

# PERFORMANCE MANAGEMENT SELF-ASSESSMENT

Thurston County Public Health & Social Services Department



## Findings Report

May 2018

## PURPOSE

The Thurston County Public Health & Social Services Department is seeking to build a culture of quality improvement that supports our mission of “working together to achieve the highest level of health and well-being for everyone”. Additionally, a core value of the Department is Service Excellence defined as being “committed to providing exceptional public service and open sharing of information that is responsive and accountable to the community’s needs”.

In 2017, the Department determined that conducting an organizational Performance Management Self-Assessment was needed. The goals of the self-assessment were to:

- Establish a baseline for the Department that can be used to measure progress over time.
- Meet the Public Health Accreditation standard for completing a performance management self-assessment.
- Increase ability to meet Public Health Accreditation standards related to quality improvement and other topics covered by the self-assessment.
- Increase readiness of Department to apply for the Washington State Quality Award.

See Appendix A for the Department Mission, Vision and Values Statement.

## APPROACH

The Department delivers a broad array of public health and non-public health programs and services. At the time of this assessment, the Department was organized into four main divisions and one office:

- Child, Family and Community Wellness Division
- Disease Control and Prevention Division
- Environmental Health Division
- Vital Services Division
- Office of Housing and Homeless Prevention

The Performance Management Self-Assessment was conducted across the entire Department based on the nationally recognized Baldrige Excellence Framework. Oversight and input into the approach was provided by the Department Director, Department Leadership Team, Department Quality Improvement Committee and County Budget Office.

See Appendix B for a summary description of the Performance Management Self-Assessment approach and Appendix C for a complete Organizational Chart.

## TOOLS

The Baldrige Excellence Builder 2017-2018 document was used as the framework for the Performance Management Self-Assessment with the following tools administered between March-May 2018:

- Baldrige *Are We Making Progress as Leaders?* Survey with Leadership
- Baldrige *Are We Making Progress?* Survey with Supervisors and Staff
- Baldrige *EasyInsight* Organizational Profile Self-Assessment Survey

The Leadership Team, supervisors and line staff were each provided with a web-based survey that incorporated *Are We Making Progress* survey questions (with a few minor modifications) and additional questions of Department interest covering the use of performance measures, staff training and open-ended recommendations for overall Department improvement.

The Baldrige *Are we Making Progress* surveys are designed to identify differences and similarities between leadership and staff viewpoints in seven categories that impact organizational performance:

- **Leadership**
  - Addressing the questions “How do senior leaders lead the organization?” and “How do you govern your organization and fulfil your societal responsibilities?”
- **Strategy**
  - Addressing the questions “How do you develop your strategy?” and “How do you implement your strategy?”
- **Customers**
  - Addressing the questions “How do you obtain information from your customers?” and “How do you engage customers by serving their needs and building relationships?”
- **Measurement, Analysis and Knowledge Management**
  - Addressing the questions “How do you measure, analyze, and then improve organizational performance?” and “How do you manage your information and your organizational knowledge assets?”
- **Workforce**
  - Addressing the questions “How do you build an effective and supportive work environment?” and “How do you engage your workforce to achieve a high-performance work environment?”
- **Operations**
  - Addressing the questions “How do you design, manage, and improve your key products and work processes?” and “How do you ensure effective management of your operations?”

- **Results**
  - Addressing the questions “What are your product performance and process effectiveness results?”, “What are your customer-focused performance results?”, “What are your workforce-focused performance results?” and “What are your senior leadership and governance results?”

The Baldrige *EasyInsight* survey tool is designed to build an Organizational Profile. The Department used the Health Care version of this tool with a few minor adaptations to question language. The survey was completed in-person with the Leadership Team, which includes of the Department Director, Health Officer, division directors, office managers and supervisors. *EasyInsight* consists of two sections of questions:

- **Organizational Description**, which addresses the Organizational Environment and Organizational Relationships
- **Organizational Situation**, which addresses the Competitive Environment, Strategic Context and Performance Improvement System

## FINDINGS

At the time the Performance Management Self-Assessment was conducted, the Department employed 91 individuals.

### Are We Making Progress

The *Are We Making Progress* surveys were conducted in March 2018 among paid employees (e.g. not volunteers or interns). The Leadership Team was surveyed using the Baldrige *Are We Making Progress as Leaders?* tool. Supervisors and line staff (employees who were not supervisors or on the Leadership Team) were surveyed using the Baldrige *Are We Making Progress?* tool.

A total of 62 or 68% of Department employees completed the survey. The response by group was:

- Leadership = 9
- Supervisors = 8
- Line Staff = 45
- Child, Family and Community Wellness Division = 18
- Disease Control and Prevention Division = 5
- Environmental Health Division = 22
- Office of Housing and Homeless Prevention = 3
- Vital Services Division = 12

The Baldrige *Are We Making Progress?* tool covers seven categories that impact organizational performance. Employees taking the survey were asked to respond to a series of statements using the response options: Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree and Not Sure.

Among the seven categories the following statements were rated the highest and lowest for agreement (strongly agree plus somewhat agree) among all Department employees responding to the survey.

- **Highest Agreement**

- 98% Employees are committed to the organization’s success (Workforce)
- 95% Employees know who their most important customers are (Customers)
- 91% The organization helps employees help the community (Results)
- 88% Employees have a safe workplace (Workforce)
- 88% Employees believe the organization is a good place to work (Results)

- **Lowest**

- 15% Employees know how well the organization is doing financially (Results)
- 24% Employees know how the organization as a whole is doing (Measurement)
- 31% The organization removes things that get in the way of progress (Results)
- 44% Employees know the parts of organization’s plans that will affect them and their work (Strategy)
- 50% Leadership/the organization when planning for the future, asks for employee ideas (Strategy)

The following tables represent the responses of all Department staff compared to national data available from the Baldrige Board of Examiners (non-leader) surveys conducted across the United States in 2011.

## Category 1: Leadership

<b>Agree</b> (Somewhat/Strongly)		<b>Statement</b>
All Staff	National	
77%	94%	1. Employees know the organization's mission (what it is trying to accomplish)
72%	NA	2. Leadership team is ethical and demonstrates the organization's values
69%	NA	3. Board/supervisors discuss the goals or objectives we are working to achieve
67%	82%	4. Employees know the organization's vision (where it is trying to go in the future)
60%	67%	5. Leadership team creates a work environment that helps employees do their job
60%	76%	6. Leadership team shares information about the organization
52%	64%	7. Leadership/organization asks what employees think

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available

## Category 2: Strategy

<b>Agree</b> (Somewhat/Strongly)		<b>Statement</b>
All Staff	National	
53%	55%	1. The organization encourages totally new ideas (innovation)
52%	67%	2. Employees know how to tell if they are making progress on their workgroup's part of the plan
51%	46%	3. The organization is flexible and makes changes quickly when needed
50%	49%	4. Leadership/the organization when planning for the future, asks for employee ideas
44%	67%	5. Employees know the parts of organization's plans that will affect them and their work

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available

### Category 3: Customers

<b>Agree</b> (Somewhat/Strongly)		<b>Statement</b>
All Staff	National	
95%	95%	1. Employees know who their most important customers are
87%	72%	2. Employees regularly ask their customers what they need and want
82%	85%	3. Employees know who the organization's most important customers are
80%	80%	4. Employees are allowed to make decisions to satisfy their customers
76%	73%	5. Employees ask if their customers are satisfied or dissatisfied with their work

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available

### Category 4: Measurement, Analysis & Knowledge Management

<b>Agree</b> (Somewhat/Strongly)		<b>Statement</b>
All Staff	National	
83%	78%	1. Employees know how to measure the quality of their work
75%	74%	2. Employees use this information to make changes that will improve their work
54%	54%	3. Employees get all the important information they need to do their work
51%	65%	4. Employees know how the measures they use in their work fit into the organization's overall measures of improvement
24%	69%	5. Employees know how the organization as a whole is doing

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available

## Category 5: Workforce

<b>Agree</b> (Somewhat/Strongly)		<b>Statement</b>
All Staff	National	
98%	95%	1. Employees are committed to the organization's success
88%	93%	2. Employees have a safe workplace
83%	69%	3. Managers/supervisors care about employees
77%	72%	4. Employees are recognized for their work
75%	67%	5. Supervisors encourage and enable employees to develop their job skills so they can advance in their careers
72%	77%	6. Employees cooperate and work as a team

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available

## Category 6: Operations

<b>Agree</b> (Somewhat/Strongly)		<b>Statement</b>
All Staff	National	
84%	NA	1. Employees can improve their work processes when necessary
65%	49%	2. The organization has good processes for doing work
63%	59%	3. Employees can get everything they need to do their jobs
60%	NA	4. The organization is prepared to handle a major change or disruption in our work

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available



## Category 7: Results

Agree (Somewhat/Strongly)		Statement
All Staff	National	
91%	77%	1. The organization helps employees help the community
88%	82%	2. Employees believe the organization is a good place to work
87%	85%	3. Employees' customers are satisfied with their work
85%	72%	4. Employees' work products meet all requirements
83%	96%	5. The organization follows laws and regulations
75%	83%	6. The organization practices high standards and ethics
57%	57%	7. The organization has the right people and skills to do its work
31%	33%	8. The organization removes things that get in the way of progress
15%	74%	9. Employees know how well the organization is doing financially

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure  
 National = 2011 Results from the *Are We Making Progress* Employee Survey, NA = Not Available

Additional questions of interest were asked on the Department's survey. The findings show that performance measures are being used and discussed within the Department, but there is room for expansion in this area. Staff expressed an interest in key training topics related to organizational performance improvement.

## Performance Measurement

Yes	Issue
All Staff	
62%	1. Works in a team, section, program or division of the Department that has discussed the topic of performance measures in the past year
53%	2. Knows what performance measures their team, section, program or division is currently tracking

Response Options = Yes, No, Not Sure

## Training Opportunities

Interested (Extremely/Moderately)	Topic
All Staff	
67%	Policy Development
66%	Quality Improvement
58%	Performance Management
51%	Health Equity
48%	Public Health Accreditation

Response Options = Extremely Interested, Moderately Interested, Somewhat Interested, Not at All Interested, Not Sure

## Staff Recommendations

The Department’s survey asked for open-ended comments to the question “If the Department did one thing this year to improve how we operate overall, what would you recommend?” The two leading responses were to improve:

- Internal communication
- Teamwork

Findings from the Department’s survey were shared with the Leadership Team for feedback and identification of next steps in May 2018. See Appendix D for the Leadership Team Summary Findings document and Appendix E for detailed survey findings by group.

Data Note: If less than 5 employees from a specific group responded to the survey, findings were suppressed for this report. Totals in tables may not add to 100% due to rounding.

## EasyInsight

The *EasyInsight* survey was conducted in May 2018 with the Department’s Leadership Team. The survey response options for each question were: Easy to Answer, Could Answer and Hard to Answer. These options were further operationalized using the following as a guide. Easy to Answer would mean that some form of documentation could be produced and shared today showing this. Could Answer would mean that documentation could be gathered or prepared in

one week. Hard to Answer would mean that it was a neither Easy to Answer or Could Answer.

The items that were identified by the Leadership Team as Hard to Answer were:

- **Organizational Description**

- Organization Environment

- What are the key elements that engage them in achieving your mission and vision? (3.d)

- Organizational Relationships

- What are their key requirements and expectations of your services and other customer support services, and operations? (2.b)
    - What are the differences in these requirements and expectations among market segments, patient and other customer groups, and stakeholder groups? (2.c)
    - What role, if any, do these organizations play in contributing and implementing innovations in your organization? (3.e)

- **Organizational Situation**

- Competitive Environment

- What is your competitive position? (1.a)
    - What are your relative size and growth in the industry or the markets you serve? (1.b)
    - How many and what types of competitors and key collaborators do you have? (1.c)
    - What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate? (2)

- Strategic Context

- What are your key strategic challenges and advantages in the areas of services, operations, societal responsibilities, and workforce?

- Performance Improvement System

- What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?

See Appendix F for the rating of all *EasyInsight* items.

## NEXT STEPS

Based on the Leadership Team and Quality Improvement Committee's review of findings from the Performance Management Self-Assessment process, the following next steps will occur:

### Short-term (next 6 months):

- Findings from the performance management self-assessment will be posted on the Department's intranet and availability announced to all staff. A method for obtaining staff feedback on the findings will be developed.
- The Department's Leadership Team will hold a study session to further review the performance management self-assessment findings in detail and set goals.
- A formal Department policy(ies) will be adopted that addresses quality improvement and performance management.
- The Department's Leadership Team will share current performance measures with the Quality Improvement Committee to create an inventory that can be used to assess gaps and opportunities for improvement or add-value to existing processes.
- An Organizational Profile will be completed for the Department based on guidance found in the Baldrige Excellence Builder.

