AGENCY CULTURE AND QUALITY MATURITY SURVEY

Presented to MDH Executive Leadership Team

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Response Profile

- Survey fielded in October 2012
- 990 employees (65.4%) of employees responded to the survey
- Responses varied by division: 40%-100%
- Respondent length of service:
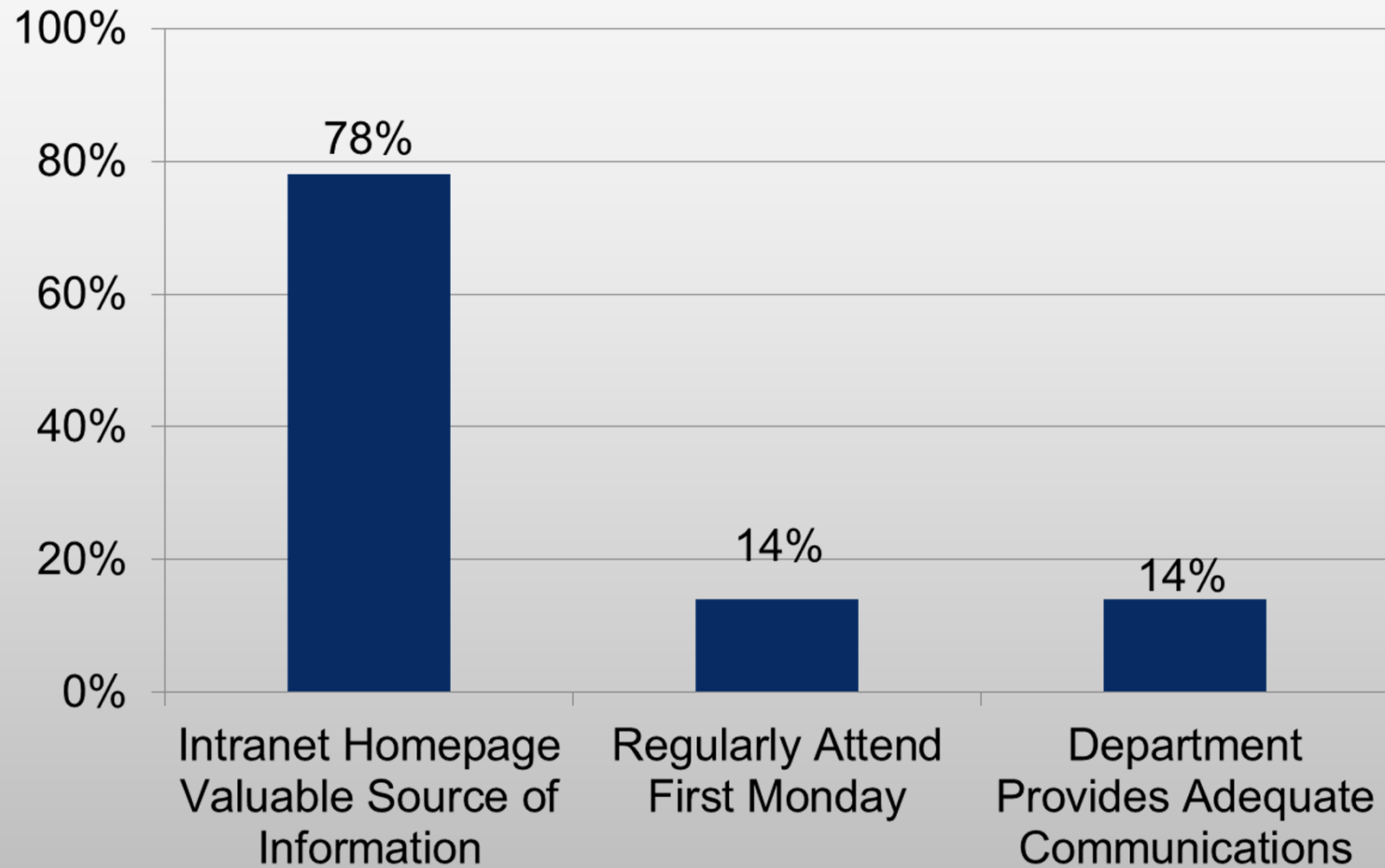 - 0-5 years: 33%
  - 5-15 years: 35%
  - 15+ years: 28%

