DEPARTMENT OF SOCIAL SERVICES

CHILDREN'S DIVISION

P.O. BOX 88

JEFFERSON CITY, MISSOURI

August 7, 2007

MEMORANDUM

		WHAT IS INSIDE? • Overview of staff survey results • Links to more specific survey data

TO: REGIONAL EXECUTIVE STAFF, CIRCUIT MANAGERS, AND ALL
                       CHILDREN'S DIVISION STAFF

FROM: PAULA NEESE, DIRECTOR

SUBJECT: STATEWIDE RESULTS OF SURVEY OF ORGANIZATIONAL EXCELLENCE
                       (SOE)

DISCUSSION:

The purpose of this memorandum is to provide a summary of the statewide results from the Survey of Organizational Excellence (SOE).   In May 2007, all Children's Division staff were invited to participate in this annual online employee survey. Staff input is an important piece of our success as an organization. Review the results of the survey to see where staff believe our organization is compared to last year.

Overview

The SOE assessment is designed to link scores on the survey to issues affecting our organization. It examines five key Workplace Dimensions (Work Group, Accommodations, General Organizational Features, Information, and Personal Demands) which capture various aspects of the total work environment.

Data received from the SOE is very extensive. For purposes of this memo, the statewide data from the SOE is briefly summarized. More detailed statewide information and executive summaries for 2003-2007 for each circuit, worker type and program area can be found at on the Children's Division intranet site at Survey of Organizational Excellence.

**Participant Characteristics**

Response Rate:
High response rates mean employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. Our statewide response rate of **64%** is considered high.

Responded 64%
Did Not Respond 36%

Response Rate Over Time:

One of the values of participating in multiple iterations of the SOE is the opportunity to measure organizational change over time. In general, response rates should rise from the first to the second and succeeding iterations. If organizational health is sound, rates tend to plateau above the 50 percent level. Our response rate of 64% is the same as it was for the previous survey but still well above the 50 percent level.
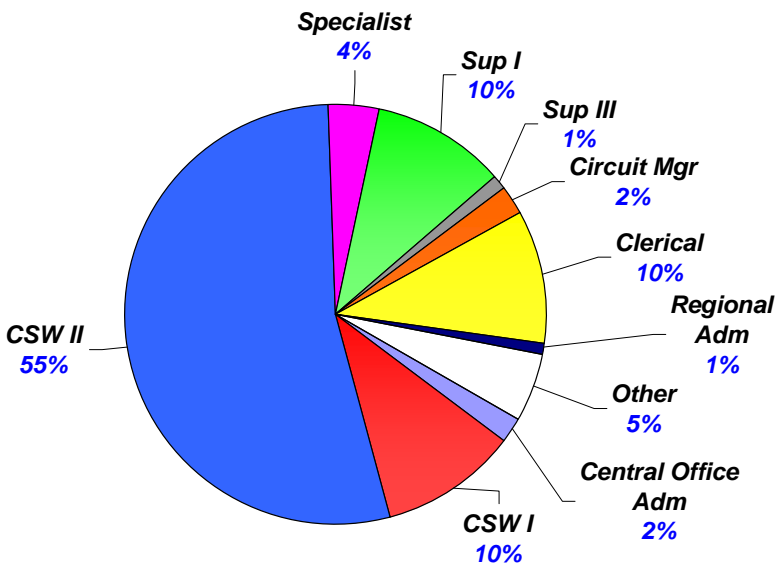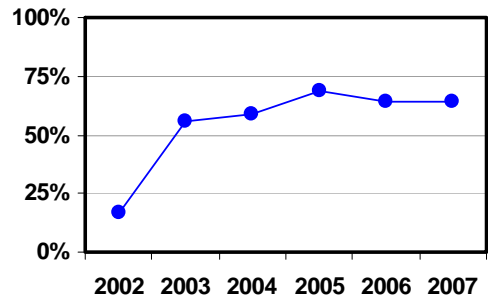
Responders:

Out of the 2307 employees who were invited to take the survey, 1474 responded. This pie chart shows the percentage of responders for each employee type. Over 75% of responders were frontline workers and supervisors.
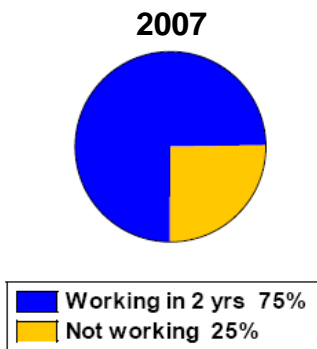