### Longer-term (1-2 years):

- The Quality Improvement Committee will begin offering support to conduct quality improvement projects to interested programs or services within the Department.
- The Quality Improvement Committee will develop a Department-wide Quality Improvement Plan.
- The Department's Office of Housing and Homeless Prevention will prepare to apply for the Washington State Quality Award by sending staff to a Baldrige application development workshop and submit a Lite Application.

## ATTACHMENTS

- Appendix A: Department Mission, Vision Values Statement 2018
- Appendix B: Department Performance Management Self-Assessment Approach 2018
- Appendix C: Department Organizational Chart 2018
- Appendix D: Leadership Team Performance Management Self-Assessment Survey Findings 2018
- Appendix E: Baldrige Organizational Performance Management Self-Assessment 2018: All Staff Survey Data Tables
- Appendix F: Baldrige EasyInsight Organizational Profile Survey Data 2018
- Appendix G: Department EasyInsight Organizational Profile Self-Assessment Survey Instrument (modified from Health Care version)
- Appendix H: Department Are We Making Progress Performance Management Self-Assessment Survey for Line Staff (modified from staff version)
- Appendix I: Department Are We Making Progress Performance Management Self-Assessment Survey for Supervisors (modified from staff version)
- Appendix J: Department Are We Making Progress Performance Management Self-Assessment Survey for Leadership (modified from leader version)



**THURSTON COUNTY**  
**PUBLIC HEALTH AND SOCIAL SERVICES**  
**VISION, MISSION, AND VALUES**

THURSTON COUNTY						
<b>Vision</b>			<b>Mission</b>			
Thurston County is a vibrant community ensuring the health, safety and wellbeing of generations to live, work and play.			To create a community that promotes health, commerce and environmental protection with transparency and accountability.			
PUBLIC HEALTH & SOCIAL SERVICES						
<b>Our Vision</b>			<b>Our Mission</b>			
We envision thriving, hopeful, healthy communities where all people are safe and supported and our environment is protected.			Working together to achieve the highest level of health and well-being for everyone.			
<i>Tag Line: Thriving, hopeful, healthy communities</i>						
OUR VALUES						
<b>Integrity</b>	We uphold professional ethics and serve with honesty, fairness, and trustworthiness.					
<b>Leadership</b>	We are a trusted key partner, leading the creation of opportunities to improve the health and well-being of our communities through science, collaboration, and innovation.					
<b>Service Excellence</b>	We are committed to providing exceptional public service and open information sharing that is responsive and accountable to the community's needs.					
<b>Hope</b>	We are united in our pursuit of healthier, happier, thriving communities and in our belief that we can make a positive difference in the future.					
<b>Compassion</b>	We treat and support everyone with respect, empathy, and kindness.					
<b>Wellness</b>	We encourage practices that support the public, our employees and their families in living healthy balanced lives that enhance their physical, social, and emotional well-being.					
<b>Inclusivity</b>	We reflect the diverse communities we serve and intentionally foster a sense of belonging, honoring the unique experiences, cultures, skills, backgrounds, identities, and perspectives of everyone.					
OUR CORE SERVICES						
Environment Health	Disease Control & Prevention	Maternal/Child Health	Vital Statistics	Emergency Preparedness	Social Services	Community Engagement
2018-2019 Board of Health & PHSS Focus Areas			2018-2019 Internal Operational Priorities			
<i>Prevention &amp; Education</i>	<i>Child &amp; Family Wellness</i>	<i>Foundational Public Health</i>	<ul style="list-style-type: none"> <li>✚ <i>Workforce Development: Growth, satisfaction, culture, leadership, workplace, succession planning</i></li> <li>✚ <i>Accreditation Prep: Organizational performance &amp; QI</i></li> <li>✚ <i>Fiscal management, performance, &amp; transparency</i></li> <li>✚ <i>Marketing/Branding &amp; Public Communication</i></li> <li>✚ <i>Organizational Re-structure &amp; co-location of teams</i></li> <li>✚ <i>Strategic planning; policy &amp; procedure updates</i></li> <li>✚ <i>Capacity building for regional growth &amp; changes</i></li> <li>✚ <i>Board of health policies, support, and advocacy</i></li> </ul>			
<i>Equity</i>	<i>Innovation &amp; evidence based practices</i>	<i>Opioid response, Homelessness</i>				
<i>Social Determinants</i>	<i>Customer centered services</i>	<i>Water Quality, Food Safety</i>				

## **Performance Management Self-Assessment Approach**

Thurston County Public Health & Social Services Department

### **Background**

Conducting a performance management self-assessment is required for Public Health Accreditation, specifically “The health department must provide a completed performance management self-assessment that reflects the extent to which performance management practices are being used.”

### **Goals**

- Establish a baseline for the Department that can be used to measure progress over time.
- Meet the Public Health Accreditation standard for completing a performance management self-assessment.
- Increase ability to meet Public Health Accreditation standards related to quality improvement and other topics covered by the self-assessment.
- Increase readiness of Department to apply for the Washington State Quality Award, which connects to Housing Program needs.

### **Groups Involved**

- Department Leadership Team
- Department Quality Improvement Planning Committee
- Department Staff

### **Tools**

Self-assessment tools are being drawn from the nationally recognized Baldrige Excellence Framework. The Department will be conducting the following between March–May 2018:

- Are We Making Progress as Leaders? Survey with Leadership
- Are We Making Progress? Survey with Staff
- EasyInsight Organizational Profile Self-Assessment Survey with Leadership

In addition, other sources of information will be considered as part of the self-assessment including the Department’s:

- Foundational Public Health Services Assessment 2018
- Current Performance Measures

### **Products**

- Findings from the self-assessment will be made available in a variety of formats by June 2018.

### **Contact**

- For more information contact Mary Ann O’Garro.

**Thurston County  
Public Health & Social Services  
Organizational Chart (Internal)**



**Mission:  
Working Together To Achieve the Highest  
Level of Health and Well-Being  
for Everyone**

BOCC  
BOH

Director

Health  
Officer

**EH**  
Director

**CFCW**  
Director

**DCP**  
Director

**VS**  
Manager

**HAZ WASTE**  
Supervisor

**WTR QLT**  
Supervisor

**FESS**  
Supervisor

**OSS/LU/DW**  
Supervisor

**SS**  
Supervisor

**MCH**  
Supervisor

**CEEP**  
Supervisor

**ICD**  
Supervisor

**VR/ADM**  
Supervisor

**PHEP**  
Supervisor

**FISCAL**  
Supervisor

**OHHP**  
Manager

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# LEADERSHIP TEAM

## Performance Management Self-Assessment Survey Findings 2018

Thurston County Public Health & Social Services Department

**Conducted:** March 2018

**Response:** 68% of all Department employees participated

### Category 1: Leadership

Agree	Statement
77%	1. Employees know the organization's mission (what it is trying to accomplish)
72%	2. Leadership team is ethical and demonstrates the organization's values
69%	3. Board/supervisors discuss the goals or objectives we are working to achieve
67%	4. Employees know the organization's vision (where it is trying to go in the future)
60%	5. Leadership team creates a work environment that helps employees do their job
60%	6. Leadership team shares information about the organization
52%	7. Leadership/organization asks what employees think

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	78%	86%	75%	94%	80%	82%	42%
2	78%	85%	68%	94%	60%	81%	33%
3	55%	86%	69%	94%	20%	73%	50%
4	78%	72%	65%	88%	40%	78%	33%
5	77%	84%	53%	77%	60%	67%	41%
6	77%	84%	53%	82%	20%	72%	41%
7	77%	34%	49%	76%	20%	53%	42%

CFCW = Child, Family & Community Wellness, Disease Control & Prevention, Environmental Health, VS = Vital Services

## Category 2: Strategy

### Agree Statement

53%	1. The organization encourages totally new ideas (innovation)
52%	2. Employees know how to tell if they are making progress on their workgroup's part of the plan
51%	3. The organization is flexible and makes changes quickly when needed
50%	4. Leadership/the organization when planning for the future, asks for employee ideas
44%	5. Employees know the parts of organization's plans that will affect them and their work

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	89%	50%	46%	59%	40%	52%	59%
2	55%	83%	47%	70%	0%	53%	50%
3	67%	33%	50%	53%	40%	76%	17%
4	78%	34%	46%	59%	40%	52%	42%
5	67%	50%	37%	59%	0%	47%	17%

CFCW = Child, Family & Community Wellness, Disease Control & Prevention, Environmental Health, VS = Vital Services

### Category 3: Customers

#### Agree Statement

95%	1. Employees know who their most important customers are
87%	2. Employees regularly ask their customers what they need and want
82%	3. Employees know who the organization's most important customers are
80%	4. Employees are allowed to make decisions to satisfy their customers
76%	5. Employees ask if their customers are satisfied or dissatisfied with their work

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	88%	100%	96%	100%	100%	96%	84%
2	44%	83%	95%	94%	60%	90%	75%
3	89%	50%	84%	88%	80%	77%	84%
4	78%	84%	80%	83%	60%	90%	75%
5	67%	67%	79%	82%	60%	65%	83%

CFCW = Child, Family & Community Wellness, Disease Control & Prevention, Environmental Health, VS = Vital Services

## Category 4: Measurement, Analysis & Knowledge Management

### Agree Statement

83%	1. Employees know how to measure the quality of their work
75%	2. Employees use this information to make changes that will improve their work
54%	3. Employees get all the important information they need to do their work
51%	4. Employees know how the measures they use in their work fit into the organization's overall measures of improvement
24%	5. Employees know how the organization as a whole is doing

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	78%	84%	84%	100%	60%	77%	83%
2	67%	83%	75%	94%	60%	67%	83%
3	50%	50%	55%	70%	40%	66%	25%
4	44%	50%	54%	83%	0%	52%	41%
5	33%	67%	23%	36%	0%	24%	17%

CFCW = Child, Family & Community Wellness, Disease Control & Prevention, Environmental Health, VS = Vital Services

## Category 5: Workforce

### Agree Statement

98%	1. Employees are committed to the organization's success
88%	2. Employees have a safe workplace
83%	3. Managers/supervisors care about employees
77%	4. Employees are recognized for their work
75%	5. Supervisors encourage and enable employees to develop their job skills so they can advance in their careers
72%	6. Employees cooperate and work as a team

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	100%	100%	97%	100%	80%	100%	100%
2	89%	100%	86%	100%	80%	81%	91%
3	100%	100%	78%	100%	60%	81%	83%
4	89%	84%	73%	88%	60%	81%	66%
5	78%	100%	71%	89%	40%	77%	75%
6	78%	67%	71%	100%	40%	72%	50%

CFCW = Child, Family & Community Wellness, DCP = Disease Control & Prevention, EH = Environmental Health, VS = Vital Services

## Category 6: Operations

### Agree Statement

84%	1. Employees can improve their work processes when necessary
65%	2. The organization has good processes for doing work
63%	3. Employees can get everything they need to do their jobs
60%	4. The organization is prepared to handle a major change or disruption in our work

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	77%	100%	83%	100%	80%	85%	66%
2	67%	100%	60%	70%	40%	72%	67%
3	78%	67%	60%	83%	40%	62%	50%
4	44%	83%	60%	53%	60%	76%	50%

CFCW = Child, Family & Community Wellness, Disease Control & Prevention, Environmental Health, VS = Vital Services

## Category 7: Results

Agree	Statement
91%	1. The organization helps employees help the community
88%	2. Employees believe the organization is a good place to work
87%	3. Employees' customers are satisfied with their work
85%	4. Employees' work products meet all requirements
83%	5. The organization follows laws and regulations
75%	6. The organization practices high standards and ethics
57%	7. The organization has the right people and skills to do its work
31%	8. The organization removes things that get in the way of progress
15%	9. Employees know how well the organization is doing financially

Response Options = Strongly Disagree, Somewhat Disagree, Somewhat Agree, Strongly Agree, Not Sure

No.	Leadership	Supervisor	Line Staff	CFCW	DCP	EH	VS
1	100%	100%	89%	100%	80%	91%	83%
2	89%	100%	87%	100%	80%	90%	84%
3	78%	83%	89%	94%	80%	85%	75%
4	66%	100%	87%	88%	80%	85%	75%
5	100%	84%	80%	89%	80%	90%	67%
6	90%	80%	71%	83%	50%	81%	75%
7	88%	50%	51%	88%	0%	57%	42%
8	56%	17%	29%	36%	20%	43%	17%
9	11%	33%	13%	12%	0%	15%	17%

