0	7.6	3.7

10. Overall, communication within the Department of Health and Welfare is

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

Morale and Job

1. In general, I am satisfied with my job.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	24.6	48.6	12.0	11.4	3.3	3.8
Family & Community Svcs	19.0	53.4	15.9	7.6	4.1	3.8
Medicaid	25.7	42.5	15.0	14.4	2.4	3.8
Public Health	14.4	53.4	16.1	11.9	4.2	3.6
Welfare	19.0	48.6	16.3	10.8	5.3	3.7
Indirect support svcs	28.9	42.8	9.5	11.4	7.5	3.7

2. Overall, workplace morale among my co-workers is

	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)	Average Rating (5-point scale)
Behavioral Health	15.0	33.8	26.6	15.3	9.3	3.3
Family & Community Svcs	8.4	32.9	34.9	15.3	8.4	3.2
Medicaid	14.5	32.5	22.9	14.5	15.7	3.2
Public Health	5.9	33.1	35.6	17.8	7.6	3.1
Welfare	9.5	29.9	32.7	16.3	11.6	3.1
Indirect support svcs	14.9	34.8	22.4	15.9	11.9	3.3

3. 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)
Behavioral Health	48.5	36.1	11.4	3.3	0.6	4.3
Family & Community Svcs	54.2	36.8	6.4	1.8	0.8	4.4
Medicaid	50.9	35.8	8.5	4.2	0.6	4.3
Public Health	49.2	32.2	16.1	1.7	0.8	4.3
Welfare	47.4	37.0	13.0	2.6	0.0	4.3
Indirect support svcs	38.7	38.7	17.5	3.6	1.5	4.1

4. Management creates an environment that makes me want to do my very best each day.

Results were not statistically significant for this question when 2007 survey results were compared to 2005 survey results.

5. I feel valued by my supervisor.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	43.2	34.7	9.1	7.3	5.7	4.0
Family & Community Svcs	36.1	39.9	13.5	6.1	4.3	4.0
Medicaid	37.2	36.6	5.5	14.0	6.7	3.8
Public Health	31.6	37.6	18.8	6.8	5.1	3.8
Welfare	30.7	43.7	11.6	8.3	5.8	3.9
Indirect support svcs	38.8	33.8	11.4	9.0	7.0	3.9

6. I feel valued by the Department of Health and Welfare.

	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Average Rating (5-point scale)
Behavioral Health	6.5	28.9	32.6	20.2	11.8	3.0
Family & Community Svcs	4.4	24.7	37.2	24.0	9.6	2.9
Medicaid	8.8	25.8	25.8	21.4	18.2	2.9
Public Health	2.6	24.1	31.9	25.9	15.5	2.7
Welfare	7.7	32.6	28.8	21.1	9.8	3.1
Indirect support svcs	7.1	30.5	28.4	21.3	12.7	3.0

Additional Questions

1. Did you complete the original survey conducted by the Office of Performance Evaluations in November/December of 2005?

	Yes	No	Unsure
Department wide	64.8%	22.2%	13.0%

2a. To what extent has your overall perception of the department changed since you completed the original survey in late 2005?

	Greatly Improved (%)	Improved (%)	Remained the Same (%)	Declined (%)	Greatly Declined (%)	Average Rating (5-point scale)
Behavioral Health	4.4	25.5	48.0	18.1	3.9	3.1
Family & Community Svcs	1.3	19.6	51.1	21.3	6.7	2.9
Medicaid	5.3	18.4	50.0	19.3	7.0	3.0
Public Health	0.0	21.9	57.5	15.1	5.5	3.0
Welfare	4.5	32.7	44.1	15.1	3.7	3.2
Indirect support svcs	4.2	23.8	51.7	12.6	7.7	3.0

2b. To what extent has your overall perception of your division changed since you completed the original survey in late 2005?

	Greatly Improved (%)	Improved (%)	Remained the Same (%)	Declined (%)	Greatly Declined (%)	Average Rating (5-point scale)
Behavioral Health	7.1	25.5	45.4	18.4	3.6	3.1
Family & Community Svcs	3.2	25.0	41.4	22.7	7.7	2.9
Medicaid	10.6	17.7	34.5	26.5	10.6	2.9
Public Health	5.5	35.6	42.5	9.6	6.8	3.2
Welfare	5.0	33.6	39.8	17.0	4.6	3.2
Indirect support svcs	4.9	28.0	35.7	16.1	15.4	2.9

2c. To what extent has your overall perception of your program changed since you completed the original survey in late 2005?

Results were not statistically significant for this question.

3a. Since I completed the original survey in late 2005, my confidence in upper management decision-making has

	Greatly Improved (%)	Improved (%)	Remained the Same (%)	Declined (%)	Greatly Declined (%)	Average Rating (5-point scale)
Behavioral Health	4.5	16.9	53.2	18.4	7.0	2.9
Family & Community Svcs	2.7	13.8	49.6	24.6	9.4	2.8
Medicaid	7.0	13.2	40.4	28.9	10.5	2.8
Public Health	4.1	21.6	54.1	13.5	6.8	3.0
Welfare	3.3	19.7	50.6	18.0	8.4	2.9
Indirect support svcs	1.4	20.1	45.8	17.4	15.3	2.8

3b. Since I completed the original survey in late 2005, my confidence in program managers decision-making has

	Greatly Improved (%)	Improved (%)	Remained the Same (%)	Declined (%)	Greatly Declined (%)	Average Rating (5-point scale)
Behavioral Health	14.4	19.8	46.0	12.4	7.4	3.2
Family & Community Svcs	5.8	22.7	42.2	20.0	9.3	3.0
Medicaid	12.1	13.8	45.7	19.0	9.5	3.0
Public Health	4.0	25.3	50.7	9.3	10.7	3.0
Welfare	5.7	24.1	43.7	17.6	9.0	3.0
Indirect support svcs	2.2	23.0	48.2	16.5	10.1	2.9

3c. Since I completed the original survey in late 2005, my confidence in frontline supervisors decision-making has

Results were not statistically significant for this question.

4. Since you completed the original survey in late 2005, communication from upper management to department staff/frontline supervisors has

	Greatly Improved (%)	Improved (%)	Remained the Same (%)	Declined (%)	Greatly Declined (%)	Average Rating (5-point scale)
Behavioral Health	4.2	27.4	49.5	13.7	5.3	3.1
Family & Community Svcs	2.4	25.5	48.1	16.5	7.5	3.0
Medicaid	7.0	19.1	44.3	19.1	10.4	2.9
Public Health	4.5	32.8	40.3	19.4	3.0	3.2
Welfare	4.3	43.3	34.8	13.7	3.9	3.3
Indirect support svcs	5.0	27.1	41.4	19.3	7.1	3.0

5. Since you completed the original survey in late 2005, communication from the department staff/frontline supervisors to upper management has

Results were not statistically significant for this question.

6. Some respondents to the survey in late 2005 voiced a concern that retaliation might occur if they completed that survey. Since the OPE report on the original survey was released in February 2006, do you believe retaliation occurred to you or your co-workers?

Results were not statistically significant for this question.

7. Since I completed the original survey in late 2005, morale among my co-workers has

Results were not statistically significant for this question.