Specialist 4%
Sup I 10%
Sup III 1%
Circuit Mgr 2%
Clerical 10%
Regional Adm 1%
CSW II 55%
Other 5%
Central Office Adm 2%
CSW I 10%

Length of Service:

This table shows the statewide distribution for length of service of survey responders. Of those who responded, **53%** reported being employed with the agency for six years or more.
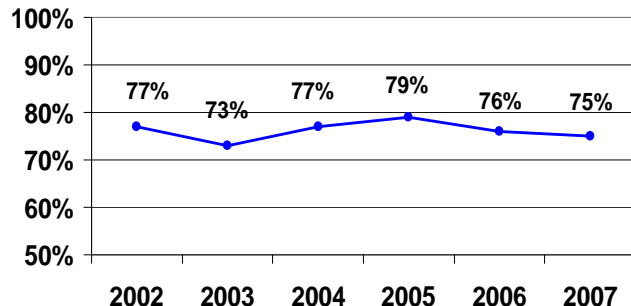
Less than 1 year	**12%**
1-2 years	**17%**
3-5 years	**18%**
6-10 years	**22%**
11-15 years	**12%**
Over 15 years	**19%**

Intent to Stay:

One question on the SOE asks responders to indicate if they intend to be working for our organization in two years. The percent of employees who see themselves working for our organization in two years is a good indicator of how well we are retaining employees. Very low retention should be a source of concern. Our intent to stay score is considered average.

2007

Working in 2 yrs 75%
Not working 25%

Intent to Stay Over Time

77% 73% 77% 79% 76% 75%

2002 2003 2004 2005 2006 2007

Survey Framework

The SOE is a survey framework which consists of individual survey items (questions), constructs, and dimensions. Each level of the framework provides a score and insight into the workings of an organization.

Items:
Specific survey items (questions) provide specific feedback. Each survey question is answered on a Likert scale of strongly disagree (1) to strongly agree (5). Any question scoring above the neutral of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength. Conversely, scores below "3.0" are viewed more negatively by staff. Items that receive below a "2.0" should be a significant source of concern. Specific questions will not be discussed in this memo but can be viewed on the Children's Division intranet site.

Constructs:
The survey constructs are designed to broadly profile organizational strengths and areas of concern and are developed from a group of related survey questions. Scores for the constructs range from a low of 100 to a high of 500. An item may belong to one or several constructs, however, not every question is associated with a construct.
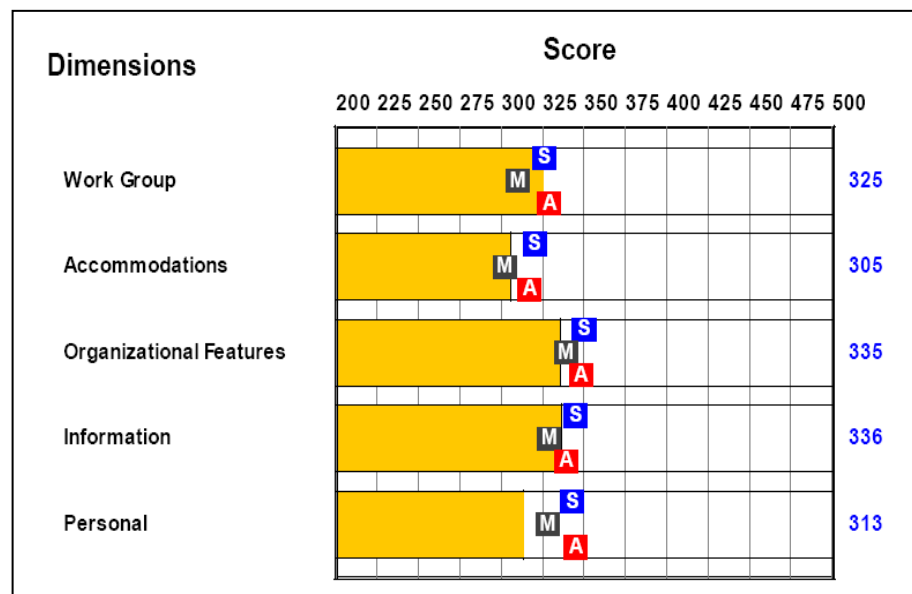
Dimensions:
The framework, at its highest level, consists of five workplace dimensions which are composed of several survey constructs. The dimension score also ranges from 100 to 500 and is an average of the construct scores belonging to the dimension.