CFCW = Child, Family & Community Wellness, Disease Control & Prevention, Environmental Health, VS = Vital Services

# Training Opportunities

Interested	Topic
67%	Policy Development
66%	Quality Improvement
58%	Performance Management
51%	Health Equity
48%	Public Health Accreditation

Response Options = Extremely Interested, Moderately Interested, Somewhat Interested, Not at All Interested, Not Sure



**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

		<b>Employees know the organization's mission (what it is trying to accomplish)</b>			
<b>Leadership 1</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	0%	11%	8%
Somewhat Disagree		11%	14%	9%	10%
Somewhat Agree		67%	29%	44%	46%
Strongly Agree		11%	57%	31%	31%
Not Sure		11%	0%	4%	5%

		<b>Employees know the organization's vision (where it is trying to go in the future)</b>			
<b>Leadership 2</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	0%	13%	10%
Somewhat Disagree		11%	29%	16%	16%
Somewhat Agree		78%	29%	47%	49%
Strongly Agree		0%	43%	18%	18%
Not Sure		11%	0%	7%	7%

		<b>Leadership team is ethical and demonstrates the organization's values</b>			
<b>Leadership 3</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	0%	9%	7%
Somewhat Disagree		11%	14%	16%	15%
Somewhat Agree		11%	14%	23%	20%
Strongly Agree		67%	71%	45%	52%
Not Sure		11%	0%	7%	7%

All Staff Survey Data Tables *continued*

<b>Leadership team creates a work environment that helps employees do their job</b>				
<b>Leadership 4</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	18%	13%
Somewhat Disagree	11%	17%	29%	25%
Somewhat Agree	33%	17%	22%	23%
Strongly Agree	44%	67%	31%	37%
Not Sure	11%	0%	0%	2%

<b>Board/supervisors discuss the goals or objectives we are working to achieve</b>				
<b>Leadership 5</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	11%	14%	13%	13%
Somewhat Disagree	11%	0%	18%	15%
Somewhat Agree	44%	29%	31%	33%
Strongly Agree	11%	57%	38%	36%
Not Sure	22%	0%	0%	3%

<b>Leadership team shares information about the organization</b>				
<b>Leadership 6</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	17%	31%	25%
Somewhat Disagree	11%	0%	16%	13%
Somewhat Agree	33%	67%	31%	35%
Strongly Agree	44%	17%	22%	25%
Not Sure	11%	0%	0%	2%

All Staff Survey Data Tables *continued*

Leadership 7	Leadership/organization asks what employees think			
	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	17%	22%	18%
Somewhat Disagree	0%	50%	29%	27%
Somewhat Agree	44%	17%	31%	32%
Strongly Agree	33%	17%	18%	20%
Not Sure	22%	0%	0%	3%

**All Staff Survey Data Tables *continued***

		<b>Employees know the organization's mission (what it is trying to accomplish)</b>			
<b>Leadership 1</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	20%	5%	25%
Somewhat Disagree		6%	0%	9%	17%
Somewhat Agree		59%	60%	41%	25%
Strongly Agree		35%	20%	41%	17%
Not Sure		0%	0%	5%	17%

		<b>Employees know the organization's vision (where it is trying to go in the future)</b>			
<b>Leadership 2</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	40%	5%	25%
Somewhat Disagree		12%	20%	9%	25%
Somewhat Agree		59%	40%	55%	25%
Strongly Agree		29%	0%	23%	8%
Not Sure		0%	0%	9%	17%

		<b>Leadership team is ethical and demonstrates the organization's values</b>			
<b>Leadership 3</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	20%	5%	17%
Somewhat Disagree		0%	0%	10%	42%
Somewhat Agree		29%	20%	14%	8%
Strongly Agree		65%	40%	67%	25%
Not Sure		6%	20%	5%	8%

All Staff Survey Data Tables *continued*

<b>Leadership team creates a work environment that helps employees do their job</b>				
<b>Leadership 4</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	14%	25%
Somewhat Disagree	18%	20%	19%	33%
Somewhat Agree	18%	20%	29%	33%
Strongly Agree	59%	40%	38%	8%
Not Sure	6%	0%	0%	0%

<b>Board/supervisors discuss the goals or objectives we are working to achieve</b>				
<b>Leadership 5</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	9%	25%
Somewhat Disagree	6%	60%	18%	8%
Somewhat Agree	35%	20%	41%	17%
Strongly Agree	59%	0%	32%	33%
Not Sure	0%	0%	0%	17%

<b>Leadership team shares information about the organization</b>				
<b>Leadership 6</b>	CFCW	DCP	EH	VS
Strongly Disagree	6%	40%	14%	42%
Somewhat Disagree	6%	40%	14%	17%
Somewhat Agree	41%	20%	43%	33%
Strongly Agree	41%	0%	29%	8%
Not Sure	6%	0%	0%	0%

All Staff Survey Data Tables *continued*

Leadership 7	Leadership/organization asks what employees think			
	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	14%	42%
Somewhat Disagree	18%	60%	33%	8%
Somewhat Agree	47%	0%	29%	42%
Strongly Agree	29%	20%	24%	0%
Not Sure	6%	0%	0%	8%

**All Staff Survey Data Tables *continued***

<b>Employees know the organization's mission (what it is trying to accomplish)</b>		
<b>Leadership 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	9%	7%
Somewhat Disagree	9%	13%
Somewhat Agree	46%	33%
Strongly Agree	36%	33%
Not Sure	0%	13%

<b>Employees know the organization's vision (where it is trying to go in the future)</b>		
<b>Leadership 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	12%	7%
Somewhat Disagree	15%	27%
Somewhat Agree	46%	40%
Strongly Agree	27%	7%
Not Sure	0%	20%

<b>Leadership team is ethical and demonstrates the organization's values</b>		
<b>Leadership 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	6%	13%
Somewhat Disagree	16%	20%
Somewhat Agree	25%	13%
Strongly Agree	50%	47%
Not Sure	3%	7%

**All Staff Survey Data Tables *continued***

<b>Leadership team creates a work environment that helps employees do their job</b>		
<b>Leadership 4</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	13%	27%
Somewhat Disagree	28%	27%
Somewhat Agree	22%	20%
Strongly Agree	38%	27%
Not Sure	0%	0%

<b>Board/supervisors discuss the goals or objectives we are working to achieve</b>		
<b>Leadership 5</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	15%	13%
Somewhat Disagree	6%	27%
Somewhat Agree	33%	27%
Strongly Agree	46%	33%
Not Sure	0%	0%

<b>Leadership team shares information about the organization</b>		
<b>Leadership 6</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	25%	40%
Somewhat Disagree	13%	7%
Somewhat Agree	38%	40%
Strongly Agree	25%	13%
Not Sure	0%	0%



**All Staff Survey Data Tables *continued***

<b>Leadership 7</b>	<b>Leadership/organization asks what employees think</b>	
	Grant or Contract	No Grant or Contract
Strongly Disagree	16%	40%
Somewhat Disagree	34%	13%
Somewhat Agree	31%	33%
Strongly Agree	19%	13%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees know the organization's mission (what it is trying to accomplish)</b>		
<b>Leadership 1</b>	<b>Less than 5 Years</b>	<b>5 Years or More</b>
Strongly Disagree	7%	9%
Somewhat Disagree	14%	6%
Somewhat Agree	46%	46%
Strongly Agree	29%	33%
Not Sure	4%	6%

<b>Employees know the organization's vision (where it is trying to go in the future)</b>		
<b>Leadership 2</b>	<b>Less than 5 Years</b>	<b>5 Years or More</b>
Strongly Disagree	7%	12%
Somewhat Disagree	21%	12%
Somewhat Agree	48%	52%
Strongly Agree	21%	15%
Not Sure	4%	9%

<b>Leadership team is ethical and demonstrates the organization's values</b>		
<b>Leadership 3</b>	<b>Less than 5 Years</b>	<b>5 Years or More</b>
Strongly Disagree	0%	13%
Somewhat Disagree	14%	16%
Somewhat Agree	21%	19%
Strongly Agree	54%	50%
Not Sure	11%	3%

**All Staff Survey Data Tables *continued***

<b>Leadership team creates a work environment that helps employees do their job</b>		
<b>Leadership 4</b>	Less than 5 Years	5 Years or More
Strongly Disagree	7%	19%
Somewhat Disagree	29%	22%
Somewhat Agree	25%	22%
Strongly Agree	36%	38%
Not Sure	4%	0%

<b>Board/supervisors discuss the goals or objectives we are working to achieve</b>		
<b>Leadership 5</b>	Less than 5 Years	5 Years or More
Strongly Disagree	18%	9%
Somewhat Disagree	3%	24%
Somewhat Agree	32%	33%
Strongly Agree	43%	30%
Not Sure	4%	3%

<b>Leadership team shares information about the organization</b>		
<b>Leadership 6</b>	Less than 5 Years	5 Years or More
Strongly Disagree	25%	25%
Somewhat Disagree	11%	16%
Somewhat Agree	36%	34%
Strongly Agree	25%	25%
Not Sure	4%	0%

**All Staff Survey Data Tables *continued***

<b>Leadership 7</b>	<b>Leadership/organization asks what employees think</b>	
	Less than 5 Years	5 Years or More
Strongly Disagree	14%	22%
Somewhat Disagree	32%	22%
Somewhat Agree	25%	38%
Strongly Agree	25%	16%
Not Sure	4%	3%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

		<b>Leadership/the organization when planning for the future, asks for employee ideas</b>			
<b>Strategy 1</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	17%	29%	23%
Somewhat Disagree		0%	50%	24%	23%
Somewhat Agree		56%	17%	33%	33%
Strongly Agree		22%	17%	13%	17%
Not Sure		22%	0%	0%	3%

		<b>The organization encourages totally new ideas (innovation)</b>			
<b>Strategy 2</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		11%	17%	27%	24%
Somewhat Disagree		0%	17%	23%	19%
Somewhat Agree		67%	33%	30%	36%
Strongly Agree		22%	17%	16%	17%
Not Sure		0%	17%	5%	5%

		<b>Employees know the parts of organization's plans that will affect them and their work</b>			
<b>Strategy 3</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	17%	29%	23%
Somewhat Disagree		11%	33%	22%	22%
Somewhat Agree		67%	33%	24%	32%
Strongly Agree		0%	17%	13%	12%
Not Sure		22%	0%	11%	12%

All Staff Survey Data Tables *continued*

		<b>Employees know how to tell if they are making progress on their workgroup's part of the plan</b>			
<b>Strategy 4</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	0%	24%	18%
Somewhat Disagree		11%	0%	24%	20%
Somewhat Agree		33%	33%	29%	30%
Strongly Agree		22%	50%	18%	22%
Not Sure		33%	17%	4%	10%

		<b>The organization is flexible and makes changes quickly when needed</b>			
<b>Strategy 5</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		11%	50%	32%	31%
Somewhat Disagree		11%	17%	16%	15%
Somewhat Agree		56%	0%	25%	27%
Strongly Agree		11%	33%	25%	24%
Not Sure		11%	0%	2%	3%

All Staff Survey Data Tables *continued*

<b>Leadership/the organization when planning for the future, asks for employee ideas</b>				
<b>Strategy 1</b>	CFCW	DCP	EH	VS
Strongly Disagree	12%	40%	14%	42%
Somewhat Disagree	24%	20%	33%	8%
Somewhat Agree	35%	40%	33%	42%
Strongly Agree	24%	0%	19%	0%
Not Sure	6%	0%	0%	8%

<b>The organization encourages totally new ideas (innovation)</b>				
<b>Strategy 2</b>	CFCW	DCP	EH	VS
Strongly Disagree	12%	40%	14%	42%
Somewhat Disagree	29%	0%	24%	0%
Somewhat Agree	41%	40%	33%	42%
Strongly Agree	18%	0%	19%	17%
Not Sure	0%	20%	10%	0%

<b>Employees know the parts of organization's plans that will affect them and their work</b>				
<b>Strategy 3</b>	CFCW	DCP	EH	VS
Strongly Disagree	12%	40%	14%	50%
Somewhat Disagree	24%	40%	14%	25%
Somewhat Agree	35%	0%	33%	17%
Strongly Agree	24%	0%	14%	0%
Not Sure	6%	20%	24%	8%

All Staff Survey Data Tables *continued*

		<b>Employees know how to tell if they are making progress on their workgroup's part of the plan</b>			
<b>Strategy 4</b>		CFCW	DCP	EH	VS
Strongly Disagree		6%	40%	19%	25%
Somewhat Disagree		18%	40%	19%	8%
Somewhat Agree		41%	0%	24%	33%
Strongly Agree		29%	0%	29%	17%
Not Sure		6%	20%	10%	17%