Quantitative Results

All graphs represent the percent of respondents who either *strongly agreed* or *agreed* with the statements listed, unless specified otherwise.
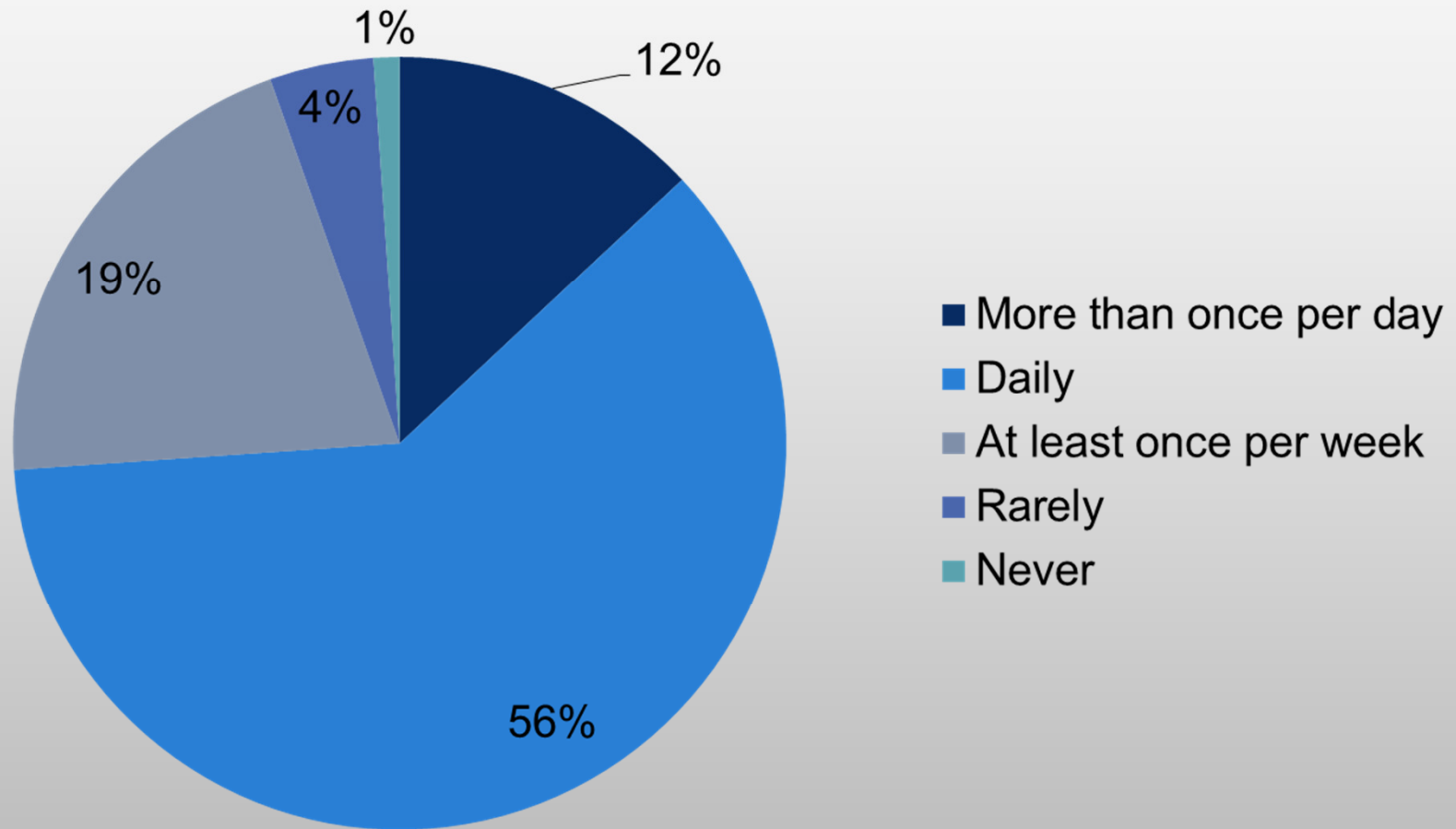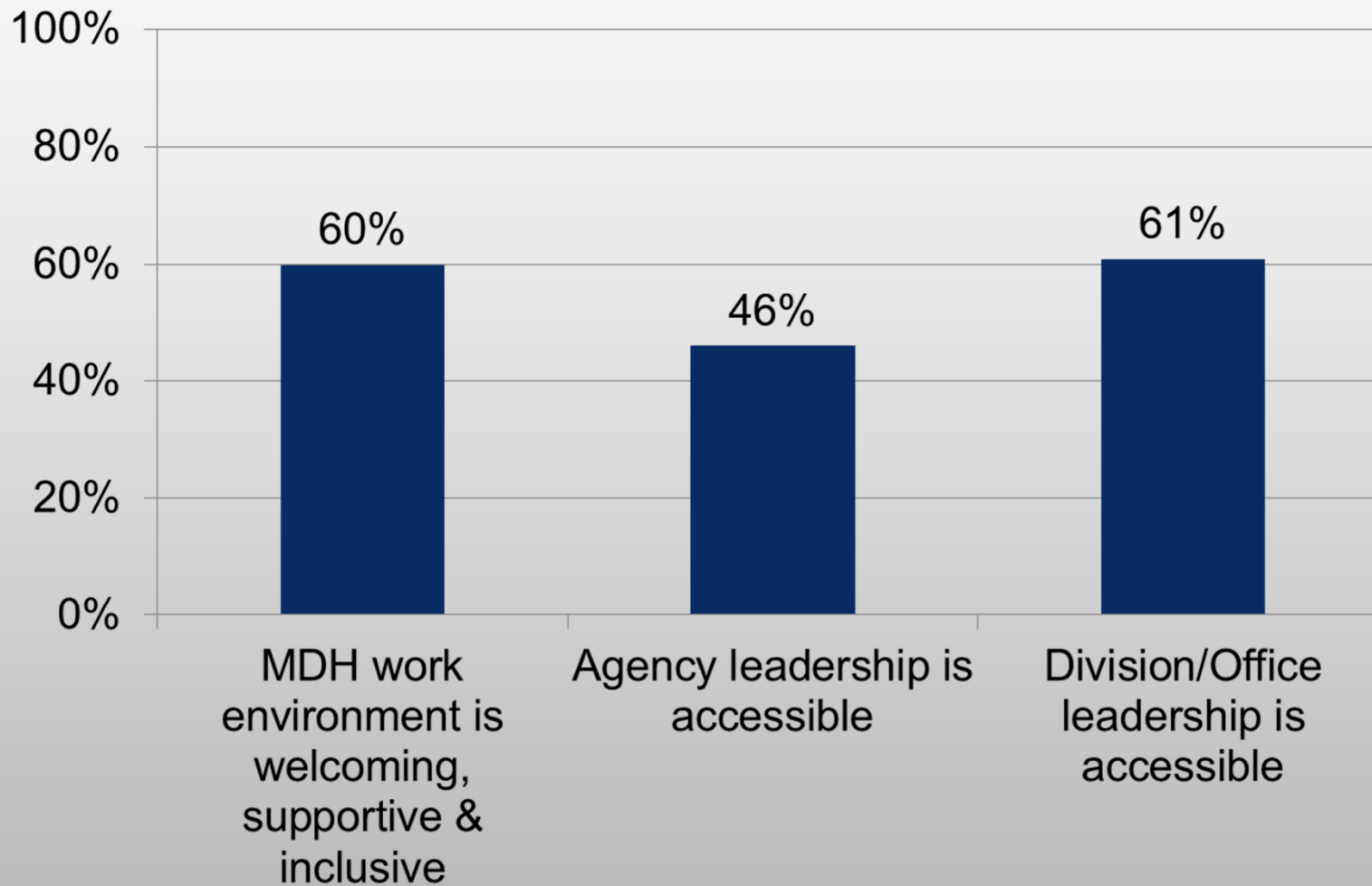
MDH Mission/Vision
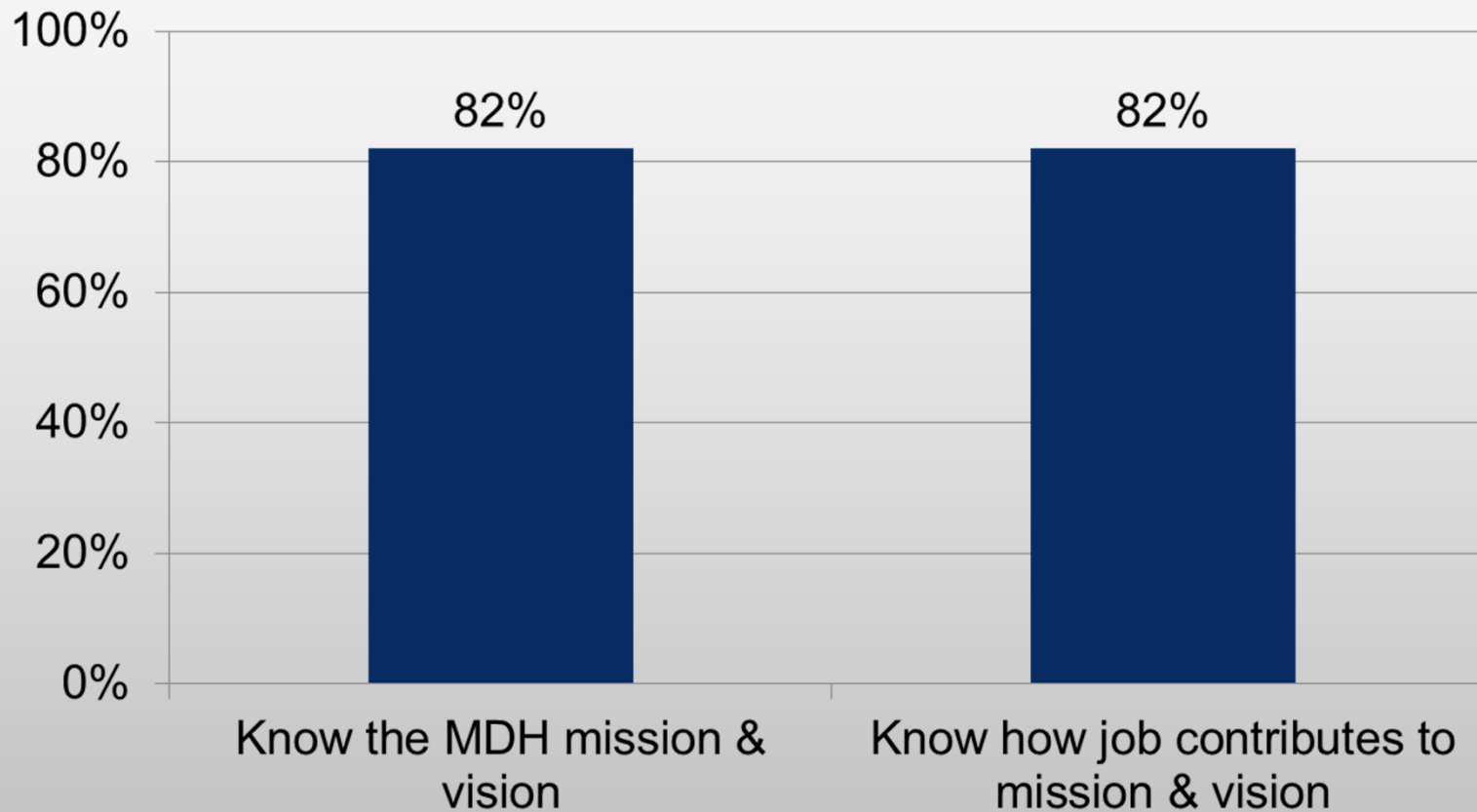
Communications