Dimension Scores

Data from the SOE allows us to compare survey responses in three ways: against other organizations who have participated in the SOE; against ourselves over time; and internally between categories of staff.

Comparison to Other Organizations on Dimension Benchmarks:
This graph shows the benchmark data for each of the broader Workplace Dimensions. It illustrates how we performed relative to other organizations of similar size (S), similar mission (M) and all organizations that participated in the survey (A). Our score is indicated by the yellow bar and also appears to the right of the chart in blue. *For definitions of each dimension, go to SOE Memo Attachments.
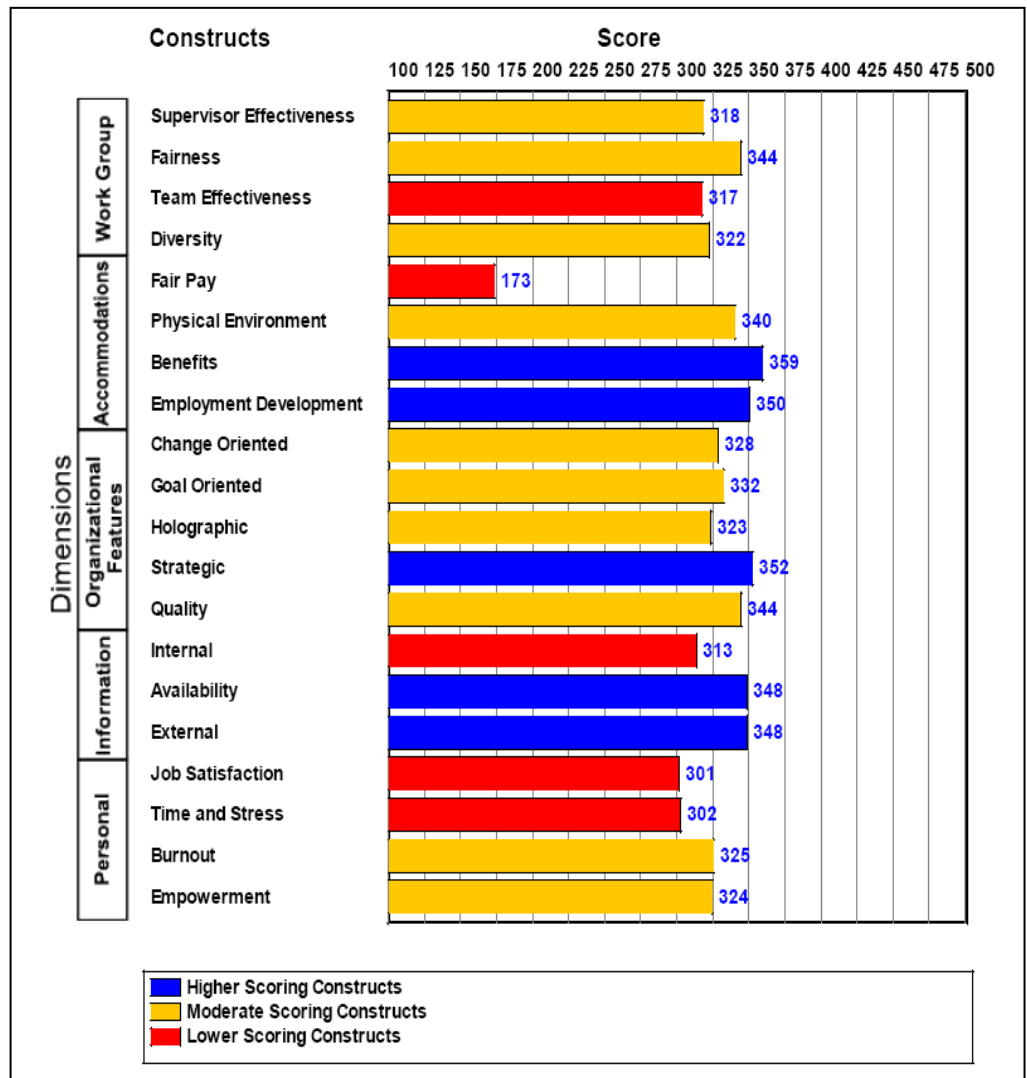
Comparison of Dimension Scores Over Time:

Because we have conducted the survey for over 5 years, we have a rich history of staff perceptions about our organization over time. This chart indicates each dimension score from 2003 to 2007. The **green** bars indicate dimension scores for this year. 2007 dimension scores exceeded 2006 scores in every single area.

Dimension Scores Over Time

Legend: ■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007
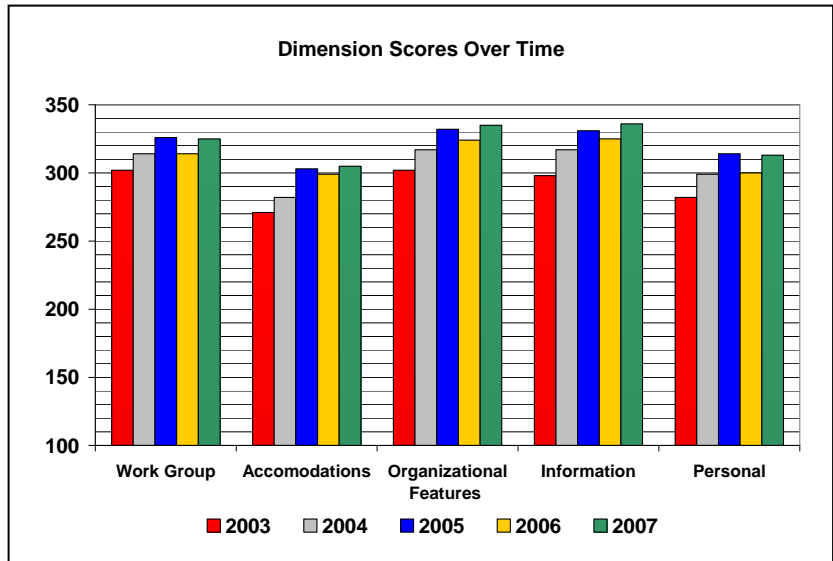
Construct Scores

This chart shows the construct scores for 2007. Each construct is displayed with its corresponding score. Highest scoring constructs (in blue) are areas of strength for our organization while the lowest scoring constructs (in red) are areas of concern.

Scores above 300 suggest that staff perceive the issue more positively than negatively, and scores of 400 or higher indicate areas of substantial strength. Conversely, scores below 300 are viewed more negatively by staff, and scores below 200 should be a significant source of concern.

Dimensions	Constructs	Score
Work Group	Supervisor Effectiveness	318
Work Group	Fairness	344
Work Group	Team Effectiveness	317
Work Group	Diversity	322
Accommodations	Fair Pay	173
Accommodations	Physical Environment	340
Accommodations	Benefits	359
Accommodations	Employment Development	350
Organizational Features	Change Oriented	328
Organizational Features	Goal Oriented	332
Organizational Features	Holographic	323
Organizational Features	Strategic	352
Organizational Features	Quality	344
Information	Internal	313
Information	Availability	348
Information	External	348
Personal	Job Satisfaction	301
Personal	Time and Stress	302
Personal	Burnout	325
Personal	Empowerment	324

Legend:
■ Higher Scoring Constructs
■ Moderate Scoring Constructs
■ Lower Scoring Constructs

Comparison to previous year's survey responses on each Construct:

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of improvement efforts. Positive changes indicate employees perceive the issue as adequately improved since the previous survey. Negative changes indicate employees perceive the issue has worsened since the previous survey. Negative changes of greater than 50 points and having 10 or more negative construct changes should be a source of concern for the organization and should receive immediate attention.
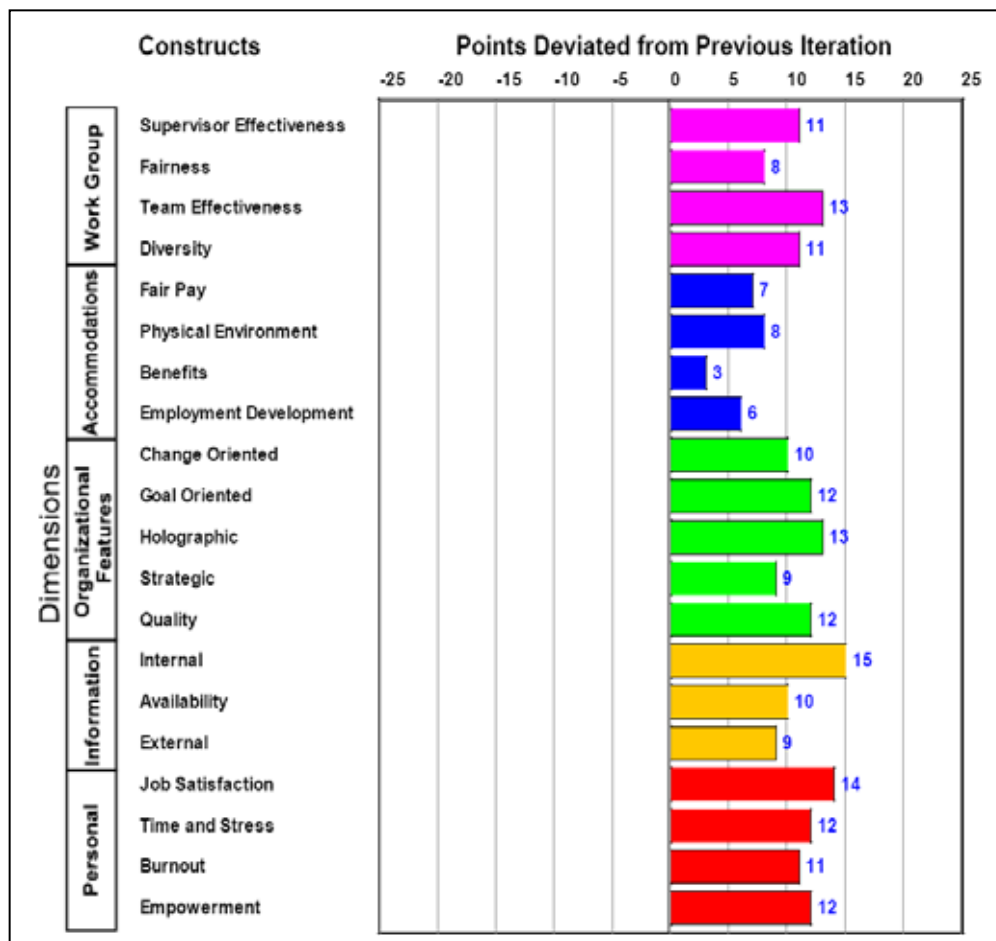
What should we do with the survey information now?

Assessment of employee satisfaction is connected to a larger purpose, the development of strategies to improve on identified areas of need. Statewide, staff at all levels are expected to review the SOE data available on the Children's Division intranet site and to discuss the results during their next round CQI meetings. Local analysis of the data should be used to identify strengths as well as used to develop strategies for improvement.

Next Year

We appreciate your participation in the survey this year. The SOE will continue to be administered on a yearly basis. The next administration is scheduled for Spring 2008 and staff will be notified about the survey in advance. Any questions regarding the SOE should be forwarded to your regional QA Specialist.

NECESSARY ACTION:
1. All staff should review this memorandum and other SOE data during their next CQI meeting and develop strategies to address areas of concern.
2. Forward strategies and ideas through the CQI process.
3. All questions regarding these procedures should be referred through normal supervisory channels.

QA Unit Manager Susan Savage 573 751-4319 Susan.K.Savage@dss.mo.gov
***CHILD WELFARE MANUAL* REVISIONS:** N/A
RELATED STATUTE: N/A
ADMINISTRATIVE RULES: N/A
COUNCIL ON ACCREDITATION (COA) STANDARDS: G2.2, G2.5, G5.102
PROGRAM IMPROVEMENT PLAN (PIP): N/A
SACWIS REQUIREMENTS: N/A
ATTACHMENTS: SOE Memo Attachments

PN/SS