		<b>The organization is flexible and makes changes quickly when needed</b>			
<b>Strategy 5</b>		CFCW	DCP	EH	VS
Strongly Disagree		29%	60%	5%	58%
Somewhat Disagree		18%	0%	14%	17%
Somewhat Agree		24%	40%	38%	17%
Strongly Agree		29%	0%	38%	0%
Not Sure		0%	0%	5%	8%



**All Staff Survey Data Tables *continued***

<b>Leadership/the organization when planning for the future, asks for employee ideas</b>		
<b>Strategy 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	22%	40%
Somewhat Disagree	38%	7%
Somewhat Agree	22%	47%
Strongly Agree	19%	7%
Not Sure	0%	0%

<b>The organization encourages totally new ideas (innovation)</b>		
<b>Strategy 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	23%	33%
Somewhat Disagree	29%	13%
Somewhat Agree	32%	27%
Strongly Agree	10%	27%
Not Sure	6%	0%

<b>Employees know the parts of organization's plans that will affect them and their work</b>		
<b>Strategy 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	22%	40%
Somewhat Disagree	25%	20%
Somewhat Agree	28%	20%
Strongly Agree	13%	13%
Not Sure	13%	7%

**All Staff Survey Data Tables *continued***

<b>Employees know how to tell if they are making progress on their workgroup's part of the plan</b>		
<b>Strategy 4</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	16%	33%
Somewhat Disagree	19%	20%
Somewhat Agree	31%	33%
Strongly Agree	25%	13%
Not Sure	9%	0%

<b>The organization is flexible and makes changes quickly when needed</b>		
<b>Strategy 5</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	39%	27%
Somewhat Disagree	16%	20%
Somewhat Agree	16%	33%
Strongly Agree	29%	13%
Not Sure	0%	7%

**All Staff Survey Data Tables *continued***

<b>Leadership/the organization when planning for the future, asks for employee ideas</b>		
<b>Strategy 1</b>	Less than 5 Years	5 Years or More
Strongly Disagree	21%	25%
Somewhat Disagree	29%	19%
Somewhat Agree	21%	44%
Strongly Agree	25%	9%
Not Sure	4%	3%

<b>The organization encourages totally new ideas (innovation)</b>		
<b>Strategy 2</b>	Less than 5 Years	5 Years or More
Strongly Disagree	30%	19%
Somewhat Disagree	15%	22%
Somewhat Agree	22%	47%
Strongly Agree	22%	13%
Not Sure	11%	0%

<b>Employees know the parts of organization's plans that will affect them and their work</b>		
<b>Strategy 3</b>	Less than 5 Years	5 Years or More
Strongly Disagree	21%	25%
Somewhat Disagree	21%	22%
Somewhat Agree	25%	38%
Strongly Agree	21%	3%
Not Sure	11%	13%

**All Staff Survey Data Tables *continued***

<b>Strategy 4</b>	<b>Employees know how to tell if they are making progress on their workgroup's part of the plan</b>	
	Less than 5 Years	5 Years or More
Strongly Disagree	18%	19%
Somewhat Disagree	25%	16%
Somewhat Agree	25%	34%
Strongly Agree	21%	22%
Not Sure	11%	9%

<b>Strategy 5</b>	<b>The organization is flexible and makes changes quickly when needed</b>	
	Less than 5 Years	5 Years or More
Strongly Disagree	26%	34%
Somewhat Disagree	19%	13%
Somewhat Agree	26%	28%
Strongly Agree	30%	19%
Not Sure	0%	6%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Employees know who their most important customers are</b>				
<b>Customers 1</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	4%	3%
Somewhat Disagree	0%	0%	0%	0%
Somewhat Agree	44%	17%	16%	20%
Strongly Agree	44%	83%	80%	75%
Not Sure	11%	0%	0%	2%

<b>Employees regularly ask their customers what they need and want</b>				
<b>Customers 2</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	2%	2%
Somewhat Disagree	33%	17%	2%	8%
Somewhat Agree	11%	33%	22%	22%
Strongly Agree	33%	50%	73%	65%
Not Sure	22%	0%	0%	3%

<b>Employees ask if their customers are satisfied or dissatisfied with their work</b>				
<b>Customers 3</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	5%	3%
Somewhat Disagree	22%	33%	16%	19%
Somewhat Agree	56%	17%	36%	37%
Strongly Agree	11%	50%	43%	39%
Not Sure	11%	0%	0%	2%

**All Staff Survey Data Tables *continued***

		<b>Employees are allowed to make decisions to satisfy their customers</b>			
<b>Customers 4</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		0%	0%	9%	7%
Somewhat Disagree		0%	17%	9%	8%
Somewhat Agree		56%	17%	34%	36%
Strongly Agree		22%	67%	46%	44%
Not Sure		22%	0%	2%	5%

		<b>Employees know who the organization's most important customers are</b>			
<b>Customers 5</b>		Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree		11%	0%	7%	7%
Somewhat Disagree		0%	50%	9%	12%
Somewhat Agree		67%	33%	44%	47%
Strongly Agree		22%	17%	40%	35%
Not Sure		0%	0%	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees know who their most important customers are</b>				
<b>Customers 1</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	5%	8%
Somewhat Disagree	0%	0%	0%	0%
Somewhat Agree	12%	40%	29%	17%
Strongly Agree	88%	60%	67%	67%
Not Sure	0%	0%	0%	8%

<b>Employees regularly ask their customers what they need and want</b>				
<b>Customers 2</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	10%	8%
Somewhat Disagree	6%	40%	0%	0%
Somewhat Agree	18%	20%	38%	0%
Strongly Agree	76%	40%	52%	75%
Not Sure	0%	0%	0%	17%

<b>Employees ask if their customers are satisfied or dissatisfied with their work</b>				
<b>Customers 3</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	5%	8%
Somewhat Disagree	18%	40%	30%	0%
Somewhat Agree	29%	60%	35%	25%
Strongly Agree	53%	0%	30%	58%
Not Sure	0%	0%	0%	8%

**All Staff Survey Data Tables *continued***

		<b>Employees are allowed to make decisions to satisfy their customers</b>			
<b>Customers 4</b>		CFCW	DCP	EH	VS
Strongly Disagree		6%	20%	5%	8%
Somewhat Disagree		12%	20%	5%	8%
Somewhat Agree		71%	60%	50%	25%
Strongly Agree		12%	0%	40%	50%
Not Sure		0%	0%	0%	8%

		<b>Employees know who the organization's most important customers are</b>			
<b>Customers 5</b>		CFCW	DCP	EH	VS
Strongly Disagree		12%	0%	5%	8%
Somewhat Disagree		0%	20%	19%	8%
Somewhat Agree		41%	60%	48%	42%
Strongly Agree		47%	20%	29%	42%
Not Sure		0%	0%	0%	0%



**All Staff Survey Data Tables *continued***

<b>Employees know who their most important customers are</b>		
<b>Customers 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	13%
Somewhat Disagree	0%	0%
Somewhat Agree	9%	33%
Strongly Agree	91%	53%
Not Sure	0%	0%

<b>Employees regularly ask their customers what they need and want</b>		
<b>Customers 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	7%
Somewhat Disagree	6%	0%
Somewhat Agree	22%	27%
Strongly Agree	72%	67%
Not Sure	0%	0%

<b>Employees ask if their customers are satisfied or dissatisfied with their work</b>		
<b>Customers 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	14%
Somewhat Disagree	19%	21%
Somewhat Agree	38%	14%
Strongly Agree	44%	50%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Customers 4</b>	<b>Employees are allowed to make decisions to satisfy their customers</b>	
	Grant or Contract	No Grant or Contract
Strongly Disagree	3%	13%
Somewhat Disagree	13%	7%
Somewhat Agree	29%	40%
Strongly Agree	52%	40%
Not Sure	3%	0%

<b>Customers 5</b>	<b>Employees know who the organization's most important customers are</b>	
	Grant or Contract	No Grant or Contract
Strongly Disagree	3%	13%
Somewhat Disagree	22%	0%
Somewhat Agree	38%	60%
Strongly Agree	38%	27%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees know who their most important customers are</b>		
<b>Customers 1</b>	Less than 5 Years	5 Years or More
Strongly Disagree	3%	3%
Somewhat Disagree	0%	0%
Somewhat Agree	21%	19%
Strongly Agree	75%	75%
Not Sure	0%	3%

<b>Employees regularly ask their customers what they need and want</b>		
<b>Customers 2</b>	Less than 5 Years	5 Years or More
Strongly Disagree	4%	0%
Somewhat Disagree	7%	9%
Somewhat Agree	14%	28%
Strongly Agree	71%	59%
Not Sure	4%	3%

<b>Employees ask if their customers are satisfied or dissatisfied with their work</b>		
<b>Customers 3</b>	Less than 5 Years	5 Years or More
Strongly Disagree	4%	3%
Somewhat Disagree	21%	16%
Somewhat Agree	32%	42%
Strongly Agree	43%	36%
Not Sure	0%	3%

**All Staff Survey Data Tables *continued***

<b>Customers 4</b>	<b>Employees are allowed to make decisions to satisfy their customers</b>	
	Less than 5 Years	5 Years or More
Strongly Disagree	11%	3%
Somewhat Disagree	14%	3%
Somewhat Agree	32%	39%
Strongly Agree	39%	48%
Not Sure	4%	6%

<b>Customers 5</b>	<b>Employees know who the organization's most important customers are</b>	
	Less than 5 Years	5 Years or More
Strongly Disagree	11%	3%
Somewhat Disagree	7%	16%
Somewhat Agree	36%	56%
Strongly Agree	46%	25%
Not Sure	0%	0%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Employees know how to measure the quality of their work</b>				
<b>Measurement 1</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	2%	2%
Somewhat Disagree	11%	17%	7%	8%
Somewhat Agree	67%	17%	44%	45%
Strongly Agree	11%	67%	40%	38%
Not Sure	11%	0%	7%	7%

<b>Employees use this information to make changes that will improve their work</b>				
<b>Measurement 2</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	2%	2%
Somewhat Disagree	22%	17%	13%	15%
Somewhat Agree	56%	33%	33%	37%
Strongly Agree	11%	50%	42%	38%
Not Sure	11%	0%	9%	8%

<b>Employees know how the measures they use in their work fit into the organization's overall measures of improvement</b>				
<b>Measurement 3</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	11%	17%	9%	10%
Somewhat Disagree	22%	33%	27%	27%
Somewhat Agree	44%	33%	38%	38%
Strongly Agree	0%	17%	16%	13%
Not Sure	22%	0%	11%	12%

**All Staff Survey Data Tables *continued***

<b>Employees get all the important information they need to do their work</b>				
<b>Measurement 4</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	12%	17%	13%	14%
Somewhat Disagree	38%	33%	29%	31%
Somewhat Agree	50%	17%	33%	34%
Strongly Agree	0%	33%	22%	20%
Not Sure	0%	0%	2%	2%

<b>Employees know how the organization as a whole is doing</b>				
<b>Measurement 5</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	22%	0%	29%	28%
Somewhat Disagree	44%	33%	49%	48%
Somewhat Agree	33%	50%	16%	17%
Strongly Agree	0%	17%	7%	7%
Not Sure	0%	0%	0%	0%

All Staff Survey Data Tables *continued*

<b>Employees know how to measure the quality of their work</b>				
<b>Measurement 1</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	5%	0%
Somewhat Disagree	0%	40%	5%	8%
Somewhat Agree	76%	20%	29%	50%
Strongly Agree	24%	40%	48%	33%
Not Sure	0%	0%	14%	8%

<b>Employees use this information to make changes that will improve their work</b>				
<b>Measurement 2</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	5%	0%
Somewhat Disagree	6%	40%	10%	8%
Somewhat Agree	41%	60%	29%	33%
Strongly Agree	53%	0%	38%	50%
Not Sure	0%	0%	19%	8%

<b>Employees know how the measures they use in their work fit into the organization's overall measures of improvement</b>				
<b>Measurement 3</b>	CFCW	DCP	EH	VS
Strongly Disagree	6%	60%	5%	8%
Somewhat Disagree	12%	40%	24%	25%
Somewhat Agree	59%	0%	38%	33%
Strongly Agree	24%	0%	14%	8%
Not Sure	0%	0%	19%	25%