MDH Culture

Workforce Development

| I believe my immediate supervisor…	2012 Survey	6 month Survey	Exit Survey
Seems to care about me as a person	76%	100%	91%
Is available when I have questions	75%	100%	92%
Provides me with the essential materials and equipment I need to do my job well	74%	Not available	Not available
Gives me opportunities at work to learn and grow	71%	96%	93%
Empowers me to be engaged and productive in my work	70%	98%	90%
Provides recognition or praise for a job well done	68%	98%	87%
Demonstrate fair treatment to everyone in my work unit	66%	100%	80%
Resolves complaints and problems promptly	64%	95%	82%
States clear job performance expectations	63%	91%	82%
Helps me set individual development goals	58%	89%	75%

Workforce Development

- 65% of respondents report having an up-to-date position description

- 62% of respondents report having an up-to-date performance review

Typical Supervisor Feedback

3%

5% 14%

35%

43%

- Formal
- Informal
- Both
- Neither
- Blank
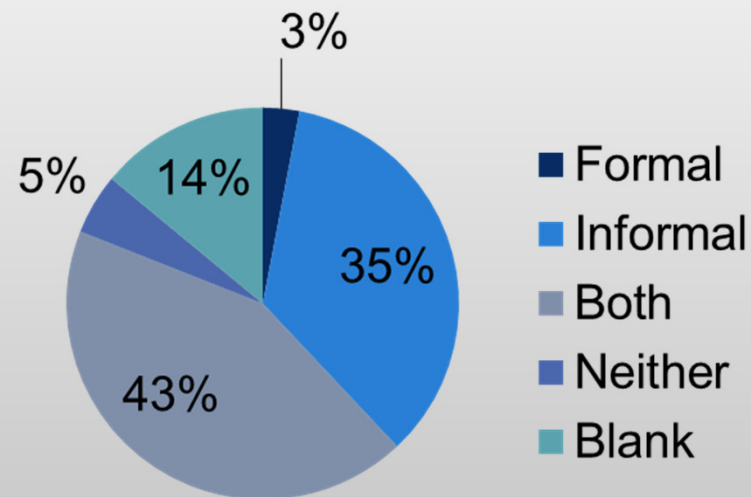
Workforce Development

How long plan to stay at MDH (%)	
Less than 3 years	9%
3-7 Years	17%
Indefinitely	26%
Unsure	30%
Blank	13%
Other	5%
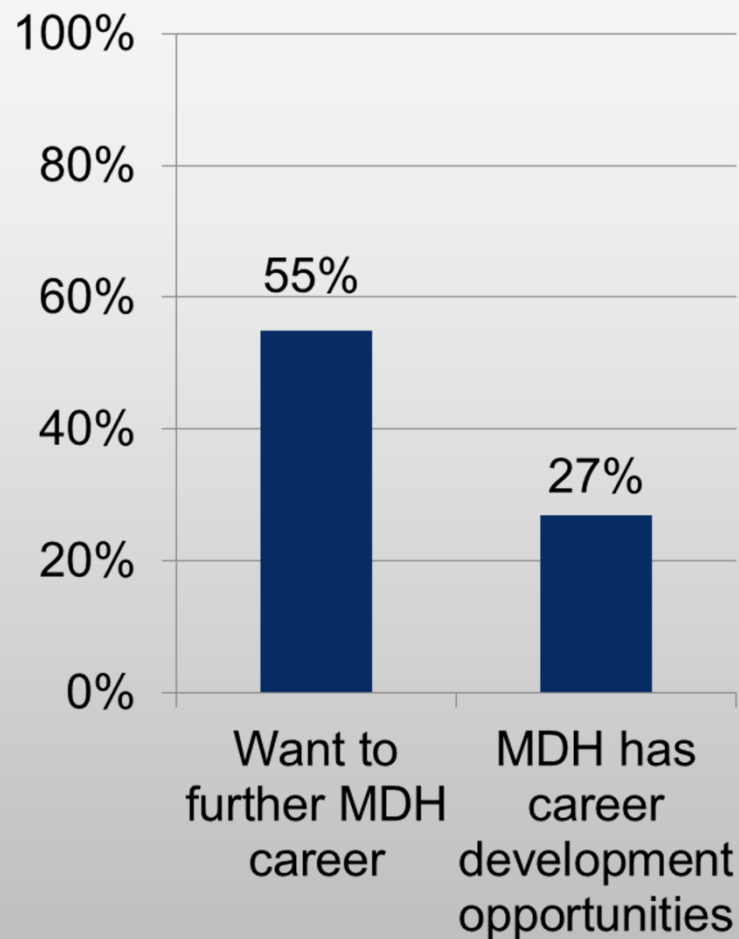
Development options respondents would like to pursue