**All Staff Survey Data Tables *continued***

		<b>Employees get all the important information they need to do their work</b>			
<b>Measurement 4</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	20%	10%	33%
Somewhat Disagree		29%	40%	19%	42%
Somewhat Agree		41%	40%	33%	25%
Strongly Agree		29%	0%	33%	0%
Not Sure		0%	0%	5%	0%

		<b>Employees know how the organization as a whole is doing</b>			
<b>Measurement 5</b>		CFCW	DCP	EH	VS
Strongly Disagree		18%	60%	19%	58%
Somewhat Disagree		47%	40%	57%	25%
Somewhat Agree		18%	0%	19%	17%
Strongly Agree		18%	0%	5%	0%
Not Sure		0%	0%	0%	0%



**All Staff Survey Data Tables *continued***

<b>Employees know how to measure the quality of their work</b>		
<b>Measurement 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	7%
Somewhat Disagree	9%	0%
Somewhat Agree	47%	33%
Strongly Agree	38%	60%
Not Sure	6%	0%

<b>Employees use this information to make changes that will improve their work</b>		
<b>Measurement 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	7%
Somewhat Disagree	13%	13%
Somewhat Agree	38%	27%
Strongly Agree	44%	47%
Not Sure	6%	7%

<b>Employees know how the measures they use in their work fit into the organization's overall measures of improvement</b>		
<b>Measurement 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	9%	7%
Somewhat Disagree	28%	27%
Somewhat Agree	44%	33%
Strongly Agree	13%	20%
Not Sure	6%	13%

**All Staff Survey Data Tables *continued***

<b>Employees get all the important information they need to do their work</b>		
<b>Measurement 4</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	6%	27%
Somewhat Disagree	34%	20%
Somewhat Agree	31%	33%
Strongly Agree	25%	20%
Not Sure	3%	0%

<b>Employees know how the organization as a whole is doing</b>		
<b>Measurement 5</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	31%	27%
Somewhat Disagree	50%	47%
Somewhat Agree	9%	27%
Strongly Agree	9%	0%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees know how to measure the quality of their work</b>		
<b>Measurement 1</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	3%
Somewhat Disagree	11%	6%
Somewhat Agree	46%	44%
Strongly Agree	39%	38%
Not Sure	4%	9%

<b>Employees use this information to make changes that will improve their work</b>		
<b>Measurement 2</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	3%
Somewhat Disagree	18%	13%
Somewhat Agree	29%	44%
Strongly Agree	50%	28%
Not Sure	4%	13%

<b>Employees know how the measures they use in their work fit into the organization's overall measures of improvement</b>		
<b>Measurement 3</b>	Less than 5 Years	5 Years or More
Strongly Disagree	14%	6%
Somewhat Disagree	29%	25%
Somewhat Agree	21%	53%
Strongly Agree	25%	3%
Not Sure	11%	13%

**All Staff Survey Data Tables *continued***

<b>Employees get all the important information they need to do their work</b>		
<b>Measurement 4</b>	Less than 5 Years	5 Years or More
Strongly Disagree	11%	16%
Somewhat Disagree	29%	32%
Somewhat Agree	36%	32%
Strongly Agree	25%	16%
Not Sure	0%	3%

<b>Employees know how the organization as a whole is doing</b>		
<b>Measurement 5</b>	Less than 5 Years	5 Years or More
Strongly Disagree	29%	28%
Somewhat Disagree	50%	47%
Somewhat Agree	7%	25%
Strongly Agree	14%	0%
Not Sure	0%	0%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Employees cooperate and work as a team</b>				
<b>Workforce 1</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	20%	15%
Somewhat Disagree	11%	33%	9%	12%
Somewhat Agree	11%	0%	27%	22%
Strongly Agree	67%	67%	44%	50%
Not Sure	11%	0%	0%	2%

<b>Supervisors encourage and enable employees to develop their job skills so they can advance in their careers</b>				
<b>Workforce 2</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	16%	12%
Somewhat Disagree	0%	0%	13%	10%
Somewhat Agree	56%	50%	13%	23%
Strongly Agree	22%	50%	58%	52%
Not Sure	22%	0%	0%	3%

<b>Employees are recognized for their work</b>				
<b>Workforce 3</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	16%	12%
Somewhat Disagree	0%	17%	11%	10%
Somewhat Agree	67%	17%	33%	37%
Strongly Agree	22%	67%	40%	40%
Not Sure	11%	0%	0%	2%

**All Staff Survey Data Tables *continued***

<b>Employees have a safe workplace</b>				
<b>Workforce 4</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	2%	2%
Somewhat Disagree	11%	0%	9%	8%
Somewhat Agree	33%	33%	22%	25%
Strongly Agree	56%	67%	64%	63%
Not Sure	0%	0%	2%	2%

<b>Managers/supervisors care about employees</b>				
<b>Workforce 5</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	7%	5%
Somewhat Disagree	0%	0%	13%	10%
Somewhat Agree	22%	67%	27%	30%
Strongly Agree	78%	33%	51%	53%
Not Sure	0%	0%	2%	2%

<b>Employees are committed to the organization's success</b>				
<b>Workforce 6</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	2%	2%
Somewhat Disagree	0%	0%	0%	0%
Somewhat Agree	44%	0%	4%	10%
Strongly Agree	56%	100%	93%	88%
Not Sure	0%	0%	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees cooperate and work as a team</b>				
<b>Workforce 1</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	10%	33%
Somewhat Disagree	0%	40%	19%	8%
Somewhat Agree	24%	40%	24%	17%
Strongly Agree	76%	0%	48%	33%
Not Sure	0%	0%	0%	8%

<b>Supervisors encourage and enable employees to develop their job skills so they can advance in their careers</b>				
<b>Workforce 2</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	40%	5%	17%
Somewhat Disagree	6%	20%	19%	0%
Somewhat Agree	24%	20%	29%	25%
Strongly Agree	65%	20%	48%	50%
Not Sure	6%	0%	0%	8%

<b>Employees are recognized for their work</b>				
<b>Workforce 3</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	10%	17%
Somewhat Disagree	12%	20%	10%	8%
Somewhat Agree	29%	40%	43%	33%
Strongly Agree	59%	20%	38%	33%
Not Sure	0%	0%	0%	8%

**All Staff Survey Data Tables *continued***

		<b>Employees have a safe workplace</b>			
<b>Workforce 4</b>	CFCW	DCP	EH	VS	
Strongly Disagree	0%	0%	14%	0%	
Somewhat Disagree	0%	20%	0%	8%	
Somewhat Agree	18%	80%	14%	33%	
Strongly Agree	82%	0%	67%	58%	
Not Sure	0%	0%	5%	0%	

		<b>Managers/supervisors care about employees</b>			
<b>Workforce 5</b>	CFCW	DCP	EH	VS	
Strongly Disagree	0%	20%	14%	0%	
Somewhat Disagree	0%	20%	0%	17%	
Somewhat Agree	35%	40%	29%	25%	
Strongly Agree	65%	20%	52%	58%	
Not Sure	0%	0%	5%	0%	

		<b>Employees are committed to the organization's success</b>			
<b>Workforce 6</b>	CFCW	DCP	EH	VS	
Strongly Disagree	0%	20%	0%	0%	
Somewhat Disagree	0%	0%	0%	0%	
Somewhat Agree	12%	40%	5%	0%	
Strongly Agree	88%	40%	95%	100%	
Not Sure	0%	0%	0%	0%	



**All Staff Survey Data Tables *continued***

<b>Employees cooperate and work as a team</b>		
<b>Workforce 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	13%	27%
Somewhat Disagree	9%	20%
Somewhat Agree	28%	13%
Strongly Agree	50%	40%
Not Sure	0%	0%

<b>Supervisors encourage and enable employees to develop their job skills so they can advance in their careers</b>		
<b>Workforce 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	6%	27%
Somewhat Disagree	3%	27%
Somewhat Agree	28%	0%
Strongly Agree	63%	47%
Not Sure	0%	0%

<b>Employees are recognized for their work</b>		
<b>Workforce 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	6%	33%
Somewhat Disagree	9%	13%
Somewhat Agree	38%	20%
Strongly Agree	47%	33%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees have a safe workplace</b>		
<b>Workforce 4</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	7%
Somewhat Disagree	3%	20%
Somewhat Agree	22%	20%
Strongly Agree	75%	47%
Not Sure	0%	7%

<b>Managers/supervisors care about employees</b>		
<b>Workforce 5</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	6%	7%
Somewhat Disagree	3%	27%
Somewhat Agree	41%	13%
Strongly Agree	47%	53%
Not Sure	3%	0%

<b>Employees are committed to the organization's success</b>		
<b>Workforce 6</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	3%	0%
Somewhat Disagree	0%	0%
Somewhat Agree	3%	0%
Strongly Agree	94%	100%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees cooperate and work as a team</b>		
<b>Workforce 1</b>	Less than 5 Years	5 Years or More
Strongly Disagree	14%	16%
Somewhat Disagree	7%	16%
Somewhat Agree	14%	28%
Strongly Agree	64%	38%
Not Sure	0%	3%

<b>Supervisors encourage and enable employees to develop their job skills so they can advance in their careers</b>		
<b>Workforce 2</b>	Less than 5 Years	5 Years or More
Strongly Disagree	11%	13%
Somewhat Disagree	7%	13%
Somewhat Agree	14%	31%
Strongly Agree	64%	41%
Not Sure	4%	3%

<b>Employees are recognized for their work</b>		
<b>Workforce 3</b>	Less than 5 Years	5 Years or More
Strongly Disagree	7%	16%
Somewhat Disagree	7%	13%
Somewhat Agree	36%	38%
Strongly Agree	50%	31%
Not Sure	0%	3%

**All Staff Survey Data Tables *continued***

<b>Employees have a safe workplace</b>		
<b>Workforce 4</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	3%
Somewhat Disagree	4%	13%
Somewhat Agree	25%	25%
Strongly Agree	71%	56%
Not Sure	0%	3%

<b>Managers/supervisors care about employees</b>		
<b>Workforce 5</b>	Less than 5 Years	5 Years or More
Strongly Disagree	4%	6%
Somewhat Disagree	14%	6%
Somewhat Agree	25%	34%
Strongly Agree	57%	50%
Not Sure	0%	3%

<b>Employees are committed to the organization's success</b>		
<b>Workforce 6</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	3%
Somewhat Disagree	0%	0%
Somewhat Agree	7%	13%
Strongly Agree	93%	84%
Not Sure	0%	0%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Employees can get everything they need to do their jobs</b>				
<b>Operations 1</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	17%	11%	10%
Somewhat Disagree	11%	17%	29%	25%
Somewhat Agree	67%	50%	40%	45%
Strongly Agree	11%	17%	20%	18%
Not Sure	11%	0%	0%	2%

<b>The organization has good processes for doing work</b>				
<b>Operations 2</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	22%	17%
Somewhat Disagree	22%	0%	18%	17%
Somewhat Agree	56%	50%	40%	43%
Strongly Agree	11%	50%	20%	22%
Not Sure	11%	0%	0%	2%

<b>Employees can improve their work processes when necessary</b>				
<b>Operations 3</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	7%	5%
Somewhat Disagree	11%	0%	9%	8%
Somewhat Agree	44%	50%	47%	47%
Strongly Agree	33%	50%	36%	37%
Not Sure	11%	0%	2%	3%

All Staff Survey Data Tables *continued*

Operations 4	The organization is prepared to handle a major change or disruption in our work			
	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	11%	8%
Somewhat Disagree	44%	17%	18%	22%
Somewhat Agree	33%	50%	38%	38%
Strongly Agree	11%	33%	22%	22%
Not Sure	11%	0%	11%	10%

**All Staff Survey Data Tables *continued***

		<b>Employees can get everything they need to do their jobs</b>			
<b>Operations 1</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	0%	14%	17%
Somewhat Disagree		18%	60%	24%	25%
Somewhat Agree		59%	40%	33%	50%
Strongly Agree		24%	0%	29%	0%
Not Sure		0%	0%	0%	8%

		<b>The organization has good processes for doing work</b>			
<b>Operations 2</b>		CFCW	DCP	EH	VS
Strongly Disagree		12%	40%	14%	17%
Somewhat Disagree		18%	20%	14%	8%
Somewhat Agree		41%	40%	48%	50%
Strongly Agree		29%	0%	24%	17%
Not Sure		0%	0%	0%	8%

		<b>Employees can improve their work processes when necessary</b>			
<b>Operations 3</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	20%	5%	8%
Somewhat Disagree		0%	0%	5%	17%
Somewhat Agree		47%	80%	33%	58%
Strongly Agree		53%	0%	52%	8%
Not Sure		0%	0%	5%	8%

All Staff Survey Data Tables *continued*

Operations 4	The organization is prepared to handle a major change or disruption in our work			
	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	5%	17%
Somewhat Disagree	35%	20%	10%	17%
Somewhat Agree	35%	60%	57%	17%
Strongly Agree	18%	0%	19%	33%
Not Sure	12%	0%	10%	17%



**All Staff Survey Data Tables *continued***

<b>Employees can get everything they need to do their jobs</b>		
<b>Operations 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	9%	20%
Somewhat Disagree	25%	33%
Somewhat Agree	50%	27%
Strongly Agree	16%	20%
Not Sure	0%	0%

<b>The organization has good processes for doing work</b>		
<b>Operations 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	19%	20%
Somewhat Disagree	13%	20%
Somewhat Agree	44%	47%
Strongly Agree	25%	13%
Not Sure	0%	0%

<b>Employees can improve their work processes when necessary</b>		
<b>Operations 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	13%
Somewhat Disagree	9%	7%
Somewhat Agree	47%	53%
Strongly Agree	41%	27%
Not Sure	3%	0%

All Staff Survey Data Tables *continued*

<b>Operations 4</b>	<b>The organization is prepared to handle a major change or disruption in our work</b>	
	Grant or Contract	No Grant or Contract
Strongly Disagree	3%	20%
Somewhat Disagree	22%	13%
Somewhat Agree	38%	47%
Strongly Agree	25%	13%
Not Sure	13%	7%

**All Staff Survey Data Tables *continued***

<b>Employees can get everything they need to do their jobs</b>		
<b>Operations 1</b>	Less than 5 Years	5 Years or More
Strongly Disagree	7%	13%
Somewhat Disagree	14%	34%
Somewhat Agree	50%	41%
Strongly Agree	29%	9%
Not Sure	0%	3%

<b>The organization has good processes for doing work</b>		
<b>Operations 2</b>	Less than 5 Years	5 Years or More
Strongly Disagree	18%	16%
Somewhat Disagree	7%	25%
Somewhat Agree	50%	38%
Strongly Agree	25%	19%
Not Sure	0%	3%

<b>Employees can improve their work processes when necessary</b>		
<b>Operations 3</b>	Less than 5 Years	5 Years or More
Strongly Disagree	7%	3%
Somewhat Disagree	14%	3%
Somewhat Agree	36%	56%
Strongly Agree	43%	31%
Not Sure	0%	6%

**All Staff Survey Data Tables *continued***

<b>Operations 4</b>	<b>The organization is prepared to handle a major change or disruption in our work</b>	
	Less than 5 Years	5 Years or More
Strongly Disagree	11%	6%
Somewhat Disagree	21%	22%
Somewhat Agree	25%	50%
Strongly Agree	36%	9%
Not Sure	7%	13%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Employees' work products meet all requirements</b>				
<b>Results 1</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	2%	2%
Somewhat Disagree	11%	0%	0%	2%
Somewhat Agree	44%	67%	38%	42%
Strongly Agree	22%	33%	49%	43%
Not Sure	22%	0%	11%	12%

<b>Employees' customers are satisfied with their work</b>				
<b>Results 2</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	0%	0%
Somewhat Disagree	0%	0%	0%	0%
Somewhat Agree	56%	33%	32%	36%
Strongly Agree	22%	50%	57%	51%
Not Sure	22%	17%	11%	14%

<b>Employees know how well the organization is doing financially</b>				
<b>Results 3</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	44%	33%	58%	53%
Somewhat Disagree	44%	33%	22%	27%
Somewhat Agree	11%	33%	11%	10%
Strongly Agree	0%	0%	2%	5%
Not Sure	0%	0%	7%	5%

**All Staff Survey Data Tables *continued***

<b>The organization has the right people and skills to do its work</b>				
<b>Results 4</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	18%	13%
Somewhat Disagree	11%	33%	24%	23%
Somewhat Agree	44%	17%	31%	32%
Strongly Agree	44%	33%	20%	25%
Not Sure	0%	17%	7%	7%

<b>The organization removes things that get in the way of progress</b>				
<b>Results 5</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	22%	17%	33%	30%
Somewhat Disagree	22%	50%	24%	27%
Somewhat Agree	56%	0%	20%	23%
Strongly Agree	0%	17%	9%	8%
Not Sure	0%	17%	13%	12%

<b>The organization follows laws and regulations</b>				
<b>Results 6</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	4%	3%
Somewhat Disagree	0%	0%	2%	2%
Somewhat Agree	33%	17%	24%	25%
Strongly Agree	67%	67%	56%	58%
Not Sure	0%	17%	13%	12%

**All Staff Survey Data Tables *continued***

<b>The organization practices high standards and ethics</b>				
<b>Results 7</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	7%	5%
Somewhat Disagree	0%	20%	18%	15%
Somewhat Agree	33%	0%	22%	22%
Strongly Agree	57%	80%	49%	53%
Not Sure	11%	0%	4%	5%

<b>The organization helps employees help the community</b>				
<b>Results 8</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	0%	5%
Somewhat Disagree	0%	0%	7%	0%
Somewhat Agree	56%	33%	36%	38%
Strongly Agree	44%	67%	53%	53%
Not Sure	0%	0%	4%	3%

<b>Employees believe the organization is a good place to work</b>				
<b>Results 9</b>	Leadership	Supervisors	Line Staff	All Staff
Strongly Disagree	0%	0%	7%	5%
Somewhat Disagree	0%	0%	7%	5%
Somewhat Agree	78%	33%	38%	43%
Strongly Agree	11%	67%	49%	45%
Not Sure	11%	0%	0%	2%

**All Staff Survey Data Tables *continued***

<b>Employees' work products meet all requirements</b>				
<b>Results 1</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	5%	0%
Somewhat Disagree	0%	20%	0%	0%
Somewhat Agree	47%	40%	52%	17%
Strongly Agree	41%	40%	33%	58%
Not Sure	12%	0%	10%	25%

<b>Employees' customers are satisfied with their work</b>				
<b>Results 2</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	0%	0%
Somewhat Disagree	0%	0%	0%	0%
Somewhat Agree	29%	40%	55%	8%
Strongly Agree	65%	40%	30%	67%
Not Sure	6%	20%	15%	25%

<b>Employees know how well the organization is doing financially</b>				
<b>Results 3</b>	CFCW	DCP	EH	VS
Strongly Disagree	47%	100%	48%	58%
Somewhat Disagree	41%	0%	29%	17%
Somewhat Agree	0%	0%	10%	17%
Strongly Agree	12%	0%	5%	0%
Not Sure	0%	0%	10%	8%



**All Staff Survey Data Tables *continued***

		<b>The organization has the right people and skills to do its work</b>			
<b>Results 4</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	20%	19%	17%
Somewhat Disagree		6%	60%	19%	33%
Somewhat Agree		35%	0%	43%	25%
Strongly Agree		53%	0%	14%	17%
Not Sure		6%	20%	5%	8%

		<b>The organization removes things that get in the way of progress</b>			
<b>Results 5</b>		CFCW	DCP	EH	VS
Strongly Disagree		12%	40%	24%	50%
Somewhat Disagree		35%	20%	29%	17%
Somewhat Agree		18%	20%	33%	17%
Strongly Agree		18%	0%	10%	0%
Not Sure		18%	20%	5%	17%

		<b>The organization follows laws and regulations</b>			
<b>Results 6</b>		CFCW	DCP	EH	VS
Strongly Disagree		0%	0%	5%	8%
Somewhat Disagree		0%	0%	5%	0%
Somewhat Agree		18%	40%	14%	42%
Strongly Agree		71%	40%	76%	25%
Not Sure		12%	20%	0%	25%

**All Staff Survey Data Tables *continued***

<b>The organization practices high standards and ethics</b>				
<b>Results 7</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	10%	8%
Somewhat Disagree	6%	50%	10%	8%
Somewhat Agree	24%	0%	14%	42%
Strongly Agree	59%	50%	67%	33%
Not Sure	12%	0%	0%	8%

<b>The organization helps employees help the community</b>				
<b>Results 8</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	0%	10%	0%
Somewhat Disagree	0%	20%	0%	0%
Somewhat Agree	24%	40%	29%	58%
Strongly Agree	76%	40%	62%	25%
Not Sure	0%	0%	0%	17%

<b>Employees believe the organization is a good place to work</b>				
<b>Results 9</b>	CFCW	DCP	EH	VS
Strongly Disagree	0%	20%	5%	0%
Somewhat Disagree	0%	0%	5%	8%
Somewhat Agree	29%	60%	33%	67%
Strongly Agree	71%	20%	57%	17%
Not Sure	0%	0%	0%	8%

**All Staff Survey Data Tables *continued***

<b>Employees' work products meet all requirements</b>		
<b>Results 1</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	7%
Somewhat Disagree	0%	0%
Somewhat Agree	47%	33%
Strongly Agree	47%	47%
Not Sure	6%	13%

<b>Employees' customers are satisfied with their work</b>		
<b>Results 2</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	0%
Somewhat Disagree	0%	0%
Somewhat Agree	32%	27%
Strongly Agree	58%	60%
Not Sure	10%	13%

<b>Employees know how well the organization is doing financially</b>		
<b>Results 3</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	56%	40%
Somewhat Disagree	25%	27%
Somewhat Agree	9%	13%
Strongly Agree	9%	0%
Not Sure	0%	20%

**All Staff Survey Data Tables *continued***

<b>The organization has the right people and skills to do its work</b>		
<b>Results 4</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	9%	33%
Somewhat Disagree	28%	13%
Somewhat Agree	31%	27%
Strongly Agree	22%	20%
Not Sure	9%	7%

<b>The organization removes things that get in the way of progress</b>		
<b>Results 5</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	28%	40%
Somewhat Disagree	31%	20%
Somewhat Agree	16%	20%
Strongly Agree	9%	7%
Not Sure	16%	13%

<b>The organization follows laws and regulations</b>		
<b>Results 6</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	13%
Somewhat Disagree	0%	7%
Somewhat Agree	28%	13%
Strongly Agree	63%	40%
Not Sure	9%	27%

**All Staff Survey Data Tables *continued***

<b>The organization practices high standards and ethics</b>		
<b>Results 7</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	20%
Somewhat Disagree	19%	13%
Somewhat Agree	23%	13%
Strongly Agree	55%	47%
Not Sure	3%	7%

<b>The organization helps employees help the community</b>		
<b>Results 8</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	0%	0%
Somewhat Disagree	6%	7%
Somewhat Agree	38%	33%
Strongly Agree	53%	53%
Not Sure	3%	7%

<b>Employees believe the organization is a good place to work</b>		
<b>Results 9</b>	Grant or Contract	No Grant or Contract
Strongly Disagree	6%	7%
Somewhat Disagree	6%	7%
Somewhat Agree	38%	40%
Strongly Agree	50%	47%
Not Sure	0%	0%

**All Staff Survey Data Tables *continued***

<b>Employees' work products meet all requirements</b>		
<b>Results 1</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	3%
Somewhat Disagree	0%	3%
Somewhat Agree	46%	38%
Strongly Agree	39%	47%
Not Sure	14%	9%

<b>Employees' customers are satisfied with their work</b>		
<b>Results 2</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	0%
Somewhat Disagree	0%	0%
Somewhat Agree	32%	39%
Strongly Agree	46%	55%
Not Sure	21%	6%

<b>Employees know how well the organization is doing financially</b>		
<b>Results 3</b>	Less than 5 Years	5 Years or More
Strongly Disagree	57%	50%
Somewhat Disagree	21%	31%
Somewhat Agree	7%	13%
Strongly Agree	7%	3%
Not Sure	7%	3%

**All Staff Survey Data Tables *continued***

<b>The organization has the right people and skills to do its work</b>		
<b>Results 4</b>	Less than 5 Years	5 Years or More
Strongly Disagree	11%	16%
Somewhat Disagree	21%	25%
Somewhat Agree	32%	31%
Strongly Agree	29%	22%
Not Sure	7%	6%

<b>The organization removes things that get in the way of progress</b>		
<b>Results 5</b>	Less than 5 Years	5 Years or More
Strongly Disagree	25%	34%
Somewhat Disagree	25%	28%
Somewhat Agree	14%	31%
Strongly Agree	14%	3%
Not Sure	21%	3%

<b>The organization follows laws and regulations</b>		
<b>Results 6</b>	Less than 5 Years	5 Years or More
Strongly Disagree	4%	3%
Somewhat Disagree	0%	3%
Somewhat Agree	29%	22%
Strongly Agree	61%	56%
Not Sure	7%	16%

**All Staff Survey Data Tables *continued***

<b>The organization practices high standards and ethics</b>		
<b>Results 7</b>	Less than 5 Years	5 Years or More
Strongly Disagree	4%	6%
Somewhat Disagree	15%	16%
Somewhat Agree	33%	13%
Strongly Agree	48%	56%
Not Sure	0%	9%

<b>The organization helps employees help the community</b>		
<b>Results 8</b>	Less than 5 Years	5 Years or More
Strongly Disagree	0%	0%
Somewhat Disagree	0%	9%
Somewhat Agree	39%	38%
Strongly Agree	57%	50%
Not Sure	4%	3%

<b>Employees believe the organization is a good place to work</b>		
<b>Results 9</b>	Less than 5 Years	5 Years or More
Strongly Disagree	4%	6%
Somewhat Disagree	0%	9%
Somewhat Agree	46%	41%
Strongly Agree	50%	41%
Not Sure	0%	3%



**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Measures 1</b>		<b>Works in a team, section, program or division of the Department that has discussed the topic of performance measures in the past year</b>			
		Leadership	Supervisors	Line Staff	All Staff
Yes		67%	83%	58%	62%
No		11%	17%	27%	23%
Not Sure		22%	0%	16%	15%

<b>Measures 2</b>		<b>Knows what performance measures their team, section, program or division is currently tracking</b>			
		Leadership	Supervisors	Line Staff	All Staff
Yes		89%	83%	42%	53%
No		11%	17%	36%	30%
Not Sure		0%	0%	22%	17%

Note: A performance measure is measurable statement that describes an activity, process or outcome that you would like to achieve or change overtime.