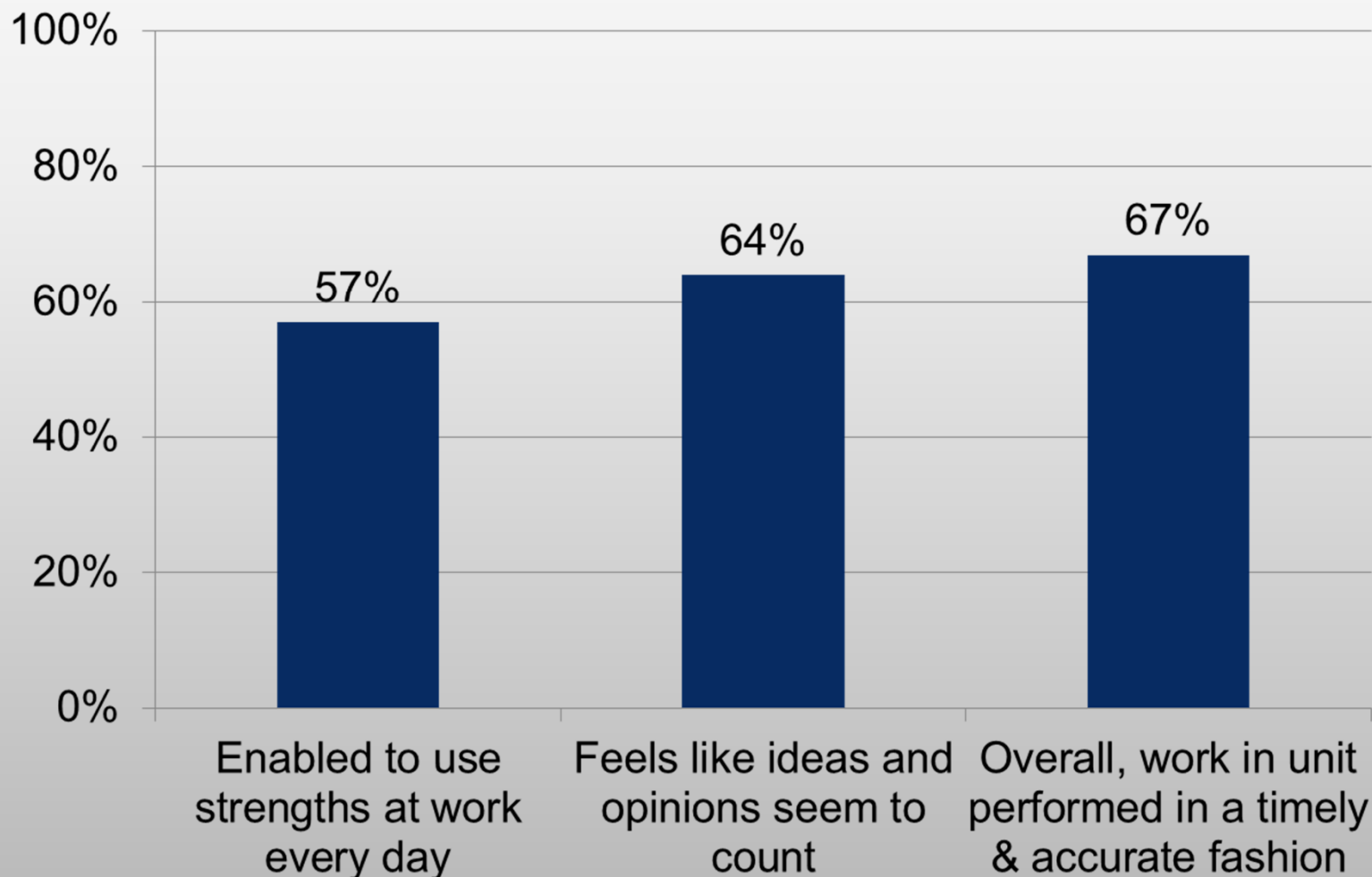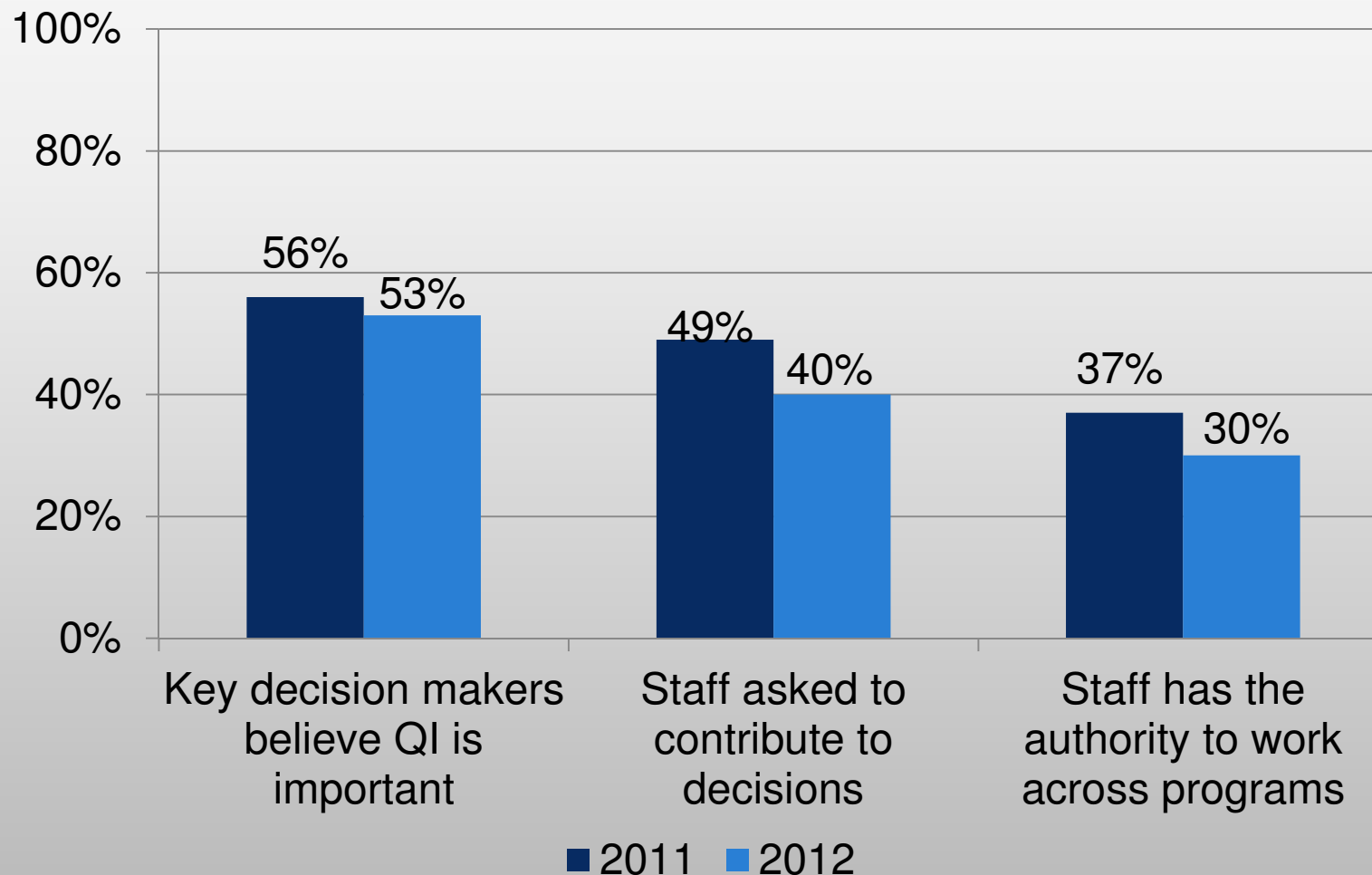| Development Option	
Leadership training	33%
Internal career development program	33%
Cross-functional training	29%
Rotational Assignments	26%
Professional executive/manager/supervisor coaching	22%
More external training opportunities	20%
Job shadow program	17%
More internal training opportunities	17%
Mentorship program	17%

Working with Others
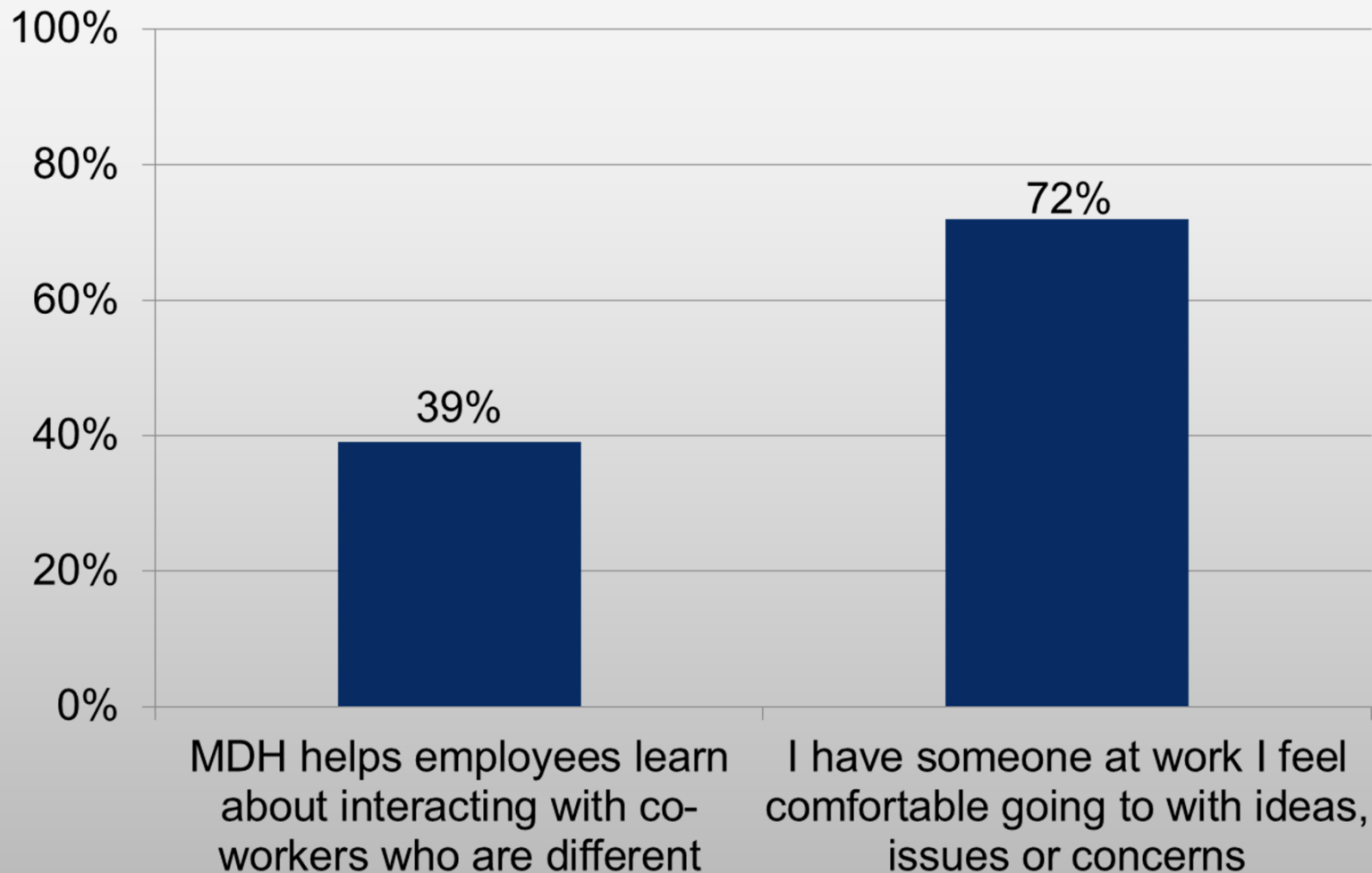
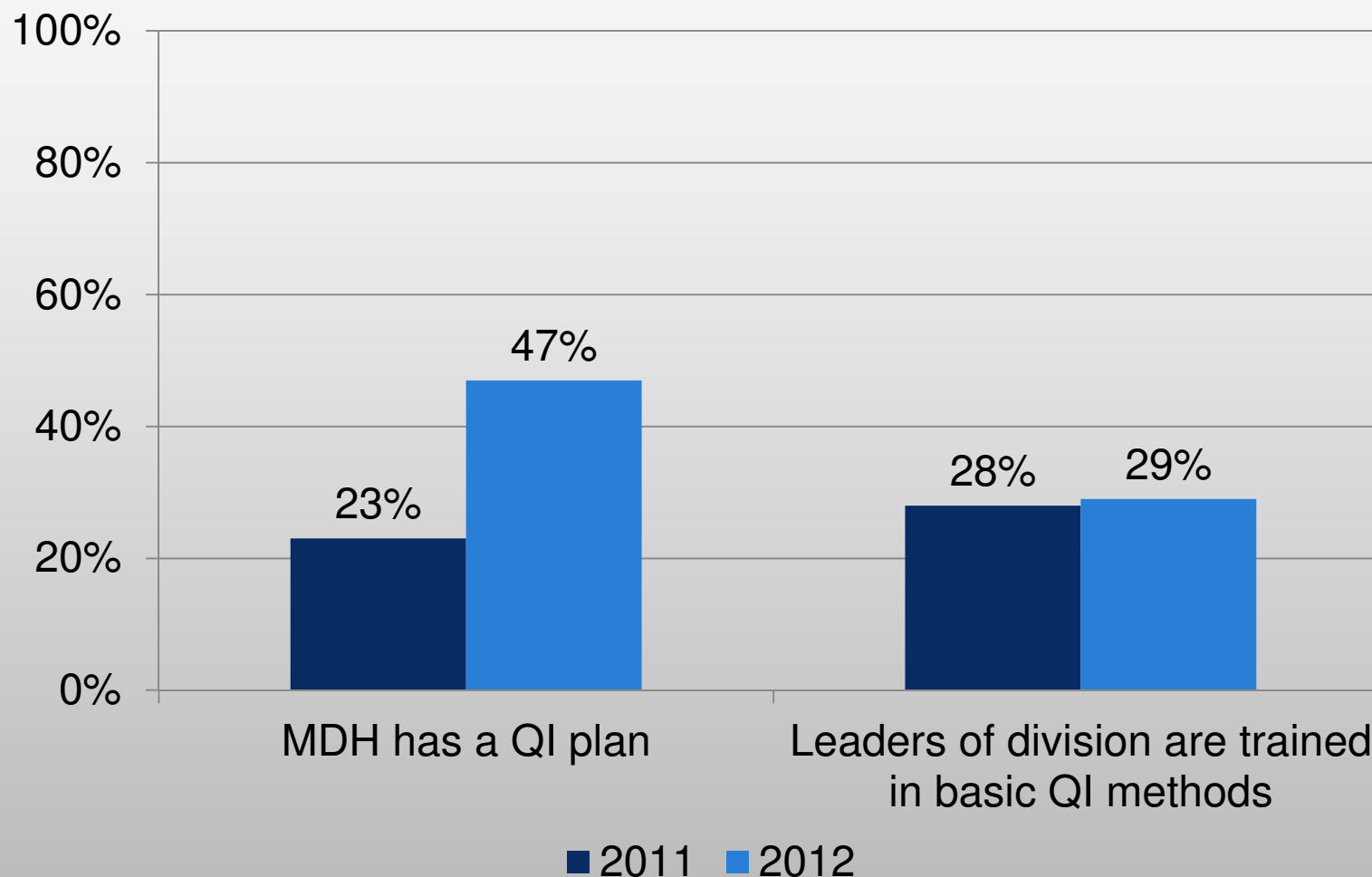# When barriers are encountered, support or assistance is provided by:
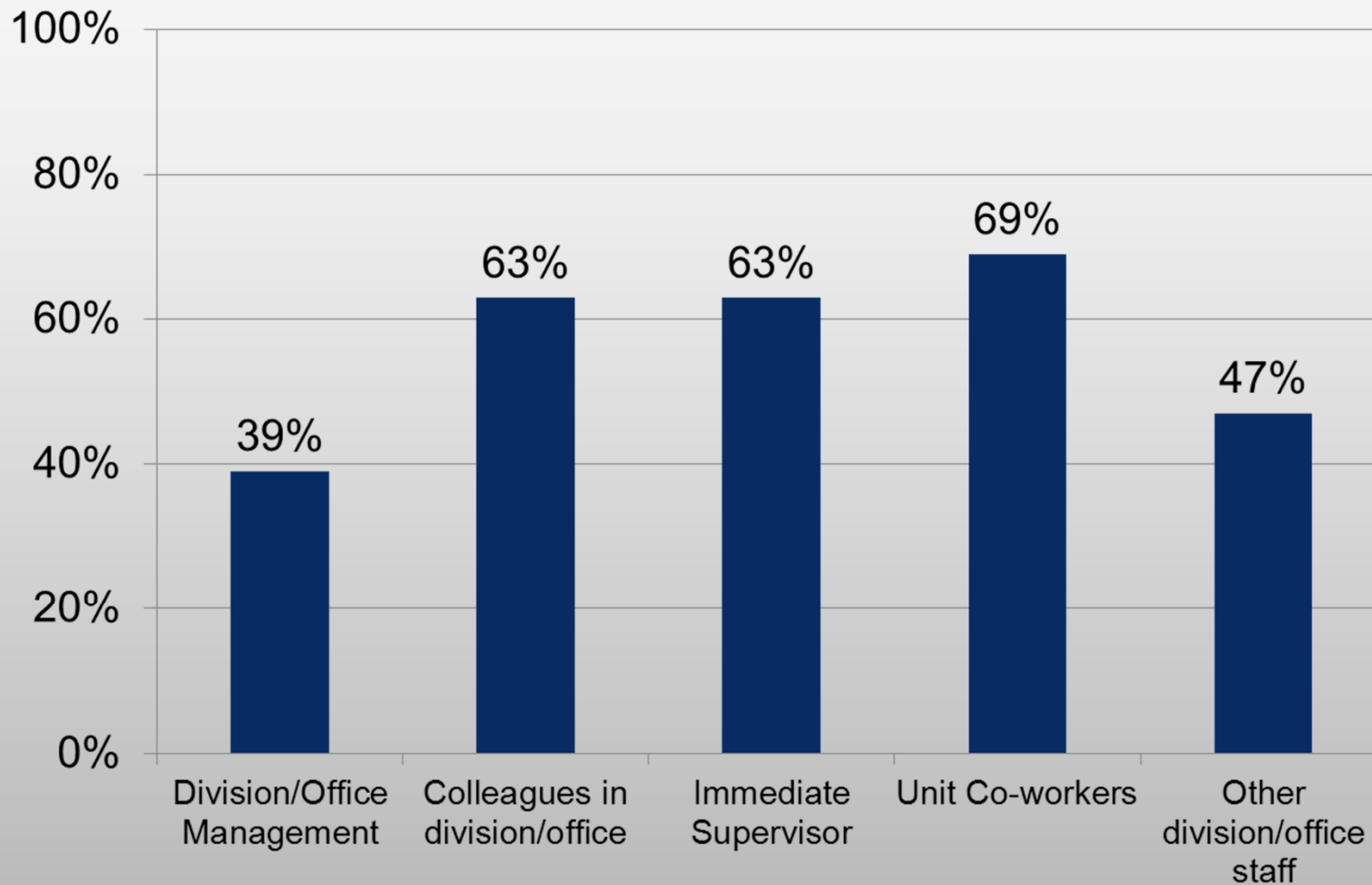
Employee Empowerment within Immediate Work Unit

Organizational QI Culture

Bar chart comparing 2011 and 2012 values:

- Key decision makers believe QI is important: 2011 = 56%, 2012 = 53%
- Staff asked to contribute to decisions: 2011 = 49%, 2012 = 40%
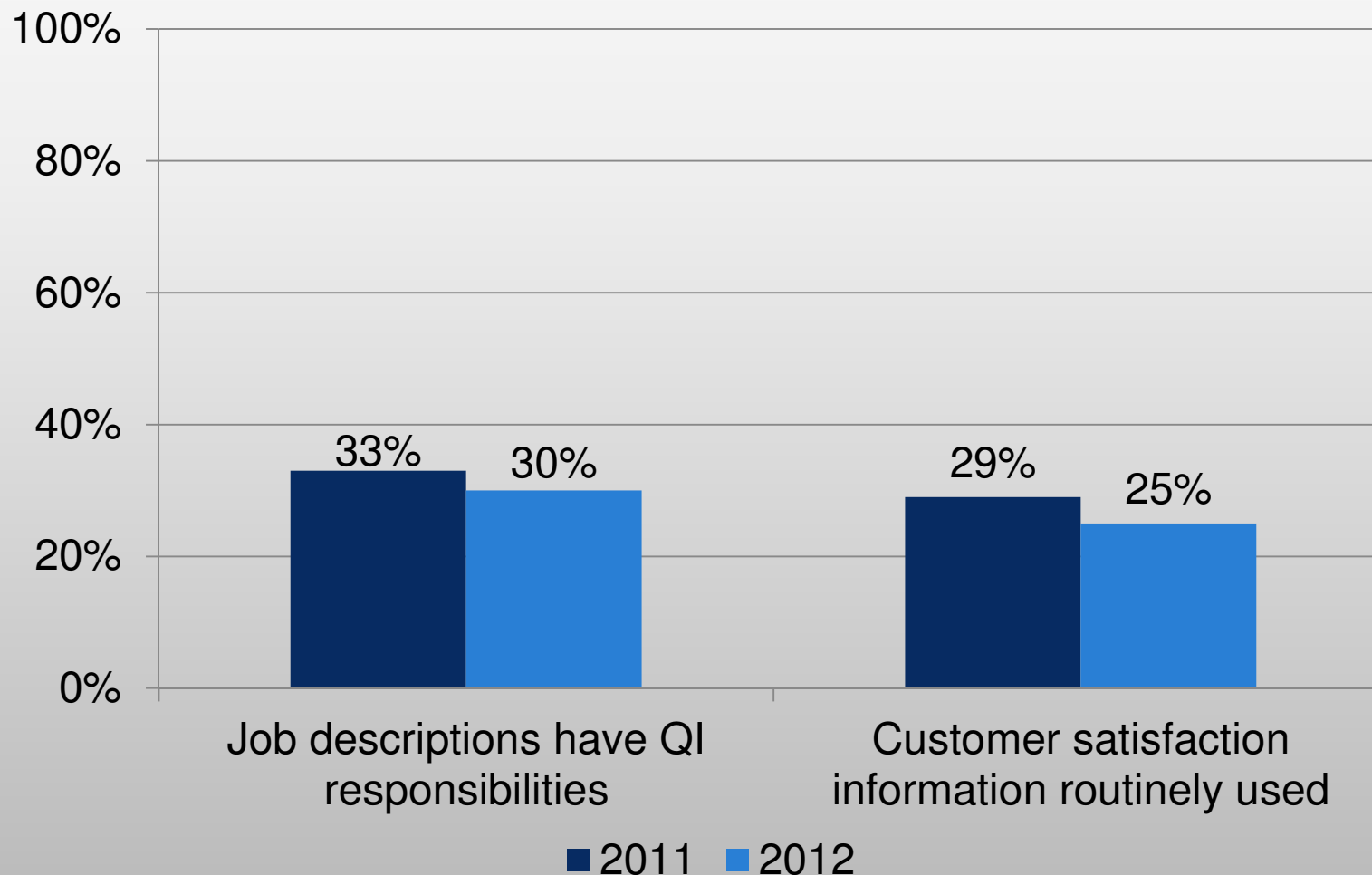- Staff has the authority to work across programs: 2011 = 37%, 2012 = 30%
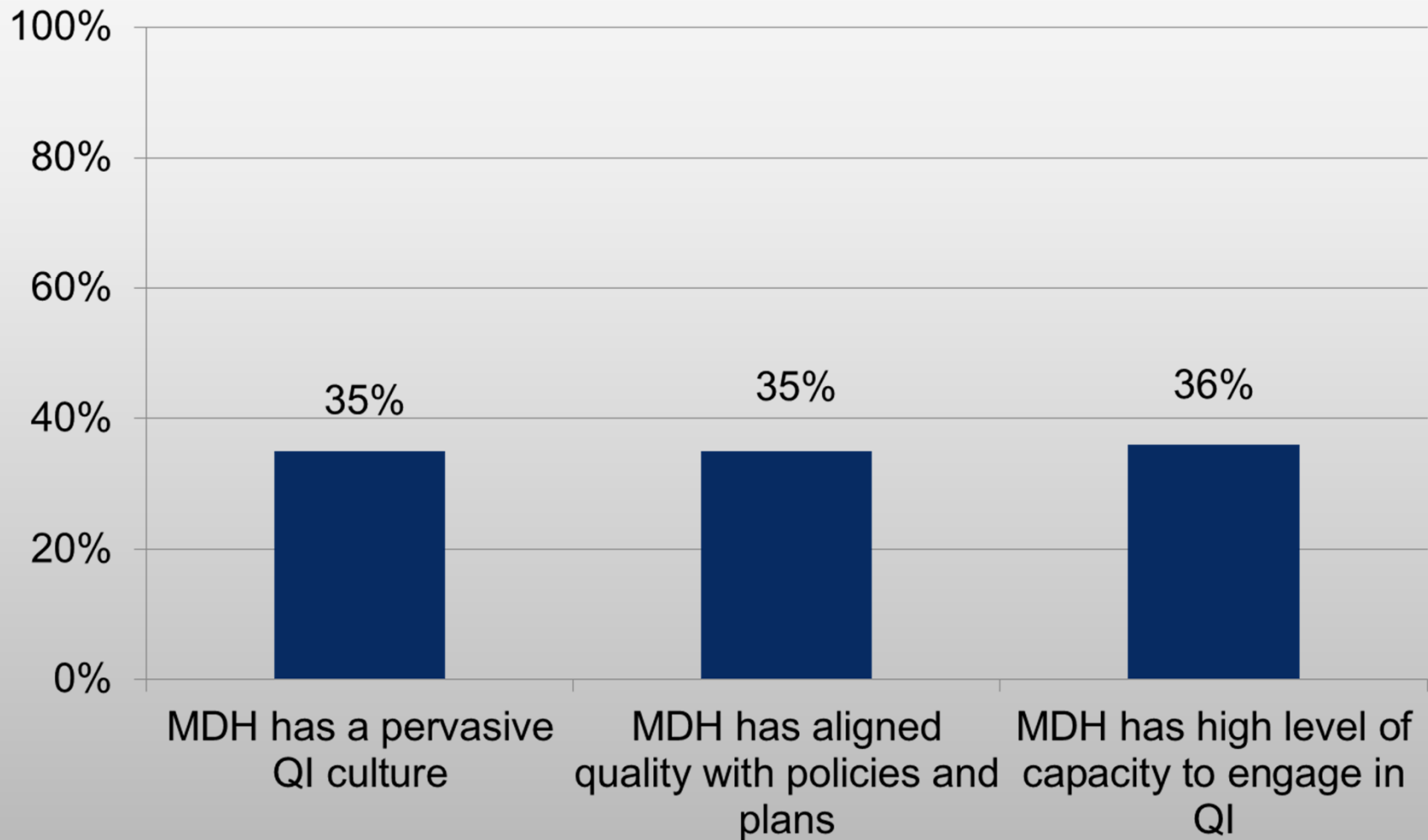
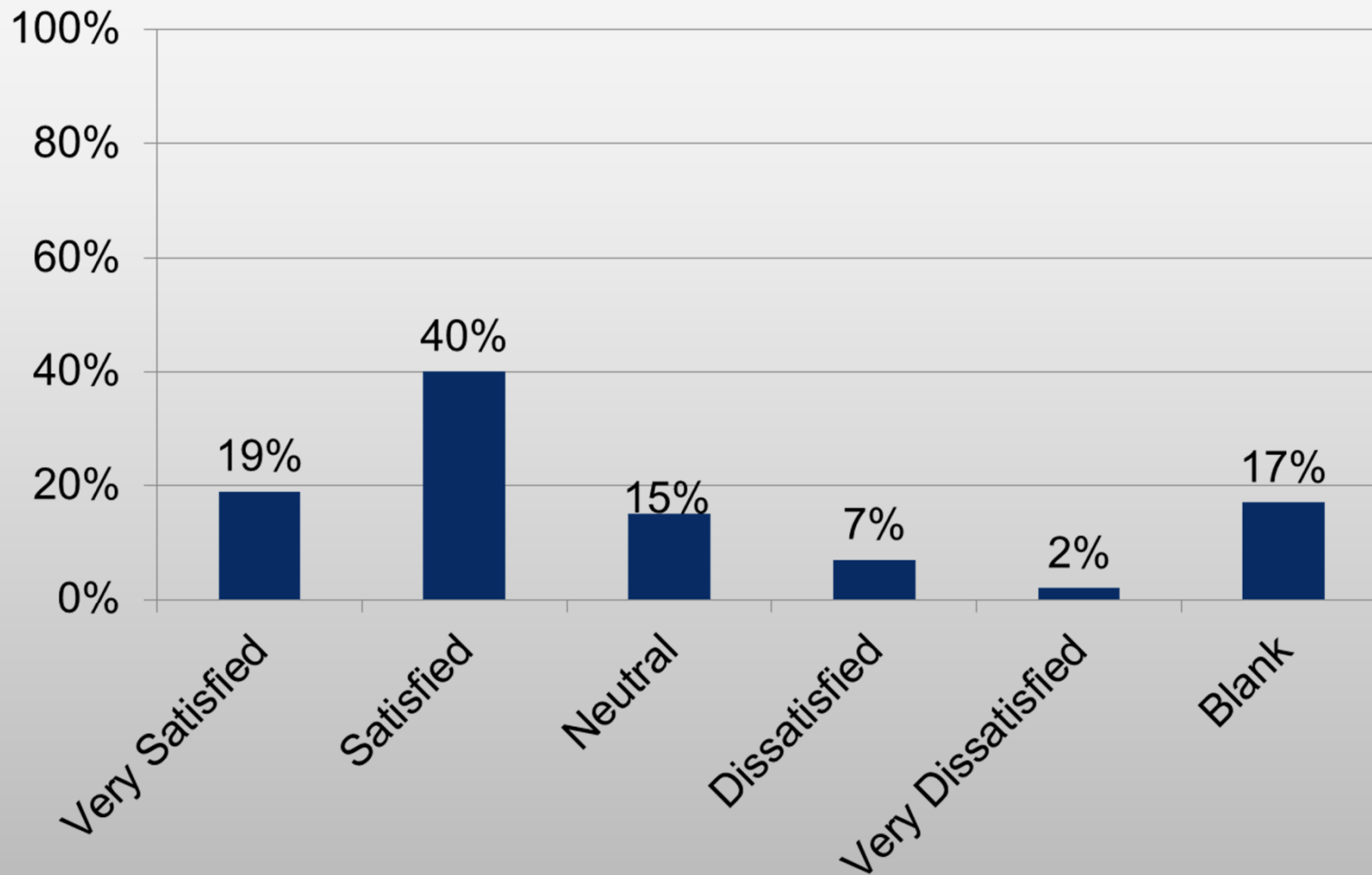Legend: ■ 2011 ■ 2012

QI Capacity & Competency

QI Alignment and Spread

Overall QI Culture Questions

Overall Satisfaction

Qualitative Results

- Employees were given the opportunity to write-in additional comments at various points throughout the survey.

- 220 respondents (22% of total respondents) took the opportunity to write-in comments or provide additional feedback.

- Staff from HRM, Communications and OPI individually reviewed the write-in comments to identify common themes and discussed those results to arrive at overall themes/summary of these responses.

Overall Themes

- Management/Supervisory Issues
  - Poor supervisory skills
  - Supervisors not being held accountable
  - Variation in management across the agency
- Barriers due to MDH culture
  - Employees have a sense of mistrust of agency leadership
  - Silos
  - Limited flexibility in the way employees accomplish their work
- Desire for more opportunities for advancement, career growth and/or lateral transitions
  - Not necessarily supervisory responsibilities

Suggestions for Improvement

- Encourage and enable employees to work on cross-department projects
- Include staff in decision-making
- Include more timely hot topics, budget and legislative issues, and updates on department-wide progress related to mission, vision & goals on the intranet
- Use a consistent process for managing performance, including accountability measures for managers/supervisors
- Allow more flexibility in work space – areas for collaboration and areas for quiet work; more telecommuting opportunities
- Consider a Results Only Work Environment (ROWE)

Discussion

Next Steps

- Post results on intranet

- Prioritize 1-2 issues to address in 2013

- Develop work and communications plans for priorities

Efforts already underway:

- Workforce Development Workgroup

- QI Council

- Results Based Accountability

- Performance review QI project