All Staff Survey Data Tables *continued*

		Works in a team, section, program or division of the Department that has discussed the topic of performance measures in the past year			
		CFCW	DCP	EH	VS
Measures 1	Yes	88%	20%	67%	50%
	No	0%	80%	10%	33%
	Not Sure	12%	0%	24%	17%

		Knows what performance measures their team, section, program or division is currently tracking			
		CFCW	DCP	EH	VS
Measures 2	Yes	76%	20%	52%	50%
	No	18%	80%	19%	33%
	Not Sure	6%	0%	29%	17%

All Staff Survey Data Tables *continued*

		Works in a team, section, program or division of the Department that has discussed the topic of performance measures in the past year	
		Grant or Contract	No Grant or Contract
Measures 1	Yes	63%	67%
	No	22%	27%
	Not Sure	16%	7%

		Knows what performance measures their team, section, program or division is currently tracking	
		Grant or Contract	No Grant or Contract
Measures 2	Yes	50%	47%
	No	31%	33%
	Not Sure	19%	20%

**All Staff Survey Data Tables *continued***

		<b>Works in a team, section, program or division of the Department that has discussed the topic of performance measures in the past year</b>	
		<b>Less than 5 Years</b>	<b>5 Years or More</b>
<b>Measures 1</b>			
	Yes	57%	66%
	No	29%	19%
	Not Sure	14%	16%

		<b>Knows what performance measures their team, section, program or division is currently tracking</b>	
		<b>Less than 5 Years</b>	<b>5 Years or More</b>
<b>Measures 2</b>			
	Yes	43%	63%
	No	46%	16%
	Not Sure	11%	22%

**Baldrige Organizational Performance Management Self-Assessment 2018**  
**All Staff Survey Data Tables**

<b>Performance Management</b>				
<b>Training 1</b>	<b>Leadership</b>	<b>Supervisors</b>	<b>Line Staff</b>	<b>All Staff</b>
Extremely Interested	50%	83%	18%	29%
Moderately Interested	37%	0%	31%	29%
Somewhat Interested	13%	0%	20%	17%
Not at All Interested	0%	17%	20%	17%
Not Sure	0%	0%	11%	8%

<b>Quality Improvement</b>				
<b>Training 2</b>	<b>Leadership</b>	<b>Supervisors</b>	<b>Line Staff</b>	<b>All Staff</b>
Extremely Interested	50%	67%	33%	39%
Moderately Interested	37%	17%	27%	27%
Somewhat Interested	13%	0%	22%	19%
Not At All Interested	0%	17%	9%	8%
Not Sure	0%	0%	9%	7%

<b>Public Health Accreditation</b>				
<b>Training 3</b>	<b>Leadership</b>	<b>Supervisors</b>	<b>Line Staff</b>	<b>All Staff</b>
Extremely Interested	25%	17%	16%	17%
Moderately Interested	37%	33%	30%	31%
Somewhat Interested	25%	33%	18%	21%
Not At All Interested	13%	17%	25%	21%
Not Sure	0%	0%	11%	10%

**All Staff Survey Data Tables *continued***

<b>Training 4</b>	<b>Policy Development</b>			
	Leadership	Supervisors	Line Staff	All Staff
Extremely Interested	50%	50%	40%	42%
Moderately Interested	37%	33%	22%	25%
Somewhat Interested	13%	17%	18%	17%
Not At All Interested	0%	0%	16%	12%
Not Sure	0%	0%	4%	3%

<b>Training 5</b>	<b>Health Equity</b>			
	Leadership	Supervisors	Line Staff	All Staff
Extremely Interested	37%	17%	33%	32%
Moderately Interested	13%	33%	18%	19%
Somewhat Interested	37%	33%	16%	20%
Not At All Interested	13%	17%	20%	15%
Not Sure	0%	0%	13%	14%

**All Staff Survey Data Tables *continued***

		<b>Performance Management</b>			
<b>Training 1</b>		CFCW	DCP	EH	VS
Extremely Interested		35%	40%	24%	25%
Moderately Interested		35%	20%	24%	17%
Somewhat Interested		18%	20%	10%	33%
Not at All Interested		12%	20%	29%	8%
Not Sure		0%	0%	14%	17%

		<b>Quality Improvement</b>			
<b>Training 2</b>		CFCW	DCP	EH	VS
Extremely Interested		47%	40%	38%	25%
Moderately Interested		29%	20%	19%	33%
Somewhat Interested		24%	20%	14%	25%
Not At All Interested		0%	20%	10%	17%
Not Sure		0%	0%	19%	0%

		<b>Public Health Accreditation</b>			
<b>Training 3</b>		CFCW	DCP	EH	VS
Extremely Interested		12%	20%	19%	18%
Moderately Interested		41%	40%	29%	18%
Somewhat Interested		18%	0%	19%	46%
Not At All Interested		18%	20%	19%	9%
Not Sure		12%	0%	14%	9%

**All Staff Survey Data Tables *continued***

<b>Training 4</b>	<b>Policy Development</b>			
	CFCW	DCP	EH	VS
Extremely Interested	29%	60%	38%	58%
Moderately Interested	47%	0%	24%	17%
Somewhat Interested	6%	20%	19%	17%
Not At All Interested	18%	20%	10%	8%
Not Sure	0%	0%	10%	0%

<b>Training 5</b>	<b>Health Equity</b>			
	CFCW	DCP	EH	VS
Extremely Interested	53%	40%	19%	25%
Moderately Interested	29%	20%	10%	17%
Somewhat Interested	6%	20%	29%	33%
Not At All Interested	6%	20%	19%	8%
Not Sure	6%	0%	24%	17%



**All Staff Survey Data Tables *continued***

		<b>Performance Management</b>	
<b>Training 1</b>		Grant or Contract	No Grant or Contract
Extremely Interested		31%	20%
Moderately Interested		34%	13%
Somewhat Interested		13%	27%
Not at All Interested		16%	27%
Not Sure		6%	13%

		<b>Quality Improvement</b>	
<b>Training 2</b>		Grant or Contract	No Grant or Contract
Extremely Interested		44%	33%
Moderately Interested		31%	13%
Somewhat Interested		16%	27%
Not At All Interested		6%	13%
Not Sure		3%	13%

		<b>Public Health Accreditation</b>	
<b>Training 3</b>		Grant or Contract	No Grant or Contract
Extremely Interested		16%	20%
Moderately Interested		32%	27%
Somewhat Interested		23%	20%
Not At All Interested		23%	20%
Not Sure		6%	13%

**All Staff Survey Data Tables *continued***

<b>Training 4</b>	<b>Policy Development</b>	
	Grant or Contract	No Grant or Contract
Extremely Interested	38%	53%
Moderately Interested	31%	7%
Somewhat Interested	16%	20%
Not At All Interested	13%	13%
Not Sure	3%	7%

<b>Training 5</b>	<b>Health Equity</b>	
	Grant or Contract	No Grant or Contract
Extremely Interested	34%	27%
Moderately Interested	25%	7%
Somewhat Interested	16%	20%
Not At All Interested	16%	20%
Not Sure	9%	27%

**All Staff Survey Data Tables *continued***

<b>Performance Management</b>		
<b>Training 1</b>	Less than 5 Years	5 Years or More
Extremely Interested	32%	26%
Moderately Interested	29%	29%
Somewhat Interested	14%	19%
Not at All Interested	14%	19%
Not Sure	11%	6%

<b>Quality Improvement</b>		
<b>Training 2</b>	Less than 5 Years	5 Years or More
Extremely Interested	46%	32%
Moderately Interested	29%	26%
Somewhat Interested	18%	19%
Not At All Interested	4%	13%
Not Sure	4%	10%

<b>Public Health Accreditation</b>		
<b>Training 3</b>	Less than 5 Years	5 Years or More
Extremely Interested	19%	16%
Moderately Interested	26%	36%
Somewhat Interested	22%	19%
Not At All Interested	19%	22%
Not Sure	15%	6%

**All Staff Survey Data Tables *continued***

<b>Training 4</b>	<b>Policy Development</b>	
	Less than 5 Years	5 Years or More
Extremely Interested	46%	39%
Moderately Interested	29%	23%
Somewhat Interested	14%	19%
Not At All Interested	11%	13%
Not Sure	0%	6%

<b>Training 5</b>	<b>Health Equity</b>	
	Less than 5 Years	5 Years or More
Extremely Interested	43%	23%
Moderately Interested	18%	19%
Somewhat Interested	14%	26%
Not At All Interested	14%	16%
Not Sure	11%	16%

# EasyInsight Organizational Description

Thurston County Public Health & Social Services Department

Organizational Environment		Easy to Answer	Could Answer	Hard to Answer
1.a	What are your organization's main service offerings?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.b	What is the relative importance of each to your success?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1.c	What mechanisms do you use to deliver your services?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.a	What are your stated vision, mission, and values?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.b	What are your organization's core competencies, and what is their relationship to your mission?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.a	What is your workforce profile?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.b	What are your workforce or employee groups and segments?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.c	What are the educational requirements for different employee groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.d	What are the key elements that engage them in achieving your mission and vision?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.e	What are your workforce diversity and job diversity?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.f	What are your organized bargaining units?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.g	What are your organization's special health and safety requirements?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.	What are your major facilities, technologies, and equipment?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.a	What is the regulatory environment under which you operate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.b	What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and service delivery regulations?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Easy Insight Organizational Description *continued*

Thurston County Public Health & Social Services Department

Organizational Relationships		Easy to Answer	Could Answer	Hard to Answer
1.a	What are your organizational structure and governance system?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.b	What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.a	What are your key market segments, patient and other customer groups, and stakeholder groups, as appropriate?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.b	What are their key requirements and expectations of your services and other customer support services, and operations?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.c	What are the differences in these requirements and expectations among market segments, patient and other customer groups, and stakeholder groups?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.a	What are your key types of suppliers, partners, and collaborators?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.b	What role do they play in your work systems, especially in producing and delivering your key services and other customer support services?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.c	What role do they play in enhancing your competitiveness?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.d	What are your key mechanisms for communicating with suppliers, partners, and collaborators?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.e	What role, if any, do these organizations play in contributing and implementing innovations in your organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.f	What are your key supply-chain requirements?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

# EasyInsight Organizational Situation

Thurston County Public Health & Social Services Department

Competitive Environment		Easy to Answer	Could Answer	Hard to Answer
1.a	What is your competitive position?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.b	What are your relative size and growth in the industry or the markets you serve?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1.c	How many and what types of competitors and key collaborators do you have?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.	What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.a	What key sources of comparative and competitive data are available from within your industry?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.b	What key sources of comparative data are available from outside your industry?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.c	What limitations affect your ability to obtain or use these data?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Strategic Context		Easy to Answer	Could Answer	Hard to Answer
	What are your key strategic challenges and advantages in the areas of services, operations, societal responsibilities, and workforce?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Performance Improvement System		Easy to Answer	Could Answer	Hard to Answer
	What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

# Organizational Description

Thurston County Public Health & Social Services Department

Organizational Environment		Easy to Answer	Could Answer	Hard to Answer
1.a	What are your organization's main service offerings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.b	What is the relative importance of each to your success?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.c	What mechanisms do you use to deliver your services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.a	What are your stated vision, mission, and values?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.b	What are your organization's core competencies, and what is their relationship to your mission?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.a	What is your workforce profile?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b	What are your workforce or employee groups and segments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c	What are the educational requirements for different employee groups?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.d	What are the key elements that engage them in achieving your mission and vision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.e	What are your workforce diversity and job diversity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.f	What are your organized bargaining units?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.g	What are your organization's special health and safety requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	What are your major facilities, technologies, and equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.a	What is the regulatory environment under which you operate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.b	What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and service delivery regulations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Organizational Description *continued*

Thurston County Public Health & Social Services Department

Organizational Relationships		Easy to Answer	Could Answer	Hard to Answer
1.a	What are your organizational structure and governance system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.b	What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.a	What are your key market segments, patient and other customer groups, and stakeholder groups, as appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.b	What are their key requirements and expectations of your services and other customer support services, and operations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.c	What are the differences in these requirements and expectations among market segments, patient and other customer groups, and stakeholder groups?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.a	What are your key types of suppliers, partners, and collaborators?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b	What role do they play in your work systems, especially in producing and delivering your key services and other customer support services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c	What role do they play in enhancing your competitiveness?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.d	What are your key mechanisms for communicating with suppliers, partners, and collaborators?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.e	What role, if any, do these organizations play in contributing and implementing innovations in your organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.f	What are your key supply-chain requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Organizational Situation

Thurston County Public Health & Social Services Department

Competitive Environment		Easy to Answer	Could Answer	Hard to Answer
1.a	What is your competitive position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.b	What are your relative size and growth in the industry or the markets you serve?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.c	How many and what types of competitors and key collaborators do you have?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.a	What key sources of comparative and competitive data are available from within your industry?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b	What key sources of comparative data are available from outside your industry?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c	What limitations affect your ability to obtain or use these data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strategic Context		Easy to Answer	Could Answer	Hard to Answer
	What are your key strategic challenges and advantages in the areas of services, operations, societal responsibilities, and workforce?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Performance Improvement System		Easy to Answer	Could Answer	Hard to Answer
	What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The purpose of this survey is to gain feedback on how performance management processes are being implemented across the Thurston County Public Health & Social Services Department. As a staff member in the Department, you have a unique perspective and your insight is important.

The survey takes about 10 minutes to complete and is confidential. We will not be looking at individual responses, but will use the information provided by everyone who participates to identify where we most need to improve or change.

Please respond by Wednesday March 21, 2018 at 5:00pm. If you have questions about the survey contact: Mary Ann O'Garro at 360-867-2525 or [ogarrom@co.thurston.wa.us](mailto:ogarrom@co.thurston.wa.us)

1. How long have you worked for the Department?

- Less than a year
- 1 to 4 years
- 5 to 9 years
- 10 or more years

2. Which Department Division do you current work in (based on the recent re-organization)?

- Child, Family and Community Wellness
- Disease Control and Prevention
- Environmental Health
- Housing and Homeless Prevention
- Vital Services
- Other (please describe)

3. Do you currently work on any projects funded by a grant or contract from another agency?

- Yes
- No
- Not Sure

4. Do you currently supervise any Department staff?

- Yes
- No

This assessment covers seven main topic areas. For each topic there is a set of statements you are asked about. Check the box that best matches how strongly you feel about each statement.

5. Leadership

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I know my organization's mission (what it is trying to accomplish).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know my organization's vision (where it is trying to go in the future).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My senior (top) leaders are ethical and demonstrate our organization's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My senior (top) leaders create a work environment that helps me do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor discusses the goals or objectives we are working to achieve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization's leaders share information about the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization asks what I think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

6. Strategy

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
As it plans for the future, my organization asks for my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization encourages totally new ideas (innovation).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the parts of my organization's plans that will affect me and my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to tell if we are making progress on my workgroup's part of the plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization is flexible and makes changes quickly when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

7. Customers

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I know who my most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly ask my customers what they need and want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ask if my customers are satisfied or dissatisfied with my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am allowed to make decisions to satisfy my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I also know who my organization's most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

8. Measurement, Analysis, and Knowledge Management

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I know how to measure the quality of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can use this information to make changes that will improve my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how the measures I use in my work fit into the organization's overall measures of improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get all the important information I need to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how my organization as a whole is doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



For each statement under the topic, check the box that best matches how strongly you feel.

9. Workforce

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
The people I work with cooperate and work as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor encourages me to develop my job skills so I can advance in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am recognized for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor and my organization care about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am committed to my organization's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

10. Operations

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I can get everything I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have good processes for doing our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can improve my work processes when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are prepared to handle a major change or disruption of our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

11. Results

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
My work products meet all requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My customers are satisfied with my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how well my organization is doing financially.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization has the right people and skills to do its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization removes things that get in the way of progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization follows laws and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization practices high standards and ethics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization helps me help my community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization is a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Has your team, section, program or division of the Department discussed the topic of performance measures in the past year? (A performance measure is statement that is measurable and describes an activity, process or outcome that you would like to achieve or change overtime.)

- Yes
- No
- Not Sure

13. Do you know what performance measures your team, section, program or division is currently tracking?

- Yes
- No
- Not Sure

14. If the Department did one thing this year to improve how we operate overall, what would you recommend?

15. How interested are you in receiving training or more information on the following topics?

	Extremely interested	Moderately interested	Somewhat interested	Not at all interested	Not sure
Performance Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality Improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Health Accreditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please describe)

16. (Not Required) If you wish to provide the name of the program or service you work in, please add that here. If we have enough responses we will use this to look at differences or similarities in further detail.

17. If you have other comments or suggestions about the Department, please share them here:

The purpose of this survey is to gain feedback on how performance management processes are being implemented across the Thurston County Public Health & Social Services Department. As a staff member in the Department, you have a unique perspective and your insight is important.

The survey takes about 10 minutes to complete and is confidential. We will not be looking at individual responses, but will use the information provided by everyone who participates to identify where we most need to improve or change.

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1. How long have you worked for the Department?

- Less than a year
- 1 to 4 years
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2. Which Department Division do you current work in (based on the recent re-organization)?

- Child, Family and Community Wellness
- Disease Control and Prevention
- Environmental Health
- Housing and Homeless Prevention
- Vital Services
- Other (please describe)

3. Do you currently work on any projects funded by a grant or contract from another agency?

- Yes
- No
- Not Sure

4. Do you currently supervise any Department staff?

- Yes
- No

This assessment covers seven main topic areas. For each topic there is a set of statements you are asked about. Check the box that best matches how strongly you feel about each statement.

5. Leadership

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I know my organization's mission (what it is trying to accomplish).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know my organization's vision (where it is trying to go in the future).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My senior (top) leaders are ethical and demonstrate our organization's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My senior (top) leaders create a work environment that helps me do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor discusses the goals or objectives we are working to achieve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization's leaders share information about the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization asks what I think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



For each statement under the topic, check the box that best matches how strongly you feel.

6. Strategy

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
As it plans for the future, my organization asks for my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization encourages totally new ideas (innovation).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the parts of my organization's plans that will affect me and my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to tell if we are making progress on my workgroup's part of the plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization is flexible and makes changes quickly when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

7. Customers

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I know who my most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly ask my customers what they need and want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ask if my customers are satisfied or dissatisfied with my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am allowed to make decisions to satisfy my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I also know who my organization's most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

8. Measurement, Analysis, and Knowledge Management

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I know how to measure the quality of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can use this information to make changes that will improve my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how the measures I use in my work fit into the organization's overall measures of improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get all the important information I need to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how my organization as a whole is doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

9. Workforce

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
The people I work with cooperate and work as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor encourages me to develop my job skills so I can advance in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am recognized for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor and my organization care about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am committed to my organization's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

10. Operations

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
I can get everything I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have good processes for doing our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can improve my work processes when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are prepared to handle a major change or disruption of our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

11. Results

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
My work products meet all requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My customers are satisfied with my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how well my organization is doing financially.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization has the right people and skills to do its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization removes things that get in the way of progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization follows laws and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization practices high standards and ethics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization helps me help my community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization is a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Has your team, section, program or division of the Department discussed the topic of performance measures in the past year? (A performance measure is statement that is measurable and describes an activity, process or outcome that you would like to achieve or change overtime.)

- Yes
- No
- Not Sure

13. Do you know what performance measures your team, section, program or division is currently tracking?

- Yes
- No
- Not Sure

14. If the Department did one thing this year to improve how we operate overall, what would you recommend?

15. How interested are you in receiving training or more information on the following topics?

	Extremely interested	Moderately interested	Somewhat interested	Not at all interested	Not sure
Performance Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality Improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Health Accreditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please describe)

16. (Not Required) If you wish to provide the name of the program or service you work in, please add that here. If we have enough responses we will use this to look at differences or similarities in further detail.

17. If you have other comments or suggestions about the Department, please share them here:



The purpose of this survey is to gain feedback on how performance management processes are being implemented across the Thurston County Public Health & Social Services Department. As a part of the Department Leadership Team, you have a unique perspective and your insight is important.

The survey takes about 10 minutes to complete and is confidential. We will not be looking at individual responses, but will use the information provided by everyone who participates to identify where we most need to improve or change.

Please respond by Wednesday March 21, 2018 at 5:00pm. If you have questions about the survey contact: Mary Ann O'Garro at 360-867-2525 or [ogarrom@co.thurston.wa.us](mailto:ogarrom@co.thurston.wa.us)

1. How long have you worked for the Department?

- Less than a year
- 1 to 4 years
- 5 to 9 years
- 10 or more years

2. Which Department Division do you current work in (based on the recent re-organization)?

- Child, Family and Community Wellness
- Disease Control and Prevention
- Environmental Health
- Housing and Homeless Prevention
- Vital Services
- Other (please describe)

This assessment covers seven main topic areas. For each topic there is a set of statements you are asked about. Check the box that best matches how strongly you feel about each statement.

### 3. Leadership

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
Our workforce knows our organization's mission (what we are trying to accomplish).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our workforce knows our organization's vision (where it is trying to go in the future).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our leadership team is ethical and demonstrates our organization's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our leadership team creates a work environment that helps our employees do their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board discusses the goals or objectives we are working to achieve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our leadership team shares information about the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our leadership team asks employees what they think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

4. Strategy

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
As our leadership team plans for the future, we ask our employees for their ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization encourages totally new ideas (innovation).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees know the parts of our organization's plans that will affect them and their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees know how to tell if they are making progress on their workgroup's part of the plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization is flexible and makes changes quickly when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

5. Customers (Note: Your employees' customers are the people who use the products of their personal work.)

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
Our employees know who their most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees regularly ask their customers what they need and want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees ask if their customers are satisfied or dissatisfied with their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees are allowed to make decisions to satisfy their customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees also know who our organization's most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

6. Measurement, Analysis, and Knowledge Management

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
Our employees know how to measure the quality of their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees use this information to make changes that will improve their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees know how the measures they use in their work fit into our organization's overall measures of improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees get all the information they need to do their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees know how our organization as a whole is doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

7. Workforce

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
Our employees cooperate and work as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our leadership team encourages and enables our employees to develop their job skills so they can advance in their careers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees are recognized for their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization has a safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our managers and our organization care about our workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our workforce is committed to our organization's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement under the topic, check the box that best matches how strongly you feel.

8. Operations

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
Our employees can get everything they need to do their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization has good processes for doing its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees can improve their personal work processes when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization is prepared to handle a major change or disruption in our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



For each statement under the topic, check the box that best matches how strongly you feel.

9. Results

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Not Sure
Our employees' work products meet all requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees' customers are satisfied with their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our workforce knows how well our organization is doing financially.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization has the right people and skills to do its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization removes things that get in the way of progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization follows laws and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization practices high standards and ethics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization helps our employees help their community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our employees believe our organization is a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Has your team, section, program or division of the Department discussed the topic of performance measures in the past year? (A performance measure is statement that is measurable and describes an activity, process or outcome that you would like to achieve or change overtime.)

- Yes
- No
- Not Sure
- Not Applicable

11. Do you know what performance measures your team, section, program or division is currently tracking?

- Yes
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12. If the Department did one thing this year to improve how we operate overall, what would you recommend?

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Policy Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please describe)

14. If you have other comments or suggestions about the Department, please share them here: