

Appendices: VT AHS Staff Survey Report

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Table A1. All AHS Staff: Frequency of Response

Survey Items		Response Category	ALL AHS STAFF	
			#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	1214	76.1%
		Neutral	186	11.7%
		Disagree	196	12.3%
	2. The job performance standards are clear to me.	Agree	1047	65.6%
		Neutral	267	16.7%
		Disagree	281	17.6%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	852	53.6%
		Neutral	280	17.6%
		Disagree	458	28.8%
	4. Changes in work expectations are timely and clear.	Agree	638	40.0%
		Neutral	390	24.4%
		Disagree	568	35.6%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	951	59.6%	
	Neutral	272	17.0%	
	Disagree	373	23.4%	
6. I feel respected by my direct supervisor.	Agree	1097	68.9%	
	Neutral	244	15.3%	
	Disagree	252	15.8%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	1065	66.9%	
	Neutral	270	17.0%	
	Disagree	257	16.1%	
8. I receive an annual performance evaluation each year.	Agree	844	53.5%	
	Neutral	237	15.0%	
	Disagree	498	31.5%	
9. The merit award system is fair.	Agree	315	20.0%	
	Neutral	602	38.2%	
	Disagree	658	41.8%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	594	37.2%	
	Neutral	383	24.0%	
	Disagree	619	38.8%	
11. The leadership of my department demonstrates support for its employees.	Agree	623	39.0%	
	Neutral	393	24.6%	
	Disagree	581	36.4%	
12. I have respect for and confidence in departmental leadership.	Agree	623	39.1%	
	Neutral	433	27.2%	
	Disagree	537	33.7%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	827	52.0%
		Neutral	256	16.1%
		Disagree	508	31.9%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	935	58.7%
		Neutral	255	16.0%
		Disagree	403	25.3%
	15. My work unit respects cultural diversity among our staff.	Agree	1160	73.0%
Neutral		295	18.6%	
Disagree		134	8.4%	
16. My work unit respects cultural diversity among our consumers.	Agree	1248	78.7%	
	Neutral	244	15.4%	
	Disagree	94	5.9%	

Survey Items		Response Category	ALL AHS STAFF	
			#	%
Work Environment	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	1172	73.6%
		Neutral	334	21.0%
		Disagree	86	5.4%
	18. My work unit uses information from consumers to improve AHS services.	Agree	881	55.6%
		Neutral	499	31.5%
		Disagree	205	12.9%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	887	55.6%
		Neutral	316	19.8%
		Disagree	391	24.5%
	20. My work environment supports excellent customer service.	Agree	1000	62.9%
		Neutral	353	22.2%
		Disagree	236	14.9%
21. At work, my opinions are listened to and respected.	Agree	938	58.8%	
	Neutral	321	20.1%	
	Disagree	335	21.0%	
22. Employee morale in my work unit is good.	Agree	623	39.2%	
	Neutral	306	19.2%	
	Disagree	662	41.6%	
23. Independent decision-making is encouraged in my work unit.	Agree	904	56.8%	
	Neutral	279	17.5%	
	Disagree	408	25.6%	
24. I often think about leaving my job.	Agree	641	40.4%	
	Neutral	340	21.4%	
	Disagree	607	38.2%	
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree	657	41.2%
		Neutral	269	16.9%
		Disagree	668	41.9%
	26. Overall, I am satisfied with the benefits I receive.	Agree	1007	63.3%
		Neutral	285	17.9%
		Disagree	300	18.8%
	27. I receive adequate training to perform my job.	Agree	810	50.8%
		Neutral	345	21.6%
		Disagree	440	27.6%
	28. I have the equipment and resources I need to perform my job.	Agree	863	54.2%
		Neutral	260	16.3%
		Disagree	470	29.5%
29. I have the technology support I need to perform my job.	Agree	818	51.3%	
	Neutral	299	18.8%	
	Disagree	477	29.9%	
30. My workload and responsibilities are reasonable.	Agree	722	45.3%	
	Neutral	315	19.8%	
	Disagree	557	34.9%	
31. My job makes good use of my skills and abilities.	Agree	1048	65.6%	
	Neutral	226	14.2%	
	Disagree	323	20.2%	

Survey Items		Response Category	ALL AHS STAFF	
			#	%
Job Supports and Resources	32. My work is interesting.	Agree	1293	81.0%
		Neutral	203	12.7%
		Disagree	101	6.3%
	33. My job provides me with the opportunity to learn and grow professionally.	Agree	964	60.5%
		Neutral	318	20.0%
		Disagree	311	19.5%
	34. There are opportunities for promotion and advancement.	Agree	507	31.8%
		Neutral	413	25.9%
		Disagree	672	42.2%
	35. There is sufficient flexibility in my job to balance work and personal life.	Agree	1033	64.8%
		Neutral	245	15.4%
		Disagree	316	19.8%
Work of AHS	36. My work makes a difference in people's lives.	Agree	1340	84.0%
		Neutral	184	11.5%
		Disagree	71	4.5%
	37. I understand the goals of AHS re-organization.	Agree	851	53.5%
		Neutral	387	24.3%
		Disagree	353	22.2%
	38. I believe in the goals of AHS re-organization.	Agree	665	41.7%
		Neutral	620	38.9%
		Disagree	309	19.4%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	434	27.3%
		Neutral	740	46.5%
		Disagree	416	26.2%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	535	33.7%
		Neutral	638	40.2%
		Disagree	414	26.1%
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	238	15.0%	
	Neutral	746	46.9%	
	Disagree	605	38.1%	

Table A2. Departmental Comparisons: Frequency of Response

Survey Items (abbreviated)	Response Category	Departmental Comparisons												
		Health		DCF		DOC		DAIL		OVHA		AHS Central Off.		
		#	%	#	%	#	%	#	%	#	%	#	%	
Leadership and Supervision	1. Job duties are clear	Agree	382	74.8%	438	80.2%	233	70.0%	178	84.0%	38	66.7%	60	68.2%
		Neutral	58	11.4%	57	10.4%	53	15.9%	19	9.0%	5	8.8%	11	12.5%
		Disagree	71	13.9%	51	9.3%	47	14.1%	15	7.1%	14	24.6%	17	19.3%
	2. Clear performance standards	Agree	337	66.1%	370	67.9%	198	59.6%	161	75.9%	30	53.6%	50	56.8%
		Neutral	89	17.5%	81	14.9%	65	19.6%	35	16.5%	14	25.0%	17	19.3%
		Disagree	84	16.5%	94	17.2%	69	20.8%	16	7.5%	12	21.4%	21	23.9%
	3. Feedback on job performance	Agree	267	52.6%	296	54.3%	154	46.8%	148	70.5%	28	49.1%	41	46.6%
		Neutral	103	20.3%	101	18.5%	52	15.8%	24	11.4%	10	17.5%	16	18.2%
		Disagree	138	27.2%	148	27.2%	123	37.4%	38	18.1%	19	33.3%	31	35.2%
	4. Changes timely & clear	Agree	227	44.6%	206	37.7%	97	29.2%	128	60.7%	21	36.8%	31	35.2%
		Neutral	121	23.8%	141	25.8%	72	21.7%	45	21.3%	13	22.8%	23	26.1%
		Disagree	161	31.6%	200	36.6%	163	49.1%	38	18.0%	23	40.4%	34	38.6%
5. Recognition for good work	Agree	317	62.3%	331	60.5%	171	51.5%	150	71.1%	30	52.6%	51	58.0%	
	Neutral	85	16.7%	94	17.2%	53	16.0%	32	15.2%	8	14.0%	12	13.6%	
	Disagree	107	21.0%	122	22.3%	108	32.5%	29	13.7%	19	33.3%	25	28.4%	
6. Feel respected by supervisor	Agree	365	71.9%	379	69.4%	201	60.5%	164	77.7%	35	61.4%	53	60.2%	
	Neutral	66	13.0%	80	14.7%	62	18.7%	26	12.3%	8	14.0%	17	19.3%	
	Disagree	77	15.2%	87	15.9%	69	20.8%	21	10.0%	14	24.6%	18	20.5%	
7. Respect direct supervisor	Agree	357	70.3%	363	66.6%	199	59.9%	160	76.2%	35	61.4%	53	60.2%	
	Neutral	78	15.4%	92	16.9%	61	18.4%	29	13.8%	9	15.8%	18	20.5%	
	Disagree	73	14.4%	90	16.5%	72	21.7%	21	10.0%	13	22.8%	17	19.3%	
8. Receive annual performance evaluation	Agree	315	62.4%	288	52.9%	138	42.1%	143	68.1%	29	51.8%	32	37.2%	
	Neutral	80	15.8%	78	14.3%	52	15.9%	24	11.4%	13	23.2%	19	22.1%	
	Disagree	110	21.8%	178	32.7%	138	42.1%	43	20.5%	14	25.0%	35	40.7%	
9. Merit system is fair	Agree	100	20.0%	107	19.7%	46	14.0%	65	31.0%	6	11.1%	17	19.3%	
	Neutral	216	43.1%	210	38.7%	106	32.3%	80	38.1%	25	46.3%	27	30.7%	
	Disagree	185	36.9%	226	41.6%	176	53.7%	65	31.0%	23	42.6%	44	50.0%	
10. Leaders positive work environment	Agree	215	42.1%	183	33.4%	62	18.7%	133	63.0%	17	29.8%	28	31.8%	
	Neutral	123	24.1%	140	25.5%	80	24.2%	35	16.6%	21	36.8%	21	23.9%	
	Disagree	173	33.9%	225	41.1%	189	57.1%	43	20.4%	19	33.3%	39	44.3%	
11. Leaders support employees	Agree	212	41.5%	198	36.2%	74	22.4%	139	65.9%	20	35.1%	32	36.4%	
	Neutral	128	25.0%	153	28.0%	86	26.0%	36	17.1%	15	26.3%	20	22.7%	
	Disagree	171	33.5%	196	35.8%	171	51.7%	36	17.1%	22	38.6%	36	40.9%	
12. Respect departmental leadership	Agree	216	42.5%	187	34.3%	73	22.0%	145	69.4%	24	42.1%	29	33.0%	
	Neutral	138	27.2%	167	30.6%	100	30.1%	34	16.3%	16	28.1%	26	29.5%	
	Disagree	154	30.3%	191	35.0%	159	47.9%	30	14.4%	17	29.8%	33	37.5%	

Survey Items (abbreviated)	Response Category	Departmental Comparisons												
		Health		DCF		DOC		DAIL		OVHA		AHS Central Off.		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work Environment	13. Physical environment satisfactory	Agree	290	56.8%	278	51.1%	146	44.0%	113	53.6%	27	48.2%	40	45.5%
		Neutral	79	15.5%	80	14.7%	67	20.2%	37	17.5%	14	25.0%	14	15.9%
		Disagree	142	27.8%	186	34.2%	119	35.8%	61	28.9%	15	26.8%	34	38.6%
	14. Mutual respect, team-work, cooperation	Agree	327	63.9%	321	58.8%	145	43.7%	151	71.6%	23	41.1%	45	51.1%
		Neutral	75	14.6%	84	15.4%	66	19.9%	24	11.4%	18	32.1%	20	22.7%
		Disagree	110	21.5%	141	25.8%	121	36.4%	36	17.1%	15	26.8%	23	26.1%
	15. Respect diversity among staff	Agree	382	75.0%	398	73.2%	217	65.4%	165	79.3%	34	60.7%	59	67.0%
		Neutral	91	17.9%	102	18.8%	69	20.8%	32	15.4%	19	33.9%	21	23.9%
		Disagree	36	7.1%	44	8.1%	46	13.9%	11	5.3%	3	5.4%	8	9.1%
	16. Respect diversity of consumers	Agree	419	82.5%	430	79.5%	220	66.5%	185	88.9%	39	69.6%	62	70.5%
		Neutral	65	12.8%	82	15.2%	71	21.5%	16	7.7%	14	25.0%	20	22.7%
		Disagree	24	4.7%	29	5.4%	40	12.1%	7	3.4%	3	5.4%	6	6.8%
	17. Accom. consumers with disabilities	Agree	388	76.1%	392	72.1%	199	59.9%	188	89.5%	34	60.7%	58	65.9%
		Neutral	104	20.4%	122	22.4%	99	29.8%	17	8.1%	17	30.4%	23	26.1%
		Disagree	18	3.5%	30	5.5%	34	10.2%	5	2.4%	5	8.9%	7	8.0%
	18. Use consumer information	Agree	315	61.6%	300	55.2%	105	31.8%	160	76.2%	27	50.9%	34	38.6%
		Neutral	147	28.8%	167	30.8%	145	43.9%	36	17.1%	19	35.8%	41	46.6%
		Disagree	49	9.6%	76	14.0%	80	24.2%	14	6.7%	7	13.2%	13	14.8%
	19. New ideas encouraged	Agree	310	60.5%	285	52.2%	130	39.0%	155	73.5%	28	50.0%	52	59.1%
		Neutral	98	19.1%	124	22.7%	81	24.3%	28	13.3%	14	25.0%	15	17.0%
		Disagree	104	20.3%	137	25.1%	122	36.6%	28	13.3%	14	25.0%	21	23.9%
	20. Excellent customer service	Agree	353	69.6%	333	61.3%	128	38.6%	171	81.8%	35	62.5%	53	60.2%
		Neutral	99	19.5%	119	21.9%	125	37.7%	25	12.0%	11	19.6%	17	19.3%
		Disagree	55	10.8%	91	16.8%	79	23.8%	13	6.2%	10	17.9%	18	20.5%
21. Opinions respected	Agree	331	64.8%	307	56.2%	146	43.8%	154	73.0%	31	55.4%	50	56.8%	
	Neutral	83	16.2%	122	22.3%	82	24.6%	30	14.2%	10	17.9%	16	18.2%	
	Disagree	97	19.0%	117	21.4%	105	31.5%	27	12.8%	15	26.8%	22	25.0%	
22. Morale is good in my work unit	Agree	213	41.7%	199	36.6%	89	26.8%	121	57.6%	19	33.9%	31	35.2%	
	Neutral	101	19.8%	109	20.1%	62	18.7%	39	18.6%	13	23.2%	19	21.6%	
	Disagree	197	38.6%	235	43.3%	181	54.5%	50	23.8%	24	42.9%	38	43.2%	
23. Decision-making is encouraged	Agree	290	56.8%	310	57.0%	141	42.6%	159	76.1%	30	53.6%	58	65.9%	
	Neutral	94	18.4%	100	18.4%	64	19.3%	27	12.9%	10	17.9%	12	13.6%	
	Disagree	127	24.9%	134	24.6%	126	38.1%	23	11.0%	16	28.6%	18	20.5%	
24. Think about leaving job	Agree	186	36.4%	214	39.5%	161	48.3%	63	30.3%	25	44.6%	42	47.7%	
	Neutral	121	23.7%	116	21.4%	66	19.8%	42	20.2%	12	21.4%	17	19.3%	
	Disagree	204	39.9%	212	39.1%	106	31.8%	103	49.5%	19	33.9%	29	33.0%	

Survey Items (abbreviated)	Response Category	Departmental Comparisons											
		Health		DCF		DOC		DAIL		OVHA		AHS Central Off.	
		#	%	#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	201	39.6%	234	42.9%	97	29.2%	109	52.2%	24	42.1%	38	43.2%
	Neutral	79	15.6%	103	18.9%	57	17.2%	38	18.2%	13	22.8%	15	17.0%
	Disagree	228	44.9%	209	38.3%	178	53.6%	62	29.7%	20	35.1%	35	39.8%
26. Satisfied with benefits	Agree	326	64.2%	338	61.9%	172	51.8%	148	71.2%	35	61.4%	56	64.4%
	Neutral	88	17.3%	114	20.9%	65	19.6%	29	13.9%	13	22.8%	15	17.2%
	Disagree	94	18.5%	94	17.2%	95	28.6%	31	14.9%	9	15.8%	16	18.4%
27. Adequate Training	Agree	298	58.5%	261	47.8%	128	38.6%	140	66.7%	25	43.9%	50	56.8%
	Neutral	89	17.5%	133	24.4%	65	19.6%	40	19.0%	5	8.8%	14	15.9%
	Disagree	122	24.0%	152	27.8%	139	41.9%	30	14.3%	27	47.4%	24	27.3%
28. Equipment & resources I need	Agree	298	58.7%	278	51.1%	133	40.2%	142	67.6%	27	47.4%	48	54.5%
	Neutral	80	15.7%	98	18.0%	52	15.7%	27	12.9%	7	12.3%	15	17.0%
	Disagree	130	25.6%	168	30.9%	146	44.1%	41	19.5%	23	40.4%	25	28.4%
29. Tech support I need	Agree	270	53.3%	295	54.0%	115	34.6%	152	72.4%	26	45.6%	46	52.3%
	Neutral	80	15.8%	103	18.9%	75	22.6%	27	12.9%	11	19.3%	19	21.6%
	Disagree	157	31.0%	148	27.1%	142	42.8%	31	14.8%	20	35.1%	23	26.1%
30. Workload is reasonable	Agree	269	52.7%	212	38.8%	130	39.0%	106	50.5%	19	33.3%	36	40.9%
	Neutral	105	20.6%	105	19.2%	69	20.7%	48	22.9%	17	29.8%	17	19.3%
	Disagree	136	26.7%	229	41.9%	134	40.2%	56	26.7%	21	36.8%	35	39.8%
31. Good use of skills and abilities	Agree	339	66.5%	368	67.4%	192	57.7%	161	76.3%	34	59.6%	53	60.2%
	Neutral	73	14.3%	79	14.5%	46	13.8%	25	11.8%	11	19.3%	17	19.3%
	Disagree	98	19.2%	99	18.1%	95	28.5%	25	11.8%	12	21.1%	18	20.5%
32. Work is interesting	Agree	413	80.8%	449	82.1%	268	80.5%	176	83.8%	39	68.4%	62	70.5%
	Neutral	71	13.9%	74	13.5%	38	11.4%	22	10.5%	12	21.1%	14	15.9%
	Disagree	27	5.3%	24	4.4%	27	8.1%	12	5.7%	6	10.5%	12	13.6%
33. Opportunity for professional growth	Agree	309	60.8%	340	62.4%	171	51.5%	148	70.8%	30	52.6%	47	54.0%
	Neutral	108	21.3%	111	20.4%	65	19.6%	40	19.1%	15	26.3%	14	16.1%
	Disagree	91	17.9%	94	17.2%	96	28.9%	21	10.0%	12	21.1%	26	29.9%
34. Opportunity for job advancement	Agree	129	25.3%	199	36.4%	115	34.7%	73	34.8%	20	35.1%	26	30.2%
	Neutral	142	27.8%	150	27.4%	71	21.5%	59	28.1%	18	31.6%	20	23.3%
	Disagree	239	46.9%	198	36.2%	145	43.8%	78	37.1%	19	33.3%	40	46.5%
35. Flexible balance work and personal	Agree	345	67.6%	360	65.8%	164	49.4%	161	76.7%	38	66.7%	60	68.2%
	Neutral	79	15.5%	88	16.1%	54	16.3%	29	13.8%	9	15.8%	10	11.4%
	Disagree	86	16.9%	99	18.1%	114	34.3%	20	9.5%	10	17.5%	18	20.5%

Survey Items (abbreviated)	Response Category	Departmental Comparisons												
		Health		DCF		DOC		DAIL		OVHA		AHS Central Off.		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work of AHS	36. My work makes a difference	Agree	428	84.3%	487	89.0%	249	74.8%	192	91.0%	42	73.7%	66	75.0%
		Neutral	60	11.8%	42	7.7%	54	16.2%	11	5.2%	11	19.3%	18	20.5%
		Disagree	20	3.9%	18	3.3%	30	9.0%	8	3.8%	4	7.0%	4	4.5%
	37. Understand goals of re-org	Agree	259	51.0%	298	54.6%	142	43.0%	145	69.4%	23	40.4%	47	53.4%
		Neutral	138	27.2%	136	24.9%	96	29.1%	31	14.8%	20	35.1%	19	21.6%
		Disagree	111	21.9%	112	20.5%	92	27.9%	33	15.8%	14	24.6%	22	25.0%
	38. Believe in goals of re-org	Agree	209	41.1%	213	38.9%	115	34.5%	117	55.7%	21	36.8%	31	35.2%
		Neutral	209	41.1%	218	39.9%	152	45.6%	55	26.2%	28	49.1%	34	38.6%
		Disagree	90	17.7%	116	21.2%	66	19.8%	38	18.1%	8	14.0%	23	26.1%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	131	25.8%	132	24.2%	81	24.4%	80	38.1%	12	21.1%	19	21.6%
		Neutral	250	49.3%	259	47.4%	177	53.3%	81	38.6%	32	56.1%	40	45.5%
		Disagree	126	24.9%	155	28.4%	74	22.3%	49	23.3%	13	22.8%	29	33.0%
	40. Positive about change with re-org	Agree	167	33.1%	170	31.1%	104	31.3%	93	44.5%	18	32.1%	25	28.4%
		Neutral	211	41.8%	211	38.6%	156	47.0%	70	33.5%	26	46.4%	30	34.1%
		Disagree	127	25.1%	166	30.3%	72	21.7%	46	22.0%	12	21.4%	33	37.5%
41. Re-org has improved services	Agree	63	12.4%	69	12.6%	57	17.2%	46	21.9%	13	23.2%	10	11.4%	
	Neutral	254	50.1%	225	41.2%	185	55.7%	93	44.3%	26	46.4%	38	43.2%	
	Disagree	190	37.5%	252	46.2%	90	27.1%	71	33.8%	17	30.4%	40	45.5%	

Table A3. Work Location Comparisons: Frequency of Response

Survey Items		Response Category	Work Location Comparisons							
			Region-Based		Central Office		Facilities		Other	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	733	79.2%	373	72.1%	108	74.0%	70	66.7%
		Neutral	99	10.7%	58	11.2%	19	13.0%	14	13.3%
		Disagree	94	10.2%	86	16.6%	19	13.0%	21	20.0%
	2. The job performance standards are clear to me.	Agree	635	68.6%	320	61.8%	82	56.2%	66	62.9%
		Neutral	152	16.4%	91	17.6%	30	20.5%	13	12.4%
		Disagree	138	14.9%	107	20.7%	34	23.3%	26	24.8%
	3. Feedback on job performance	Agree	502	54.4%	283	55.0%	62	42.8%	49	47.1%
		Neutral	159	17.2%	80	15.5%	27	18.6%	22	21.2%
		Disagree	262	28.4%	152	29.5%	56	38.6%	33	31.7%
	4. Changes timely & clear	Agree	383	41.3%	217	42.1%	43	29.5%	37	35.2%
		Neutral	214	23.1%	133	25.8%	24	16.4%	28	26.7%
		Disagree	330	35.6%	166	32.2%	79	54.1%	40	38.1%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	545	58.9%	328	63.4%	67	45.9%	62	59.0%	
	Neutral	154	16.6%	76	14.7%	24	16.4%	20	19.0%	
	Disagree	227	24.5%	113	21.9%	55	37.7%	23	21.9%	
6. I feel respected by my direct supervisor.	Agree	619	66.9%	379	73.4%	87	59.6%	67	63.8%	
	Neutral	152	16.4%	60	11.6%	27	18.5%	16	15.2%	
	Disagree	154	16.6%	77	14.9%	32	21.9%	22	21.0%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	600	64.9%	363	70.5%	91	62.3%	67	63.8%	
	Neutral	166	17.9%	77	15.0%	24	16.4%	14	13.3%	
	Disagree	159	17.2%	75	14.6%	31	21.2%	24	22.9%	
8. I receive an annual performance evaluation each year.	Agree	543	58.9%	231	45.6%	70	48.6%	60	57.1%	
	Neutral	134	14.5%	87	17.2%	22	15.3%	8	7.6%	
	Disagree	245	26.6%	189	37.3%	52	36.1%	37	35.2%	
9. The merit award system is fair.	Agree	203	22.1%	100	19.6%	16	11.1%	17	16.5%	
	Neutral	332	36.2%	201	39.4%	47	32.6%	43	41.7%	
	Disagree	382	41.7%	209	41.0%	81	56.3%	43	41.7%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	338	36.5%	222	42.9%	30	20.7%	31	29.5%	
	Neutral	228	24.6%	112	21.6%	33	22.8%	26	24.8%	
	Disagree	360	38.9%	184	35.5%	82	56.6%	48	45.7%	
11. The leadership of my department demonstrates support for its employees.	Agree	356	38.4%	222	42.9%	29	19.9%	37	35.6%	
	Neutral	236	25.4%	115	22.2%	33	22.6%	34	32.7%	
	Disagree	336	36.2%	180	34.8%	84	57.5%	33	31.7%	
12. I have respect for and confidence in departmental leadership.	Agree	359	38.8%	224	43.6%	35	24.0%	34	32.4%	
	Neutral	251	27.1%	134	26.1%	36	24.7%	34	32.4%	
	Disagree	316	34.1%	156	30.4%	75	51.4%	37	35.2%	

Survey Items	Response Category	Work Location Comparisons								
		Region-Based		Central Office		Facilities		Other		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	518	56.2%	258	50.1%	58	39.7%	57	54.3%
		Neutral	131	14.2%	100	19.4%	30	20.5%	11	10.5%
		Disagree	273	29.6%	157	30.5%	58	39.7%	37	35.2%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	538	58.2%	316	61.2%	56	38.6%	65	61.9%
		Neutral	144	15.6%	82	15.9%	27	18.6%	16	15.2%
		Disagree	243	26.3%	118	22.9%	62	42.8%	24	22.9%
	15. My work unit respects cultural diversity among our staff.	Agree	683	73.9%	365	71.4%	90	61.6%	81	77.1%
		Neutral	160	17.3%	111	21.7%	33	22.6%	17	16.2%
		Disagree	81	8.8%	35	6.8%	23	15.8%	7	6.7%
	16. My work unit respects cultural diversity among our consumers.	Agree	727	78.9%	398	77.9%	92	63.0%	84	80.0%
		Neutral	136	14.8%	90	17.6%	37	25.3%	17	16.2%
		Disagree	59	6.4%	23	4.5%	17	11.6%	4	3.8%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	684	74.0%	376	73.2%	89	61.0%	76	72.4%
		Neutral	188	20.3%	113	22.0%	44	30.1%	23	21.9%
		Disagree	52	5.6%	25	4.9%	13	8.9%	6	5.7%
	18. My work unit uses information from consumers to improve AHS services.	Agree	514	55.7%	307	60.1%	45	30.8%	55	52.9%
		Neutral	276	29.9%	155	30.3%	67	45.9%	33	31.7%
		Disagree	132	14.3%	49	9.6%	34	23.3%	16	15.4%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	501	54.2%	316	61.2%	51	34.9%	54	51.4%
		Neutral	188	20.3%	88	17.1%	39	26.7%	22	21.0%
		Disagree	236	25.5%	112	21.7%	56	38.4%	29	27.6%
	20. My work environment supports excellent customer service.	Agree	582	62.9%	347	67.9%	47	32.4%	67	63.8%
		Neutral	197	21.3%	99	19.4%	55	37.9%	27	25.7%
		Disagree	146	15.8%	65	12.7%	43	29.7%	11	10.5%
21. At work, my opinions are listened to and respected.	Agree	535	57.9%	330	64.0%	56	38.4%	59	56.2%	
	Neutral	186	20.1%	90	17.4%	37	25.3%	25	23.8%	
	Disagree	203	22.0%	96	18.6%	53	36.3%	21	20.0%	
22. Employee morale in my work unit is good.	Agree	363	39.4%	211	41.1%	31	21.2%	38	36.5%	
	Neutral	172	18.7%	100	19.5%	20	13.7%	29	27.9%	
	Disagree	387	42.0%	203	39.5%	95	65.1%	37	35.6%	
23. Independent decision-making is encouraged in my work unit.	Agree	516	55.8%	311	60.5%	55	37.7%	64	61.5%	
	Neutral	166	18.0%	88	17.1%	26	17.8%	11	10.6%	
	Disagree	242	26.2%	115	22.4%	65	44.5%	29	27.9%	
24. I often think about leaving my job.	Agree	362	39.3%	217	42.1%	72	49.3%	38	36.2%	
	Neutral	190	20.7%	109	21.2%	27	18.5%	21	20.0%	
	Disagree	368	40.0%	189	36.7%	47	32.2%	46	43.8%	

Survey Items	Response Category	Work Location Comparisons							
		Region-Based		Central Office		Facilities		Other	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	389	42.0%	214	41.6%	32	21.9%	39	37.1%
	Neutral	155	16.7%	92	17.9%	29	19.9%	21	20.0%
	Disagree	382	41.3%	209	40.6%	85	58.2%	45	42.9%
26. Overall, I am satisfied with the benefits I receive.	Agree	595	64.3%	332	64.6%	70	47.9%	56	53.3%
	Neutral	156	16.9%	91	17.7%	29	19.9%	22	21.0%
	Disagree	174	18.8%	91	17.7%	47	32.2%	27	25.7%
27. I receive adequate training to perform my job.	Agree	490	52.9%	261	50.6%	60	41.1%	47	44.8%
	Neutral	195	21.0%	117	22.7%	21	14.4%	16	15.2%
	Disagree	242	26.1%	138	26.7%	65	44.5%	42	40.0%
28. I have the equipment and resources I need to perform my job.	Agree	497	53.7%	317	61.4%	59	40.4%	42	40.0%
	Neutral	148	16.0%	81	15.7%	21	14.4%	12	11.4%
	Disagree	280	30.3%	118	22.9%	66	45.2%	51	48.6%
29. I have the technology support I need to perform my job.	Agree	481	51.9%	293	56.9%	56	38.4%	35	33.3%
	Neutral	176	19.0%	82	15.9%	29	19.9%	26	24.8%
	Disagree	269	29.0%	140	27.2%	61	41.8%	44	41.9%
30. My workload and responsibilities are reasonable.	Agree	411	44.4%	257	49.8%	56	38.4%	39	37.1%
	Neutral	181	19.5%	99	19.2%	34	23.3%	30	28.6%
	Disagree	334	36.1%	160	31.0%	56	38.4%	36	34.3%
31. My job makes good use of my skills and abilities.	Agree	633	68.3%	323	62.6%	71	48.6%	69	65.7%
	Neutral	120	12.9%	81	15.7%	22	15.1%	13	12.4%
	Disagree	174	18.8%	112	21.7%	53	36.3%	23	21.9%
32. My work is interesting.	Agree	761	82.0%	398	77.1%	114	78.1%	90	85.7%
	Neutral	121	13.0%	73	14.1%	21	14.4%	9	8.6%
	Disagree	46	5.0%	45	8.7%	11	7.5%	6	5.7%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	574	61.9%	308	59.9%	72	49.3%	62	59.0%
	Neutral	182	19.6%	100	19.5%	23	15.8%	25	23.8%
	Disagree	171	18.4%	106	20.6%	51	34.9%	18	17.1%
34. There are opportunities for promotion and advancement.	Agree	309	33.4%	157	30.5%	51	34.9%	27	25.7%
	Neutral	232	25.1%	143	27.8%	28	19.2%	30	28.6%
	Disagree	385	41.6%	214	41.6%	67	45.9%	48	45.7%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	590	63.7%	371	71.9%	67	45.9%	63	60.6%
	Neutral	140	15.1%	79	15.3%	19	13.0%	14	13.5%
	Disagree	196	21.2%	66	12.8%	60	41.1%	27	26.0%

Job Supports and Resources

Survey Items		Response Category	Work Location Comparisons							
			Region-Based		Central Office		Facilities		Other	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	799	86.3%	413	79.9%	110	75.3%	87	82.9%
		Neutral	89	9.6%	81	15.7%	18	12.3%	13	12.4%
		Disagree	38	4.1%	23	4.4%	18	12.3%	5	4.8%
	37. I understand the goals of AHS re-organization.	Agree	505	54.5%	283	55.0%	43	29.7%	50	47.6%
		Neutral	234	25.3%	112	21.7%	40	27.6%	30	28.6%
		Disagree	187	20.2%	120	23.3%	62	42.8%	25	23.8%
	38. I believe in the goals of AHS re-organization.	Agree	401	43.3%	213	41.4%	38	26.0%	34	32.4%
		Neutral	364	39.3%	186	36.1%	67	45.9%	53	50.5%
		Disagree	162	17.5%	116	22.5%	41	28.1%	18	17.1%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	269	29.0%	133	25.9%	26	17.8%	22	21.2%
		Neutral	447	48.3%	223	43.4%	74	50.7%	57	54.8%
		Disagree	210	22.7%	158	30.7%	46	31.5%	25	24.0%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	328	35.5%	160	31.2%	37	25.5%	33	31.4%
		Neutral	384	41.6%	186	36.3%	63	43.4%	55	52.4%
		Disagree	211	22.9%	167	32.6%	45	31.0%	17	16.2%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	163	17.6%	56	10.9%	23	15.8%	18	17.1%
		Neutral	433	46.7%	234	45.7%	71	48.6%	56	53.3%
		Disagree	331	35.7%	222	43.4%	52	35.6%	31	29.5%

Table A4a. Regional Comparisons: Frequency of Responses (Percent)

Survey Items (Abbreviated)		Response Category	Regional Comparisons											
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury
			Percent (%)											
Leadership and Supervision	1. Job duties are clear	Agree	91.2%	81.9%	87.0%	73.3%	70.4%	74.3%	81.8%	87.7%	81.1%	82.5%	81.9%	77.3%
		Neutral	2.9%	11.1%	2.2%	11.6%	11.1%	14.3%	12.1%	8.8%	10.5%	11.3%	12.0%	13.6%
		Disagree	5.9%	6.9%	10.9%	15.1%	18.5%	11.4%	6.1%	3.5%	8.4%	6.3%	6.0%	9.1%
	2. Clear performance standards	Agree	76.5%	68.1%	76.1%	62.7%	63.0%	71.4%	81.8%	73.7%	75.8%	72.5%	68.3%	60.6%
		Neutral	17.6%	15.3%	8.7%	17.8%	14.8%	11.4%	12.1%	15.8%	12.6%	22.5%	13.4%	25.8%
		Disagree	5.9%	16.7%	15.2%	19.5%	22.2%	17.1%	6.1%	10.5%	11.6%	5.0%	18.3%	13.6%
	3. Feedback on job performance	Agree	73.5%	44.4%	58.7%	50.9%	51.9%	54.3%	69.7%	54.4%	55.3%	55.7%	62.7%	48.5%
		Neutral	11.8%	19.4%	13.0%	16.8%	14.8%	22.9%	12.1%	14.0%	19.1%	22.8%	12.0%	22.7%
		Disagree	14.7%	36.1%	28.3%	32.3%	33.3%	22.9%	18.2%	31.6%	25.5%	21.5%	25.3%	28.8%
	4. Changes timely & clear	Agree	47.1%	34.7%	43.5%	39.9%	40.7%	37.1%	48.5%	38.6%	51.6%	42.5%	43.4%	33.3%
		Neutral	29.4%	22.2%	26.1%	22.2%	25.9%	17.1%	30.3%	28.1%	18.9%	23.8%	16.9%	28.8%
		Disagree	23.5%	43.1%	30.4%	37.9%	33.3%	45.7%	21.2%	33.3%	29.5%	33.8%	39.8%	37.9%
	5. Recognition for good work	Agree	70.6%	50.0%	47.8%	59.0%	55.6%	71.4%	69.7%	52.6%	63.2%	66.3%	58.5%	50.0%
		Neutral	17.6%	23.6%	28.3%	15.4%	18.5%	5.7%	9.1%	21.1%	13.7%	13.8%	14.6%	21.2%
		Disagree	11.8%	26.4%	23.9%	25.6%	25.9%	22.9%	21.2%	26.3%	23.2%	20.0%	26.8%	28.8%
	6. Respected by supervisor	Agree	73.5%	62.0%	67.4%	67.9%	59.3%	68.6%	75.8%	59.6%	64.2%	70.0%	73.2%	60.6%
		Neutral	8.8%	21.1%	19.6%	12.6%	11.1%	25.7%	9.1%	26.3%	24.2%	17.5%	12.2%	16.7%
		Disagree	17.6%	16.9%	13.0%	19.5%	29.6%	5.7%	15.2%	14.0%	11.6%	12.5%	14.6%	22.7%
	7. Respect direct supervisor	Agree	82.4%	52.1%	63.0%	63.1%	59.3%	68.6%	75.8%	66.7%	65.3%	72.2%	69.9%	56.1%
		Neutral	5.9%	26.8%	23.9%	17.1%	22.2%	17.1%	15.2%	12.3%	21.1%	15.2%	16.9%	21.2%
		Disagree	11.8%	21.1%	13.0%	19.8%	18.5%	14.3%	9.1%	21.1%	13.7%	12.7%	13.3%	22.7%
	8. Receive annual performance evaluation	Agree	61.8%	52.8%	55.6%	57.9%	51.9%	71.4%	75.8%	76.8%	61.1%	56.4%	65.1%	37.9%
		Neutral	17.6%	16.7%	8.9%	16.1%	33.3%	8.6%	18.2%	5.4%	11.6%	12.8%	12.0%	18.2%
		Disagree	20.6%	30.6%	35.6%	26.0%	14.8%	20.0%	6.1%	17.9%	27.4%	30.8%	22.9%	43.9%

Survey Items (Abbreviated)		Response Category	Regional Comparisons											
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury
			Percent (%)											
Leadership and Supervision	9. Merit system is fair	Agree	38.2%	21.4%	23.9%	17.2%	18.5%	29.4%	24.2%	32.1%	21.1%	30.8%	25.9%	10.6%
		Neutral	32.4%	38.6%	37.0%	35.1%	37.0%	38.2%	42.4%	33.9%	30.5%	43.6%	32.1%	39.4%
		Disagree	29.4%	40.0%	39.1%	47.8%	44.4%	32.4%	33.3%	33.9%	48.4%	25.6%	42.0%	50.0%
	10. Leaders positive work environment	Agree	67.6%	26.4%	47.8%	37.5%	37.0%	34.3%	48.5%	31.6%	37.9%	40.0%	24.1%	26.6%
		Neutral	11.8%	30.6%	17.4%	22.9%	29.6%	20.0%	39.4%	26.3%	25.3%	25.0%	27.7%	23.4%
		Disagree	20.6%	43.1%	34.8%	39.6%	33.3%	45.7%	12.1%	42.1%	36.8%	35.0%	48.2%	50.0%
	11. Leaders support employees	Agree	64.7%	31.9%	45.7%	37.5%	44.4%	25.7%	54.5%	35.1%	43.2%	46.3%	26.5%	25.8%
		Neutral	17.6%	25.0%	21.7%	24.6%	29.6%	45.7%	30.3%	24.6%	27.4%	21.3%	26.5%	24.2%
		Disagree	17.6%	43.1%	32.6%	37.9%	25.9%	28.6%	15.2%	40.4%	29.5%	32.5%	47.0%	50.0%
12. Respect depart. leadership	Agree	67.6%	32.4%	43.5%	37.0%	40.7%	34.3%	48.5%	36.8%	47.4%	42.5%	31.3%	25.8%	
	Neutral	14.7%	22.5%	28.3%	27.7%	37.0%	37.1%	33.3%	22.8%	21.1%	27.5%	31.3%	30.3%	
	Disagree	17.6%	45.1%	28.3%	35.3%	22.2%	28.6%	18.2%	40.4%	31.6%	30.0%	37.3%	43.9%	
Work Environment	13. Physical environment satisfactory	Agree	41.2%	83.1%	58.7%	50.3%	29.6%	34.3%	66.7%	75.4%	52.6%	61.3%	61.0%	54.5%
		Neutral	14.7%	7.0%	19.6%	15.2%	18.5%	8.6%	6.1%	14.0%	11.6%	21.3%	14.6%	13.6%
		Disagree	44.1%	9.9%	21.7%	34.5%	51.9%	57.1%	27.3%	10.5%	35.8%	17.5%	24.4%	31.8%
	14. Mutual respect, teamwork, cooperation	Agree	67.6%	57.7%	54.3%	56.4%	51.9%	77.1%	72.7%	49.1%	58.9%	56.3%	55.4%	59.1%
		Neutral	14.7%	19.7%	30.4%	11.3%	14.8%	11.4%	9.1%	14.0%	14.7%	16.3%	21.7%	21.2%
		Disagree	17.6%	22.5%	15.2%	32.3%	33.3%	11.4%	18.2%	36.8%	26.3%	27.5%	22.9%	19.7%
	15. Respect diversity among staff	Agree	79.4%	71.4%	78.3%	72.9%	70.4%	77.1%	78.8%	73.7%	78.9%	71.3%	71.1%	71.2%
		Neutral	11.8%	22.9%	15.2%	18.2%	11.1%	14.3%	15.2%	12.3%	11.6%	22.5%	22.9%	18.2%
		Disagree	8.8%	5.7%	6.5%	8.9%	18.5%	8.6%	6.1%	14.0%	9.5%	6.3%	6.0%	10.6%
	16. Respect diversity of consumers	Agree	79.4%	83.1%	78.3%	79.0%	88.9%	88.6%	84.8%	71.4%	78.9%	77.2%	77.1%	71.2%
		Neutral	14.7%	11.3%	15.2%	16.2%	0.0%	11.4%	9.1%	19.6%	13.7%	16.5%	15.7%	18.2%
		Disagree	5.9%	5.6%	6.5%	4.8%	11.1%	0.0%	6.1%	8.9%	7.4%	6.3%	7.2%	10.6%
17. Accom. consumers with disabilities	Agree	82.4%	74.6%	78.3%	72.5%	81.5%	65.7%	81.8%	71.9%	72.6%	76.3%	77.1%	65.2%	
	Neutral	17.6%	22.5%	15.2%	22.3%	3.7%	25.7%	18.2%	17.5%	20.0%	22.5%	19.3%	22.7%	
	Disagree	0.0%	2.8%	6.5%	5.2%	14.8%	8.6%	0.0%	10.5%	7.4%	1.3%	3.6%	12.1%	

Survey Items (Abbreviated)		Response Category	Regional Comparisons												
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury	
			Percent (%)												
Work Environment	18. Use consumer information	Agree	67.6%	50.0%	54.3%	59.5%	48.1%	60.0%	66.7%	50.9%	56.8%	55.1%	50.6%	45.5%	
		Neutral	20.6%	38.6%	34.8%	26.8%	37.0%	25.7%	27.3%	29.8%	25.3%	32.1%	33.7%	34.8%	
		Disagree	11.8%	11.4%	10.9%	13.7%	14.8%	14.3%	6.1%	19.3%	17.9%	12.8%	15.7%	19.7%	
	19. New ideas encouraged	Agree	70.6%	54.9%	47.8%	55.7%	48.1%	60.0%	63.6%	43.9%	54.7%	52.5%	50.6%	53.0%	
		Neutral	11.8%	22.5%	19.6%	17.2%	22.2%	20.0%	18.2%	19.3%	24.2%	26.3%	24.1%	18.2%	
		Disagree	17.6%	22.5%	32.6%	27.1%	29.6%	20.0%	18.2%	36.8%	21.1%	21.3%	25.3%	28.8%	
	20. Excellent customer service	Agree	79.4%	64.8%	73.9%	60.5%	74.1%	80.0%	69.7%	59.6%	57.9%	61.3%	62.7%	51.5%	
		Neutral	0.0%	22.5%	10.9%	21.0%	14.8%	11.4%	18.2%	24.6%	29.5%	26.3%	24.1%	24.2%	
		Disagree	20.6%	12.7%	15.2%	18.6%	11.1%	8.6%	12.1%	15.8%	12.6%	12.5%	13.3%	24.2%	
	21. Opinions respected	Agree	79.4%	52.1%	54.3%	58.6%	55.6%	65.7%	69.7%	45.6%	64.2%	56.3%	57.8%	45.5%	
		Neutral	8.8%	21.1%	30.4%	16.9%	18.5%	22.9%	15.2%	28.1%	17.9%	20.0%	16.9%	34.8%	
		Disagree	11.8%	26.8%	15.2%	24.5%	25.9%	11.4%	15.2%	26.3%	17.9%	23.8%	25.3%	19.7%	
	22. Morale is good in my work unit	Agree	70.6%	42.3%	39.1%	37.2%	33.3%	54.3%	57.6%	28.1%	41.1%	38.8%	34.6%	28.8%	
		Neutral	11.8%	14.1%	26.1%	16.6%	11.1%	17.1%	21.2%	19.3%	16.8%	20.0%	22.2%	30.3%	
		Disagree	17.6%	43.7%	34.8%	46.2%	55.6%	28.6%	21.2%	52.6%	42.1%	41.3%	43.2%	40.9%	
	23. Decision-making is encouraged	Agree	73.5%	54.9%	50.0%	56.9%	51.9%	71.4%	54.5%	43.9%	57.9%	60.0%	53.0%	48.5%	
		Neutral	14.7%	21.1%	28.3%	14.8%	11.1%	20.0%	21.2%	22.8%	21.1%	18.8%	12.0%	21.2%	
		Disagree	11.8%	23.9%	21.7%	28.3%	37.0%	8.6%	24.2%	33.3%	21.1%	21.3%	34.9%	30.3%	
	24. Think about leaving job	Agree	29.4%	36.6%	45.7%	42.8%	51.9%	41.2%	24.2%	35.1%	31.6%	32.9%	42.7%	47.7%	
		Neutral	26.5%	21.1%	15.2%	20.0%	18.5%	20.6%	30.3%	21.1%	21.1%	25.3%	15.9%	20.0%	
		Disagree	44.1%	42.3%	39.1%	37.2%	29.6%	38.2%	45.5%	43.9%	47.4%	41.8%	41.5%	32.3%	
	Supports	25. Salary is fair	Agree	44.1%	43.1%	65.2%	33.2%	44.4%	45.7%	51.5%	47.4%	45.3%	43.8%	37.3%	48.5%
			Neutral	17.6%	20.8%	10.9%	18.2%	14.8%	11.4%	12.1%	10.5%	12.6%	18.8%	15.7%	24.2%
			Disagree	38.2%	36.1%	23.9%	48.6%	40.7%	42.9%	36.4%	42.1%	42.1%	37.5%	47.0%	27.3%
26. Satisfied with benefits		Agree	61.8%	70.8%	78.3%	61.0%	50.0%	77.1%	78.8%	66.7%	70.5%	56.3%	53.0%	66.7%	
		Neutral	14.7%	15.3%	13.0%	19.5%	26.9%	17.1%	12.1%	12.3%	8.4%	22.5%	18.1%	18.2%	
		Disagree	23.5%	13.9%	8.7%	19.5%	23.1%	5.7%	9.1%	21.1%	21.1%	21.3%	28.9%	15.2%	

Survey Items (Abbreviated)		Response Category	Regional Comparisons											
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury
			Percent (%)											
Job Supports and Resources	27. Adequate Training	Agree	64.7%	48.6%	41.3%	52.2%	44.4%	54.3%	63.6%	47.4%	65.3%	48.8%	54.2%	50.0%
		Neutral	8.8%	22.2%	34.8%	20.8%	25.9%	31.4%	21.2%	10.5%	20.0%	17.5%	19.3%	25.8%
		Disagree	26.5%	29.2%	23.9%	27.0%	29.6%	14.3%	15.2%	42.1%	14.7%	33.8%	26.5%	24.2%
	28. Equipment & resources I need	Agree	61.8%	59.7%	54.3%	52.2%	63.0%	48.6%	51.5%	49.1%	64.9%	52.5%	47.0%	49.2%
		Neutral	11.8%	11.1%	15.2%	16.0%	14.8%	14.3%	27.3%	10.5%	19.1%	17.5%	15.7%	16.9%
		Disagree	26.5%	29.2%	30.4%	31.7%	22.2%	37.1%	21.2%	40.4%	16.0%	30.0%	37.3%	33.8%
	29. Tech support I need	Agree	58.8%	52.8%	60.9%	49.1%	51.9%	48.6%	51.5%	45.6%	68.1%	55.0%	48.2%	40.9%
		Neutral	5.9%	18.1%	19.6%	15.7%	22.2%	28.6%	12.1%	19.3%	13.8%	23.8%	26.5%	28.8%
		Disagree	35.3%	29.2%	19.6%	35.2%	25.9%	22.9%	36.4%	35.1%	18.1%	21.3%	25.3%	30.3%
	30. Workload is reasonable	Agree	61.8%	47.2%	37.0%	45.7%	51.9%	47.1%	51.5%	31.6%	42.1%	43.8%	43.4%	39.4%
		Neutral	14.7%	18.1%	28.3%	15.4%	18.5%	14.7%	24.2%	19.3%	21.1%	23.8%	18.1%	31.8%
		Disagree	23.5%	34.7%	34.8%	38.9%	29.6%	38.2%	24.2%	49.1%	36.8%	32.5%	38.6%	28.8%
	31. Good use of skills and abilities	Agree	79.4%	75.0%	65.2%	66.8%	70.4%	62.9%	72.7%	61.4%	77.9%	62.5%	66.3%	68.2%
		Neutral	8.8%	11.1%	10.9%	11.3%	18.5%	20.0%	15.2%	17.5%	8.4%	20.0%	12.0%	12.1%
		Disagree	11.8%	13.9%	23.9%	21.9%	11.1%	17.1%	12.1%	21.1%	13.7%	17.5%	21.7%	19.7%
	32. Work is interesting	Agree	91.2%	88.9%	73.9%	79.9%	74.1%	82.9%	81.8%	78.9%	85.3%	82.5%	85.5%	80.3%
		Neutral	5.9%	8.3%	10.9%	14.0%	25.9%	17.1%	12.1%	14.0%	10.5%	12.5%	12.0%	16.7%
		Disagree	2.9%	2.8%	15.2%	6.1%			6.1%	7.0%	4.2%	5.0%	2.4%	3.0%
	33. Professional growth	Agree	73.5%	65.3%	58.7%	59.9%	59.3%	71.4%	60.6%	59.6%	68.4%	55.0%	63.9%	57.6%
		Neutral	14.7%	13.9%	19.6%	22.6%	25.9%	20.0%	27.3%	17.5%	13.7%	21.3%	18.1%	21.2%
		Disagree	11.8%	20.8%	21.7%	17.5%	14.8%	8.6%	12.1%	22.8%	17.9%	23.8%	18.1%	21.2%
	34. Job advancement	Agree	47.1%	31.9%	37.0%	28.0%	25.9%	28.6%	33.3%	33.3%	38.3%	43.8%	40.2%	28.8%
		Neutral	23.5%	27.8%	28.3%	24.9%	37.0%	34.3%	21.2%	26.3%	17.0%	21.3%	23.2%	28.8%
		Disagree	29.4%	40.3%	34.8%	47.1%	37.0%	37.1%	45.5%	40.4%	44.7%	35.0%	36.6%	42.4%
	35. Flexible balance work and personal	Agree	76.5%	63.9%	71.7%	63.1%	70.4%	80.0%	66.7%	47.4%	73.4%	56.3%	53.0%	64.6%
		Neutral	11.8%	19.4%	17.4%	13.3%	18.5%	11.4%	15.2%	29.8%	13.8%	10.0%	15.7%	12.3%
		Disagree	11.8%	16.7%	10.9%	23.5%	11.1%	8.6%	18.2%	22.8%	12.8%	33.8%	31.3%	23.1%

Survey Items (Abbreviated)		Response Category	Regional Comparisons											
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury
			Percent (%)											
Work of AHS	36. My work makes a difference	Agree	87.9%	93.1%	78.3%	84.3%	88.9%	100.0%	90.9%	84.2%	88.4%	90.0%	86.7%	74.2%
		Neutral	9.1%	6.9%	17.4%	11.3%	7.4%	0.0%	6.1%	8.8%	9.5%	2.5%	10.8%	16.7%
		Disagree	3.0%	0.0%	4.3%	4.4%	3.7%	0.0%	3.0%	7.0%	2.1%	7.5%	2.4%	9.1%
	37. Understand goals of re-org	Agree	60.6%	66.7%	63.0%	51.2%	59.3%	65.7%	54.5%	54.4%	52.1%	42.5%	55.4%	57.6%
		Neutral	21.2%	25.0%	23.9%	26.3%	22.2%	20.0%	24.2%	19.3%	30.9%	28.7%	21.7%	27.3%
		Disagree	18.2%	8.3%	13.0%	22.5%	18.5%	14.3%	21.2%	26.3%	17.0%	28.7%	22.9%	15.2%
	38. Believe in goals of re-org	Agree	51.5%	54.2%	60.9%	36.2%	48.1%	45.7%	48.5%	38.6%	40.0%	37.5%	49.4%	48.5%
		Neutral	33.3%	31.9%	21.7%	43.0%	48.1%	40.0%	30.3%	47.4%	40.0%	41.3%	38.6%	34.8%
		Disagree	15.2%	13.9%	17.4%	20.8%	3.7%	14.3%	21.2%	14.0%	20.0%	21.3%	12.0%	16.7%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	33.3%	33.3%	41.3%	23.6%	48.1%	34.3%	30.3%	26.3%	27.4%	28.7%	30.1%	28.8%
		Neutral	42.4%	47.2%	34.8%	50.0%	44.4%	42.9%	48.5%	54.4%	51.6%	48.8%	50.6%	45.5%
		Disagree	24.2%	19.4%	23.9%	26.4%	7.4%	22.9%	21.2%	19.3%	21.1%	22.5%	19.3%	25.8%
	40. Positive about change with re-org	Agree	45.5%	38.9%	47.8%	28.1%	51.9%	28.6%	42.4%	35.7%	33.7%	39.2%	39.8%	37.9%
		Neutral	33.3%	45.8%	32.6%	43.8%	40.7%	48.6%	42.4%	39.3%	40.0%	40.5%	41.0%	40.9%
		Disagree	21.2%	15.3%	19.6%	28.1%	7.4%	22.9%	15.2%	25.0%	26.3%	20.3%	19.3%	21.2%
	41. Re-org has improved services	Agree	24.2%	25.0%	23.9%	13.3%	25.9%	14.3%	33.3%	10.5%	14.7%	15.0%	19.3%	22.7%
		Neutral	54.5%	45.8%	37.0%	48.8%	44.4%	40.0%	39.4%	38.6%	41.1%	57.5%	50.6%	48.5%
		Disagree	21.2%	29.2%	39.1%	37.9%	29.6%	45.7%	27.3%	50.9%	44.2%	27.5%	30.1%	28.8%

Table A4b. Regional Comparisons: Frequency of Responses (Count)

Survey Items (Abbreviated)	Response Category	Regional Comparisons												
		Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury	
		Count (#)												
Leadership and Supervision	1. Job duties are clear	Agree	31	59	40	214	19	26	27	50	77	66	68	51
		Neutral	1	8	1	34	3	5	4	5	10	9	10	9
		Disagree	2	5	5	44	5	4	2	2	8	5	5	6
	2. Clear performance standards	Agree	26	49	35	183	17	25	27	42	72	58	56	40
		Neutral	6	11	4	52	4	4	4	9	12	18	11	17
		Disagree	2	12	7	57	6	6	2	6	11	4	15	9
	3. Feedback on job performance	Agree	25	32	27	148	14	19	23	31	52	44	52	32
		Neutral	4	14	6	49	4	8	4	8	18	18	10	15
		Disagree	5	26	13	94	9	8	6	18	24	17	21	19
	4. Changes timely & clear	Agree	16	25	20	117	11	13	16	22	49	34	36	22
		Neutral	10	16	12	65	7	6	10	16	18	19	14	19
		Disagree	8	31	14	111	9	16	7	19	28	27	33	25
	5. Recognition for good work	Agree	24	36	22	173	15	25	23	30	60	53	48	33
		Neutral	6	17	13	45	5	2	3	12	13	11	12	14
		Disagree	4	19	11	75	7	8	7	15	22	16	22	19
	6. Respected by supervisor	Agree	25	44	31	199	16	24	25	34	61	56	60	40
		Neutral	3	15	9	37	3	9	3	15	23	14	10	11
		Disagree	6	12	6	57	8	2	5	8	11	10	12	15
	7. Respect direct supervisor	Agree	28	37	29	185	16	24	25	38	62	57	58	37
		Neutral	2	19	11	50	6	6	5	7	20	12	14	14
		Disagree	4	15	6	58	5	5	3	12	13	10	11	15
	8. Receive annual performance evaluation	Agree	21	38	25	169	14	25	25	43	58	44	54	25
		Neutral	6	12	4	47	9	3	6	3	11	10	10	12
		Disagree	7	22	16	76	4	7	2	10	26	24	19	29

Survey Items (Abbreviated)		Response Category	Regional Comparisons											
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury
			Count (#)											
Leadership and Supervision	9. Merit system is fair	Agree	13	15	11	50	5	10	8	18	20	24	21	7
		Neutral	11	27	17	102	10	13	14	19	29	34	26	26
		Disagree	10	28	18	139	12	11	11	19	46	20	34	33
	10. Leaders positive work environment	Agree	23	19	22	110	10	12	16	18	36	32	20	17
		Neutral	4	22	8	67	8	7	13	15	24	20	23	15
		Disagree	7	31	16	116	9	16	4	24	35	28	40	32
	11. Leaders support employees	Agree	22	23	21	110	12	9	18	20	41	37	22	17
		Neutral	6	18	10	72	8	16	10	14	26	17	22	16
		Disagree	6	31	15	111	7	10	5	23	28	26	39	33
12. Respect depart. leadership	Agree	23	23	20	108	11	12	16	21	45	34	26	17	
	Neutral	5	16	13	81	10	13	11	13	20	22	26	20	
	Disagree	6	32	13	103	6	10	6	23	30	24	31	29	
Work Environment	13. Physical environment satisfactory	Agree	14	59	27	146	8	12	22	43	50	49	50	36
		Neutral	5	5	9	44	5	3	2	8	11	17	12	9
		Disagree	15	7	10	100	14	20	9	6	34	14	20	21
	14. Mutual respect, team work, cooperation	Agree	23	41	25	164	14	27	24	28	56	45	46	39
		Neutral	5	14	14	33	4	4	3	8	14	13	18	14
		Disagree	6	16	7	94	9	4	6	21	25	22	19	13
	15. Respect diversity among staff	Agree	27	50	36	212	19	27	26	42	75	57	59	47
		Neutral	4	16	7	53	3	5	5	7	11	18	19	12
		Disagree	3	4	3	26	5	3	2	8	9	5	5	7
	16. Respect diversity of consumers	Agree	27	59	36	230	24	31	28	40	75	61	64	47
		Neutral	5	8	7	47		4	3	11	13	13	13	12
Disagree		2	4	3	14	3		2	5	7	5	6	7	
17. Accom. consumers with disabilities	Agree	28	53	36	211	22	23	27	41	69	61	64	43	
	Neutral	6	16	7	65	1	9	6	10	19	18	16	15	
	Disagree		2	3	15	4	3		6	7	1	3	8	

Survey Items (Abbreviated)	Response Category	Regional Comparisons												
		Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury	
		Count (#)												
Work Environment	18. Use consumer information	Agree	23	35	25	173	13	21	22	29	54	43	42	30
		Neutral	7	27	16	78	10	9	9	17	24	25	28	23
		Disagree	4	8	5	40	4	5	2	11	17	10	13	13
	19. New ideas encouraged	Agree	24	39	22	162	13	21	21	25	52	42	42	35
		Neutral	4	16	9	50	6	7	6	11	23	21	20	12
		Disagree	6	16	15	79	8	7	6	21	20	17	21	19
	20. Excellent customer service	Agree	27	46	34	176	20	28	23	34	55	49	52	34
		Neutral		16	5	61	4	4	6	14	28	21	20	16
		Disagree	7	9	7	54	3	3	4	9	12	10	11	16
	21. Opinions respected	Agree	27	37	25	170	15	23	23	26	61	45	48	30
		Neutral	3	15	14	49	5	8	5	16	17	16	14	23
		Disagree	4	19	7	71	7	4	5	15	17	19	21	13
	22. Morale is good in my work unit	Agree	24	30	18	108	9	19	19	16	39	31	28	19
		Neutral	4	10	12	48	3	6	7	11	16	16	18	20
		Disagree	6	31	16	134	15	10	7	30	40	33	35	27
23. Decision-making is encouraged	Agree	25	39	23	165	14	25	18	25	55	48	44	32	
	Neutral	5	15	13	43	3	7	7	13	20	15	10	14	
	Disagree	4	17	10	82	10	3	8	19	20	17	29	20	
24. Think about leaving job	Agree	10	26	21	124	14	14	8	20	30	26	35	31	
	Neutral	9	15	7	58	5	7	10	12	20	20	13	13	
	Disagree	15	30	18	108	8	13	15	25	45	33	34	21	
Supports	25. Salary is fair	Agree	15	31	30	97	12	16	17	27	43	35	31	32
		Neutral	6	15	5	53	4	4	4	6	12	15	13	16
		Disagree	13	26	11	142	11	15	12	24	40	30	39	18
	26. Satisfied with benefits	Agree	21	51	36	178	13	27	26	38	67	45	44	44
		Neutral	5	11	6	57	7	6	4	7	8	18	15	12
	Disagree	8	10	4	57	6	2	3	12	20	17	24	10	

Survey Items (Abbreviated)	Response Category	Regional Comparisons												
		Brattle- boro	Barre	Benning- ton	Burling- ton	Hart- ford	Middle- bury	Morris- ville	New- port	Rut- land	Spring- field	St. Albans	St. Johns- bury	
		Count (#)												
Job Supports and Resources	27. Adequate Training	Agree	22	35	19	153	12	19	21	27	62	39	45	33
		Neutral	3	16	16	61	7	11	7	6	19	14	16	17
		Disagree	9	21	11	79	8	5	5	24	14	27	22	16
	28. Equipment & resources I need	Agree	21	43	25	153	17	17	17	28	61	42	39	32
		Neutral	4	8	7	47	4	5	9	6	18	14	13	11
		Disagree	9	21	14	93	6	13	7	23	15	24	31	22
	29. Tech support I need	Agree	20	38	28	144	14	17	17	26	64	44	40	27
		Neutral	2	13	9	46	6	10	4	11	13	19	22	19
		Disagree	12	21	9	103	7	8	12	20	17	17	21	20
	30. Workload is reasonable	Agree	21	34	17	134	14	16	17	18	40	35	36	26
		Neutral	5	13	13	45	5	5	8	11	20	19	15	21
		Disagree	8	25	16	114	8	13	8	28	35	26	32	19
	31. Good use of skills and abilities	Agree	27	54	30	195	19	22	24	35	74	50	55	45
		Neutral	3	8	5	33	5	7	5	10	8	16	10	8
		Disagree	4	10	11	64	3	6	4	12	13	14	18	13
	32. Work is interesting	Agree	31	64	34	234	20	29	27	45	81	66	71	53
		Neutral	2	6	5	41	7	6	4	8	10	10	10	11
		Disagree	1	2	7	18			2	4	4	4	2	2
	33. Professional growth	Agree	25	47	27	175	16	25	20	34	65	44	53	38
		Neutral	5	10	9	66	7	7	9	10	13	17	15	14
		Disagree	4	15	10	51	4	3	4	13	17	19	15	14
	34. Job advancement	Agree	16	23	17	82	7	10	11	19	36	35	33	19
		Neutral	8	20	13	73	10	12	7	15	16	17	19	19
		Disagree	10	29	16	138	10	13	15	23	42	28	30	28
	35. Flexible balance work and personal	Agree	26	46	33	185	19	28	22	27	69	45	44	42
		Neutral	4	14	8	39	5	4	5	17	13	8	13	8
		Disagree	4	12	5	69	3	3	6	13	12	27	26	15

Survey Items (Abbreviated)		Response Category	Regional Comparisons											
			Brattle-boro	Barre	Benning-ton	Burling-ton	Hart-ford	Middle-bury	Morris-ville	New-port	Rut-land	Spring-field	St. Albans	St. Johns-bury
			Count (#)											
Work of AHS	36. My work makes a difference	Agree	29	67	36	247	24	35	30	48	84	72	72	49
		Neutral	3	5	8	33	2	0	2	5	9	2	9	11
		Disagree	1		2	13	1	0	1	4	2	6	2	6
	37. Understand goals of re-org	Agree	20	48	29	150	16	23	18	31	49	34	46	38
		Neutral	7	18	11	77	6	7	8	11	29	23	18	18
		Disagree	6	6	6	66	5	5	7	15	16	23	19	10
	38. Believe in goals of re-org	Agree	17	39	28	106	13	16	16	22	38	30	41	32
		Neutral	11	23	10	126	13	14	10	27	38	33	32	23
		Disagree	5	10	8	61	1	5	7	8	19	17	10	11
	39. Goals of re-org are achievable in 3-5 yrs	Agree	11	24	19	69	13	12	10	15	26	23	25	19
		Neutral	14	34	16	146	12	15	16	31	49	39	42	30
		Disagree	8	14	11	77	2	8	7	11	20	18	16	17
	40. Positive about change with re-org	Agree	15	28	22	82	14	10	14	20	32	31	33	25
		Neutral	11	33	15	128	11	17	14	22	38	32	34	27
		Disagree	7	11	9	82	2	8	5	14	25	16	16	14
	41. Re-org has improved services	Agree	8	18	11	39	7	5	11	6	14	12	16	15
		Neutral	18	33	17	143	12	14	13	22	39	46	42	32
		Disagree	7	21	18	111	8	16	9	29	42	22	25	19

Table A5. Job Type Comparisons: Frequency of Responses

Survey Items	Response Category	Job Type Comparisons							
		Manager/ Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
1. My job duties are clear to me.	Agree	259	79.4%	253	72.5%	130	69.5%	491	77.2%
	Neutral	35	10.7%	39	11.2%	27	14.4%	75	11.8%
	Disagree	32	9.8%	57	16.3%	30	16.0%	70	11.0%
2. The job performance standards are clear to me.	Agree	221	68.0%	229	65.6%	110	58.5%	423	66.6%
	Neutral	59	18.2%	59	16.9%	32	17.0%	97	15.3%
	Disagree	45	13.8%	61	17.5%	46	24.5%	115	18.1%
3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	179	55.4%	174	49.9%	103	54.8%	347	54.9%
	Neutral	65	20.1%	71	20.3%	26	13.8%	98	15.5%
	Disagree	79	24.5%	104	29.8%	59	31.4%	187	29.6%
4. Changes in work expectations are timely and clear.	Agree	144	44.2%	137	39.1%	79	42.2%	248	39.1%
	Neutral	80	24.5%	94	26.9%	49	26.2%	132	20.8%
	Disagree	102	31.3%	119	34.0%	59	31.6%	255	40.2%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	196	60.1%	211	60.3%	118	62.8%	374	59.0%
	Neutral	58	17.8%	56	16.0%	34	18.1%	99	15.6%
	Disagree	72	22.1%	83	23.7%	36	19.1%	161	25.4%
6. I feel respected by my direct supervisor.	Agree	244	74.8%	220	62.9%	138	73.4%	426	67.4%
	Neutral	47	14.4%	69	19.7%	24	12.8%	88	13.9%
	Disagree	35	10.7%	61	17.4%	26	13.8%	118	18.7%
7. I have respect for, and confidence in, my direct supervisor.	Agree	229	70.2%	221	63.3%	131	69.7%	413	65.3%
	Neutral	57	17.5%	66	18.9%	28	14.9%	103	16.3%
	Disagree	40	12.3%	62	17.8%	29	15.4%	116	18.4%
8. I receive an annual performance evaluation each year.	Agree	154	47.4%	197	57.1%	80	43.5%	357	56.7%
	Neutral	57	17.5%	46	13.3%	40	21.7%	80	12.7%
	Disagree	114	35.1%	102	29.6%	64	34.8%	193	30.6%
9. The merit award system is fair.	Agree	80	24.6%	72	20.8%	28	15.2%	120	19.1%
	Neutral	113	34.8%	134	38.7%	78	42.4%	241	38.4%
	Disagree	132	40.6%	140	40.5%	78	42.4%	266	42.4%
10. Department leadership strives to create and maintain a positive work environment.	Agree	133	40.8%	136	38.9%	76	40.4%	217	34.3%
	Neutral	77	23.6%	80	22.9%	50	26.6%	146	23.1%
	Disagree	116	35.6%	134	38.3%	62	33.0%	270	42.7%
11. The leadership of my department demonstrates support for its employees.	Agree	132	40.6%	136	38.9%	84	44.7%	237	37.3%
	Neutral	81	24.9%	93	26.6%	47	25.0%	144	22.7%
	Disagree	112	34.5%	121	34.6%	57	30.3%	254	40.0%
12. I have respect for and confidence in departmental leadership.	Agree	129	39.7%	145	41.5%	80	42.8%	233	36.8%
	Neutral	84	25.8%	101	28.9%	60	32.1%	160	25.3%
	Disagree	112	34.5%	103	29.5%	47	25.1%	240	37.9%

Leadership and Supervision

Survey Items	Response Category	Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	176	54.3%	169	48.6%	102	54.5%	333	52.5%
		Neutral	49	15.1%	67	19.3%	38	20.3%	91	14.4%
		Disagree	99	30.6%	112	32.2%	47	25.1%	210	33.1%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	235	72.3%	179	51.4%	121	64.4%	344	54.3%
		Neutral	37	11.4%	65	18.7%	33	17.6%	103	16.2%
		Disagree	53	16.3%	104	29.9%	34	18.1%	187	29.5%
	15. My work unit respects cultural diversity among our staff.	Agree	252	77.8%	256	73.6%	128	68.4%	452	71.4%
		Neutral	53	16.4%	63	18.1%	49	26.2%	114	18.0%
		Disagree	19	5.9%	29	8.3%	10	5.3%	67	10.6%
	16. My work unit respects cultural diversity among our consumers.	Agree	263	80.9%	271	77.9%	144	77.4%	494	78.3%
		Neutral	47	14.5%	57	16.4%	34	18.3%	90	14.3%
		Disagree	15	4.6%	20	5.7%	8	4.3%	47	7.4%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	248	76.3%	258	74.1%	127	67.9%	469	74.0%
		Neutral	60	18.5%	72	20.7%	54	28.9%	126	19.9%
		Disagree	17	5.2%	18	5.2%	6	3.2%	39	6.2%
	18. My work unit uses information from consumers to improve AHS services.	Agree	207	63.9%	180	52.3%	116	61.7%	324	51.2%
		Neutral	89	27.5%	125	36.3%	52	27.7%	200	31.6%
		Disagree	28	8.6%	39	11.3%	20	10.6%	109	17.2%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	223	68.6%	174	50.0%	122	64.9%	315	49.6%
		Neutral	52	16.0%	82	23.6%	33	17.6%	126	19.8%
		Disagree	50	15.4%	92	26.4%	33	17.6%	194	30.6%
	20. My work environment supports excellent customer service.	Agree	229	70.5%	228	65.5%	114	61.0%	367	58.1%
		Neutral	57	17.5%	72	20.7%	55	29.4%	144	22.8%
		Disagree	39	12.0%	48	13.8%	18	9.6%	121	19.1%
21. At work, my opinions are listened to and respected.	Agree	229	70.5%	181	52.2%	128	68.1%	347	54.6%	
	Neutral	58	17.8%	81	23.3%	29	15.4%	122	19.2%	
	Disagree	38	11.7%	85	24.5%	31	16.5%	166	26.1%	
22. Employee morale in my work unit is good.	Agree	148	45.5%	124	35.6%	82	43.6%	232	36.8%	
	Neutral	64	19.7%	70	20.1%	43	22.9%	109	17.3%	
	Disagree	113	34.8%	154	44.3%	63	33.5%	290	46.0%	
23. Independent decision-making is encouraged in my work unit.	Agree	211	65.1%	195	56.2%	113	60.1%	334	52.8%	
	Neutral	54	16.7%	72	20.7%	30	16.0%	100	15.8%	
	Disagree	59	18.2%	80	23.1%	45	23.9%	199	31.4%	
24. I often think about leaving my job.	Agree	124	38.4%	158	45.5%	66	35.1%	249	39.4%	
	Neutral	75	23.2%	75	21.6%	43	22.9%	123	19.5%	
	Disagree	124	38.4%	114	32.9%	79	42.0%	260	41.1%	

Survey Items	Response Category	Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	145	44.5%	137	39.3%	73	38.8%	266	42.0%
	Neutral	42	12.9%	66	18.9%	28	14.9%	113	17.8%
	Disagree	139	42.6%	146	41.8%	87	46.3%	255	40.2%
26. Overall, I am satisfied with the benefits I receive.	Agree	216	66.3%	225	64.7%	125	66.5%	393	62.1%
	Neutral	56	17.2%	68	19.5%	30	16.0%	104	16.4%
	Disagree	54	16.6%	55	15.8%	33	17.6%	136	21.5%
27. I receive adequate training to perform my job.	Agree	175	53.7%	166	47.4%	89	47.6%	334	52.7%
	Neutral	65	19.9%	78	22.3%	47	25.1%	128	20.2%
	Disagree	86	26.4%	106	30.3%	51	27.3%	172	27.1%
28. I have the equipment and resources I need to perform my job.	Agree	169	51.8%	219	62.6%	114	60.6%	311	49.2%
	Neutral	50	15.3%	61	17.4%	32	17.0%	100	15.8%
	Disagree	107	32.8%	70	20.0%	42	22.3%	221	35.0%
29. I have the technology support I need to perform my job.	Agree	143	43.9%	200	57.3%	98	52.1%	329	52.0%
	Neutral	54	16.6%	68	19.5%	30	16.0%	125	19.7%
	Disagree	129	39.6%	81	23.2%	60	31.9%	179	28.3%
30. My workload and responsibilities are reasonable.	Agree	132	40.6%	181	51.7%	104	55.3%	260	40.9%
	Neutral	61	18.8%	78	22.3%	33	17.6%	124	19.5%
	Disagree	132	40.6%	91	26.0%	51	27.1%	251	39.5%
31. My job makes good use of my skills and abilities.	Agree	242	74.2%	206	59.0%	120	63.8%	420	66.1%
	Neutral	35	10.7%	63	18.1%	24	12.8%	81	12.8%
	Disagree	49	15.0%	80	22.9%	44	23.4%	134	21.1%
32. My work is interesting.	Agree	294	90.5%	235	67.1%	151	80.3%	531	83.6%
	Neutral	24	7.4%	72	20.6%	23	12.2%	72	11.3%
	Disagree	7	2.2%	43	12.3%	14	7.4%	32	5.0%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	241	74.2%	164	47.0%	118	63.4%	383	60.4%
	Neutral	52	16.0%	82	23.5%	39	21.0%	119	18.8%
	Disagree	32	9.8%	103	29.5%	29	15.6%	132	20.8%
34. There are opportunities for promotion and advancement.	Agree	138	42.6%	94	26.9%	43	23.0%	202	31.9%
	Neutral	93	28.7%	84	24.0%	54	28.9%	162	25.6%
	Disagree	93	28.7%	172	49.1%	90	48.1%	270	42.6%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	206	63.2%	240	68.6%	145	77.1%	387	61.1%
	Neutral	60	18.4%	57	16.3%	26	13.8%	88	13.9%
	Disagree	60	18.4%	53	15.1%	17	9.0%	158	25.0%

Job Supports and Resources

Survey Items		Response Category	Job Type Comparisons							
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	294	90.2%	251	71.9%	155	82.4%	559	88.2%
		Neutral	24	7.4%	78	22.3%	21	11.2%	50	7.9%
		Disagree	8	2.5%	20	5.7%	12	6.4%	25	3.9%
	37. I understand the goals of AHS re-organization.	Agree	197	60.4%	181	52.0%	105	55.9%	319	50.5%
		Neutral	62	19.0%	91	26.1%	40	21.3%	171	27.1%
		Disagree	67	20.6%	76	21.8%	43	22.9%	142	22.5%
	38. I believe in the goals of AHS re-organization.	Agree	163	50.0%	131	37.6%	89	47.3%	252	39.7%
		Neutral	106	32.5%	145	41.7%	71	37.8%	255	40.2%
		Disagree	57	17.5%	72	20.7%	28	14.9%	127	20.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	93	28.7%	95	27.3%	60	31.9%	163	25.8%
		Neutral	146	45.1%	168	48.3%	78	41.5%	306	48.3%
		Disagree	85	26.2%	85	24.4%	50	26.6%	164	25.9%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	115	35.5%	120	34.6%	71	37.8%	202	32.0%
		Neutral	120	37.0%	139	40.1%	70	37.2%	272	43.0%
		Disagree	89	27.5%	88	25.4%	47	25.0%	158	25.0%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	46	14.1%	46	13.3%	27	14.4%	108	17.1%
		Neutral	140	42.9%	178	51.4%	96	51.3%	290	45.8%
		Disagree	140	42.9%	122	35.3%	64	34.2%	235	37.1%

Table A6. Length of AHS Employment Comparisons: Frequency of Responses

Survey Items (Abbreviated)	Response Category	Length of AHS Employment Comparisons											
		< 1 yr		1 to < 2 yrs		2 to <5 yrs		5 to <10 yrs		10 to 20 yrs		> 20 yrs	
		#	%	#	%	#	%	#	%	#	%	#	%
1. Job duties are clear	Agree	79	71.8%	87	73.1%	185	79.4%	256	77.3%	296	73.4%	257	77.6%
	Neutral	10	9.1%	20	16.8%	23	9.9%	36	10.9%	47	11.7%	40	12.1%
	Disagree	21	19.1%	12	10.1%	25	10.7%	39	11.8%	60	14.9%	34	10.3%
2. Clear performance standards	Agree	63	57.3%	79	66.4%	160	68.7%	221	66.8%	255	63.3%	223	67.6%
	Neutral	26	23.6%	26	21.8%	41	17.6%	48	14.5%	64	15.9%	53	16.1%
	Disagree	21	19.1%	14	11.8%	32	13.7%	62	18.7%	84	20.8%	54	16.4%
3. Feedback on job performance	Agree	73	66.4%	68	57.1%	142	61.5%	177	54.0%	192	47.8%	165	49.8%
	Neutral	15	13.6%	18	15.1%	28	12.1%	54	16.5%	79	19.7%	73	22.1%
	Disagree	22	20.0%	33	27.7%	61	26.4%	97	29.6%	131	32.6%	93	28.1%
4. Changes timely & clear	Agree	49	44.5%	50	42.0%	114	48.9%	138	41.8%	131	32.4%	129	39.0%
	Neutral	34	30.9%	35	29.4%	55	23.6%	67	20.3%	92	22.8%	89	26.9%
	Disagree	27	24.5%	34	28.6%	64	27.5%	125	37.9%	181	44.8%	113	34.1%
5. Recognition for good work	Agree	77	70.0%	64	54.2%	160	68.7%	201	60.7%	216	53.5%	193	58.3%
	Neutral	21	19.1%	27	22.9%	24	10.3%	47	14.2%	69	17.1%	70	21.1%
	Disagree	12	10.9%	27	22.9%	49	21.0%	83	25.1%	119	29.5%	68	20.5%
6. Feel respected by supervisor	Agree	87	79.1%	78	66.1%	165	71.1%	226	68.5%	259	64.1%	234	70.7%
	Neutral	14	12.7%	26	22.0%	27	11.6%	48	14.5%	66	16.3%	50	15.1%
	Disagree	9	8.2%	14	11.9%	40	17.2%	56	17.0%	79	19.6%	47	14.2%
7. Respect direct supervisor	Agree	85	77.3%	92	77.3%	161	69.7%	215	65.2%	242	60.0%	219	66.2%
	Neutral	15	13.6%	14	11.8%	32	13.9%	63	19.1%	75	18.6%	58	17.5%
	Disagree	10	9.1%	13	10.9%	38	16.5%	52	15.8%	86	21.3%	54	16.3%
8. Receive annual performance evaluation	Agree	49	47.6%	61	51.7%	141	61.0%	187	56.8%	212	52.7%	153	46.5%
	Neutral	50	48.5%	24	20.3%	27	11.7%	36	10.9%	46	11.4%	45	13.7%
	Disagree	4	3.9%	33	28.0%	63	27.3%	106	32.2%	144	35.8%	131	39.8%
9. Merit system is fair	Agree	27	25.0%	23	19.8%	63	27.4%	68	20.7%	68	17.0%	52	15.9%
	Neutral	59	54.6%	55	47.4%	86	37.4%	120	36.5%	142	35.6%	117	35.8%
	Disagree	22	20.4%	38	32.8%	81	35.2%	141	42.9%	189	47.4%	158	48.3%
10. Leaders positive work environment	Agree	63	57.3%	53	44.5%	95	40.9%	110	33.1%	131	32.5%	118	35.6%
	Neutral	25	22.7%	24	20.2%	58	25.0%	92	27.7%	87	21.6%	75	22.7%
	Disagree	22	20.0%	42	35.3%	79	34.1%	130	39.2%	185	45.9%	138	41.7%
11. Leaders support employees	Agree	71	64.5%	58	48.7%	108	46.4%	120	36.3%	121	29.9%	121	36.7%
	Neutral	20	18.2%	24	20.2%	49	21.0%	90	27.2%	101	24.9%	87	26.4%
	Disagree	19	17.3%	37	31.1%	76	32.6%	121	36.6%	183	45.2%	122	37.0%
12. Respect departmental leadership	Agree	68	61.8%	57	47.9%	109	47.4%	125	37.8%	114	28.1%	122	37.0%
	Neutral	24	21.8%	32	26.9%	57	24.8%	93	28.1%	123	30.4%	86	26.1%
	Disagree	18	16.4%	30	25.2%	64	27.8%	113	34.1%	168	41.5%	122	37.0%

Survey Items (Abbreviated)	Response Category	Length of AHS Employment Comparisons												
		< 1 yr		1 to < 2 yrs		2 to <5 yrs		5 to <10 yrs		10 to 20 yrs		> 20 yrs		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work Environment	13. Physical environment satisfactory	Agree	67	60.9%	56	47.9%	127	54.7%	156	47.4%	212	52.6%	178	53.8%
		Neutral	20	18.2%	31	26.5%	42	18.1%	53	16.1%	55	13.6%	45	13.6%
		Disagree	23	20.9%	30	25.6%	63	27.2%	120	36.5%	136	33.7%	108	32.6%
	14. Mutual respect, team work, cooperation	Agree	75	68.2%	63	53.8%	135	58.2%	176	53.3%	227	56.0%	215	65.0%
		Neutral	14	12.7%	23	19.7%	31	13.4%	62	18.8%	72	17.8%	42	12.7%
		Disagree	21	19.1%	31	26.5%	66	28.4%	92	27.9%	106	26.2%	74	22.4%
	15. Respect diversity among staff	Agree	79	71.8%	79	67.5%	170	73.6%	233	70.8%	299	74.0%	244	73.9%
		Neutral	24	21.8%	28	23.9%	42	18.2%	65	19.8%	68	16.8%	60	18.2%
		Disagree	7	6.4%	10	8.5%	19	8.2%	31	9.4%	37	9.2%	26	7.9%
	16. Respect diversity of consumers	Agree	87	79.1%	88	75.9%	180	78.6%	257	78.1%	324	80.2%	255	77.5%
		Neutral	17	15.5%	20	17.2%	41	17.9%	49	14.9%	56	13.9%	53	16.1%
		Disagree	6	5.5%	8	6.9%	8	3.5%	23	7.0%	24	5.9%	21	6.4%
	17. Accom. consumers with disabilities	Agree	83	75.5%	77	65.8%	177	76.3%	233	70.8%	305	75.5%	241	72.8%
		Neutral	24	21.8%	36	30.8%	43	18.5%	73	22.2%	80	19.8%	69	20.8%
		Disagree	3	2.7%	4	3.4%	12	5.2%	23	7.0%	19	4.7%	21	6.3%
	18. Use consumer information	Agree	63	57.3%	53	46.5%	139	60.4%	169	51.4%	237	58.8%	179	54.1%
		Neutral	38	34.5%	46	40.4%	63	27.4%	122	37.1%	106	26.3%	101	30.5%
		Disagree	9	8.2%	15	13.2%	28	12.2%	38	11.6%	60	14.9%	51	15.4%
	19. New ideas encouraged	Agree	70	63.6%	56	47.9%	136	58.6%	175	52.9%	213	52.6%	195	58.9%
		Neutral	19	17.3%	27	23.1%	44	19.0%	63	19.0%	87	21.5%	64	19.3%
		Disagree	21	19.1%	34	29.1%	52	22.4%	93	28.1%	105	25.9%	72	21.8%
	20. Excellent customer service	Agree	72	65.5%	63	53.8%	157	68.0%	194	58.8%	249	61.5%	222	67.5%
		Neutral	23	20.9%	36	30.8%	40	17.3%	89	27.0%	89	22.0%	59	17.9%
		Disagree	15	13.6%	18	15.4%	34	14.7%	47	14.2%	67	16.5%	48	14.6%
21. Opinions respected	Agree	77	70.0%	63	54.3%	151	65.1%	186	56.2%	216	53.3%	208	62.8%	
	Neutral	17	15.5%	25	21.6%	35	15.1%	68	20.5%	96	23.7%	58	17.5%	
	Disagree	16	14.5%	28	24.1%	46	19.8%	77	23.3%	93	23.0%	65	19.6%	
22. Morale is good in my work unit	Agree	59	53.6%	40	34.2%	94	40.5%	119	36.0%	149	36.8%	135	41.2%	
	Neutral	22	20.0%	28	23.9%	47	20.3%	61	18.4%	65	16.0%	68	20.7%	
	Disagree	29	26.4%	49	41.9%	91	39.2%	151	45.6%	191	47.2%	125	38.1%	
23. Decision-making is encouraged	Agree	68	61.8%	80	68.4%	132	57.4%	178	53.9%	217	53.6%	188	56.8%	
	Neutral	18	16.4%	9	7.7%	44	19.1%	64	19.4%	67	16.5%	67	20.2%	
	Disagree	24	21.8%	28	23.9%	54	23.5%	88	26.7%	121	29.9%	76	23.0%	
24. Think about leaving job	Agree	28	25.5%	44	37.6%	88	38.3%	145	43.9%	173	42.9%	140	42.4%	
	Neutral	17	15.5%	20	17.1%	52	22.6%	66	20.0%	92	22.8%	71	21.5%	
	Disagree	65	59.1%	53	45.3%	90	39.1%	119	36.1%	138	34.2%	119	36.1%	

Survey Items (Abbreviated)	Response Category	Length of AHS Employment Comparisons											
		< 1 yr		1 to < 2 yrs		2 to <5 yrs		5 to <10 yrs		10 to 20 yrs		> 20 yrs	
		#	%	#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	41	37.3%	33	27.7%	91	39.2%	112	33.8%	179	44.3%	176	53.2%
	Neutral	17	15.5%	19	16.0%	40	17.2%	62	18.7%	67	16.6%	52	15.7%
	Disagree	52	47.3%	67	56.3%	101	43.5%	157	47.4%	158	39.1%	103	31.1%
26. Satisfied with benefits	Agree	72	65.5%	68	57.1%	151	65.1%	198	59.8%	253	62.8%	227	68.8%
	Neutral	20	18.2%	22	18.5%	41	17.7%	65	19.6%	65	16.1%	54	16.4%
	Disagree	18	16.4%	29	24.4%	40	17.2%	68	20.5%	85	21.1%	49	14.8%
27. Adequate Training	Agree	53	48.2%	42	35.6%	119	51.1%	195	58.9%	186	46.0%	182	55.0%
	Neutral	22	20.0%	34	28.8%	55	23.6%	56	16.9%	88	21.8%	71	21.5%
	Disagree	35	31.8%	42	35.6%	59	25.3%	80	24.2%	130	32.2%	78	23.6%
28. Equipment & resources I need	Agree	73	67.0%	66	55.5%	137	58.8%	182	55.0%	184	45.7%	183	55.3%
	Neutral	12	11.0%	18	15.1%	34	14.6%	59	17.8%	69	17.1%	54	16.3%
	Disagree	24	22.0%	35	29.4%	62	26.6%	90	27.2%	150	37.2%	94	28.4%
29. Tech support I need	Agree	69	63.3%	56	47.1%	133	57.1%	175	52.9%	179	44.4%	169	51.1%
	Neutral	14	12.8%	28	23.5%	37	15.9%	65	19.6%	71	17.6%	67	20.2%
	Disagree	26	23.9%	35	29.4%	63	27.0%	91	27.5%	153	38.0%	95	28.7%
30. Workload is reasonable	Agree	73	66.4%	57	47.9%	108	46.4%	145	43.7%	156	38.6%	152	46.1%
	Neutral	18	16.4%	24	20.2%	54	23.2%	59	17.8%	81	20.0%	67	20.3%
	Disagree	19	17.3%	38	31.9%	71	30.5%	128	38.6%	167	41.3%	111	33.6%
31. Good use of skills and abilities	Agree	68	61.8%	68	57.1%	158	67.8%	214	64.7%	248	61.2%	244	73.7%
	Neutral	18	16.4%	21	17.6%	32	13.7%	46	13.9%	67	16.5%	30	9.1%
	Disagree	24	21.8%	30	25.2%	43	18.5%	71	21.5%	90	22.2%	57	17.2%
32. Work is interesting	Agree	87	79.1%	88	73.9%	190	81.9%	264	79.5%	326	80.5%	277	83.7%
	Neutral	15	13.6%	17	14.3%	26	11.2%	46	13.9%	59	14.6%	36	10.9%
	Disagree	8	7.3%	14	11.8%	16	6.9%	22	6.6%	20	4.9%	18	5.4%
33. Opportunity for professional growth	Agree	77	70.0%	68	57.1%	159	68.2%	207	62.7%	208	51.5%	200	60.8%
	Neutral	18	16.4%	24	20.2%	34	14.6%	62	18.8%	94	23.3%	70	21.3%
	Disagree	15	13.6%	27	22.7%	40	17.2%	61	18.5%	102	25.2%	59	17.9%
34. Opportunity for job advancement	Agree	49	44.5%	53	44.5%	80	34.3%	93	28.0%	112	27.8%	102	31.0%
	Neutral	40	36.4%	29	24.4%	68	29.2%	85	25.6%	92	22.8%	79	24.0%
	Disagree	21	19.1%	37	31.1%	85	36.5%	154	46.4%	199	49.4%	148	45.0%
35. Flexible balance work and personal	Agree	76	69.1%	70	58.8%	157	67.4%	214	64.5%	257	63.6%	220	66.7%
	Neutral	12	10.9%	15	12.6%	37	15.9%	45	13.6%	66	16.3%	59	17.9%
	Disagree	22	20.0%	34	28.6%	39	16.7%	73	22.0%	81	20.0%	51	15.5%

Survey Items (Abbreviated)	Response Category	Length of AHS Employment Comparisons												
		< 1 yr		1 to < 2 yrs		2 to <5 yrs		5 to <10 yrs		10 to 20 yrs		> 20 yrs		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work of AHS	36. My work makes a difference	Agree	93	84.5%	95	79.8%	196	84.5%	270	81.3%	344	85.4%	280	84.6%
		Neutral	14	12.7%	16	13.4%	29	12.5%	44	13.3%	38	9.4%	39	11.8%
		Disagree	3	2.7%	8	6.7%	7	3.0%	18	5.4%	21	5.2%	12	3.6%
	37. Understand goals of re-org	Agree	43	39.1%	55	46.2%	122	52.6%	179	54.2%	214	53.1%	199	60.1%
		Neutral	39	35.5%	34	28.6%	63	27.2%	75	22.7%	91	22.6%	70	21.1%
		Disagree	28	25.5%	30	25.2%	47	20.3%	76	23.0%	98	24.3%	62	18.7%
	38. Believe in goals of re-org	Agree	42	38.5%	47	39.5%	96	41.4%	137	41.3%	163	40.3%	153	46.2%
		Neutral	57	52.3%	60	50.4%	94	40.5%	125	37.7%	149	36.9%	108	32.6%
		Disagree	10	9.2%	12	10.1%	42	18.1%	70	21.1%	92	22.8%	70	21.1%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	28	25.7%	36	30.3%	70	30.2%	87	26.2%	97	24.1%	99	30.0%
		Neutral	65	59.6%	66	55.5%	109	47.0%	147	44.3%	188	46.8%	138	41.8%
		Disagree	16	14.7%	17	14.3%	53	22.8%	98	29.5%	117	29.1%	93	28.2%
	40. Positive about change with re-org	Agree	37	33.6%	51	43.6%	83	35.9%	101	30.6%	121	30.0%	119	36.0%
		Neutral	60	54.5%	47	40.2%	97	42.0%	129	39.1%	157	39.0%	122	36.9%
		Disagree	13	11.8%	19	16.2%	51	22.1%	100	30.3%	125	31.0%	90	27.2%
	41. Re-org has improved services	Agree	17	15.6%	25	21.2%	38	16.5%	38	11.5%	57	14.1%	52	15.7%
		Neutral	71	65.1%	68	57.6%	116	50.2%	151	45.8%	169	41.8%	146	44.1%
		Disagree	21	19.3%	25	21.2%	77	33.3%	141	42.7%	178	44.1%	133	40.2%

Table B1. DEPARTMENT of Health Division Comparisons: Frequency of Responses

Survey Items (abbreviated)	Response Category	DEPARTMENT OF HEALTH Division Comparisons											
		Community Public Health		Health Improvement		Health Surveillance		Alcohol and Drug Abuse		Mental Health		Other	
		#	%	#	%	#	%	#	%	#	%	#	%
1. Job duties are clear	Agree	118	77.6%	34	73.9%	61	78.2%	16	76.2%	51	61.4%	102	77.9%
	Neutral	13	8.6%	7	15.2%	9	11.5%	0	0.0%	16	19.3%	13	9.9%
	Disagree	21	13.8%	5	10.9%	8	10.3%	5	23.8%	16	19.3%	16	12.2%
2. Clear performance standards	Agree	109	71.7%	31	67.4%	52	66.7%	15	71.4%	48	58.5%	82	62.6%
	Neutral	20	13.2%	7	15.2%	14	17.9%	2	9.5%	18	22.0%	28	21.4%
	Disagree	23	15.1%	8	17.4%	12	15.4%	4	19.0%	16	19.5%	21	16.0%
3. Feedback on job performance	Agree	87	57.2%	22	47.8%	41	52.6%	12	57.1%	37	45.1%	68	52.7%
	Neutral	32	21.1%	13	28.3%	13	16.7%	2	9.5%	15	18.3%	28	21.7%
	Disagree	33	21.7%	11	23.9%	24	30.8%	7	33.3%	30	36.6%	33	25.6%
4. Changes timely & clear	Agree	81	53.3%	21	45.7%	42	54.5%	9	42.9%	25	30.5%	49	37.4%
	Neutral	30	19.7%	12	26.1%	17	22.1%	5	23.8%	19	23.2%	38	29.0%
	Disagree	41	27.0%	13	28.3%	18	23.4%	7	33.3%	38	46.3%	44	33.6%
5. Recognition for good work	Agree	96	63.6%	26	56.5%	51	65.4%	15	71.4%	47	57.3%	82	62.6%
	Neutral	23	15.2%	8	17.4%	15	19.2%	2	9.5%	13	15.9%	24	18.3%
	Disagree	32	21.2%	12	26.1%	12	15.4%	4	19.0%	22	26.8%	25	19.1%
6. Feel respected by supervisor	Agree	107	70.9%	35	76.1%	56	71.8%	18	85.7%	55	67.9%	94	71.8%
	Neutral	19	12.6%	6	13.0%	12	15.4%	2	9.5%	8	9.9%	19	14.5%
	Disagree	25	16.6%	5	10.9%	10	12.8%	1	4.8%	18	22.2%	18	13.7%
7. Respect direct supervisor	Agree	111	73.0%	34	73.9%	53	67.9%	16	76.2%	50	61.7%	93	71.5%
	Neutral	19	12.5%	7	15.2%	14	17.9%	3	14.3%	15	18.5%	20	15.4%
	Disagree	22	14.5%	5	10.9%	11	14.1%	2	9.5%	16	19.8%	17	13.1%
8. Receive annual performance evaluation	Agree	109	72.2%	20	43.5%	57	75.0%	16	76.2%	34	42.5%	79	60.3%
	Neutral	21	13.9%	5	10.9%	9	11.8%	4	19.0%	17	21.3%	24	18.3%
	Disagree	21	13.9%	21	45.7%	10	13.2%	1	4.8%	29	36.3%	28	21.4%
9. Merit system is fair	Agree	40	26.7%	9	20.0%	14	18.7%	6	28.6%	12	14.6%	19	14.8%
	Neutral	67	44.7%	19	42.2%	28	37.3%	7	33.3%	40	48.8%	55	43.0%
	Disagree	43	28.7%	17	37.8%	33	44.0%	8	38.1%	30	36.6%	54	42.2%
10. Leaders positive work environment	Agree	77	50.7%	22	47.8%	36	46.2%	10	47.6%	24	28.6%	46	35.4%
	Neutral	35	23.0%	13	28.3%	16	20.5%	9	42.9%	18	21.4%	32	24.6%
	Disagree	40	26.3%	11	23.9%	26	33.3%	2	9.5%	42	50.0%	52	40.0%
11. Leaders support employees	Agree	67	44.1%	24	52.2%	33	42.3%	12	57.1%	29	34.9%	47	35.9%
	Neutral	41	27.0%	11	23.9%	20	25.6%	5	23.8%	14	16.9%	37	28.2%
	Disagree	44	28.9%	11	23.9%	25	32.1%	4	19.0%	40	48.2%	47	35.9%
12. Respect departmental leadership	Agree	79	52.3%	21	45.7%	31	40.3%	11	52.4%	30	36.6%	44	33.6%
	Neutral	35	23.2%	16	34.8%	22	28.6%	6	28.6%	13	15.9%	46	35.1%
	Disagree	37	24.5%	9	19.6%	24	31.2%	4	19.0%	39	47.6%	41	31.3%

Survey Items (abbreviated)	Response Category	DEPARTMENT OF HEALTH Division Comparisons												
		Community Public Health		Health Improvement		Health Surveillance		Alcohol and Drug Abuse		Mental Health		Other		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work Environment	13. Physical environment satisfactory	Agree	86	56.6%	33	71.7%	42	53.8%	15	71.4%	33	39.8%	81	61.8%
		Neutral	19	12.5%	4	8.7%	20	25.6%	4	19.0%	11	13.3%	21	16.0%
		Disagree	47	30.9%	9	19.6%	16	20.5%	2	9.5%	39	47.0%	29	22.1%
	14. Mutual respect, teamwork, cooperation	Agree	99	65.1%	34	73.9%	51	65.4%	15	71.4%	46	54.8%	82	62.6%
		Neutral	26	17.1%	6	13.0%	10	12.8%	4	19.0%	9	10.7%	20	15.3%
		Disagree	27	17.8%	6	13.0%	17	21.8%	2	9.5%	29	34.5%	29	22.1%
	15. Respect diversity among staff	Agree	112	74.2%	40	87.0%	53	67.9%	16	76.2%	61	74.4%	100	76.3%
		Neutral	30	19.9%	5	10.9%	18	23.1%	4	19.0%	13	15.9%	21	16.0%
		Disagree	9	6.0%	1	2.2%	7	9.0%	1	4.8%	8	9.8%	10	7.6%
	16. Respect diversity of consumers	Agree	127	83.6%	42	91.3%	60	76.9%	18	85.7%	67	82.7%	105	80.8%
		Neutral	18	11.8%	3	6.5%	13	16.7%	3	14.3%	9	11.1%	19	14.6%
		Disagree	7	4.6%	1	2.2%	5	6.4%	0	0.0%	5	6.2%	6	4.6%
	17. Accommodate consumers with disabilities	Agree	121	79.6%	43	93.5%	49	62.8%	18	85.7%	66	80.5%	91	69.5%
		Neutral	24	15.8%	3	6.5%	27	34.6%	2	9.5%	12	14.6%	36	27.5%
		Disagree	7	4.6%			2	2.6%	1	4.8%	4	4.9%	4	3.1%
	18. Use consumer information	Agree	111	73.0%	32	69.6%	44	56.4%	15	71.4%	48	57.1%	65	50.0%
		Neutral	29	19.1%	13	28.3%	25	32.1%	3	14.3%	25	29.8%	52	40.0%
		Disagree	12	7.9%	1	2.2%	9	11.5%	3	14.3%	11	13.1%	13	10.0%
	19. New ideas encouraged	Agree	89	58.6%	30	65.2%	58	74.4%	16	76.2%	43	51.2%	74	56.5%
		Neutral	29	19.1%	12	26.1%	7	9.0%	2	9.5%	16	19.0%	32	24.4%
		Disagree	34	22.4%	4	8.7%	13	16.7%	3	14.3%	25	29.8%	25	19.1%
	20. Excellent customer service	Agree	111	73.5%	41	89.1%	55	70.5%	13	61.9%	45	56.3%	88	67.2%
		Neutral	25	16.6%	3	6.5%	15	19.2%	7	33.3%	21	26.3%	28	21.4%
		Disagree	15	9.9%	2	4.3%	8	10.3%	1	4.8%	14	17.5%	15	11.5%
21. Opinions respected	Agree	101	66.4%	33	71.7%	55	70.5%	17	81.0%	45	53.6%	80	61.5%	
	Neutral	23	15.1%	9	19.6%	7	9.0%	3	14.3%	15	17.9%	26	20.0%	
	Disagree	28	18.4%	4	8.7%	16	20.5%	1	4.8%	24	28.6%	24	18.5%	
22. Morale is good in my work unit	Agree	74	49.0%	30	65.2%	36	46.2%	12	57.1%	13	15.5%	48	36.6%	
	Neutral	29	19.2%	5	10.9%	16	20.5%	4	19.0%	18	21.4%	29	22.1%	
	Disagree	48	31.8%	11	23.9%	26	33.3%	5	23.8%	53	63.1%	54	41.2%	
23. Decision-making is encouraged	Agree	78	51.3%	37	80.4%	49	62.8%	14	66.7%	34	41.0%	78	59.5%	
	Neutral	33	21.7%	3	6.5%	13	16.7%	3	14.3%	17	20.5%	25	19.1%	
	Disagree	41	27.0%	6	13.0%	16	20.5%	4	19.0%	32	38.6%	28	21.4%	
24. Think about leaving job	Agree	48	31.6%	13	28.3%	28	35.9%	5	23.8%	43	51.2%	49	37.7%	
	Neutral	36	23.7%	11	23.9%	20	25.6%	5	23.8%	18	21.4%	31	23.8%	
	Disagree	68	44.7%	22	47.8%	30	38.5%	11	52.4%	23	27.4%	50	38.5%	

Survey Items (abbreviated)	Response Category	DEPARTMENT OF HEALTH Division Comparisons											
		Communnity Public Health		Health Improvement		Health Surveillance		Alcohol and Drug Abuse		Mental Health		Other	
		#	%	#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	70	46.4%	18	39.1%	23	29.5%	6	28.6%	32	39.0%	52	40.0%
	Neutral	21	13.9%	4	8.7%	17	21.8%	2	9.5%	17	20.7%	18	13.8%
	Disagree	60	39.7%	24	52.2%	38	48.7%	13	61.9%	33	40.2%	60	46.2%
26. Satisfied with benefits	Agree	116	76.8%	29	64.4%	46	59.0%	15	71.4%	47	57.3%	73	55.7%
	Neutral	20	13.2%	8	17.8%	17	21.8%	2	9.5%	15	18.3%	26	19.8%
	Disagree	15	9.9%	8	17.8%	15	19.2%	4	19.0%	20	24.4%	32	24.4%
27. Adequate Training	Agree	96	63.6%	31	67.4%	46	59.0%	15	71.4%	36	43.9%	74	56.5%
	Neutral	32	21.2%	6	13.0%	16	20.5%	3	14.3%	12	14.6%	20	15.3%
	Disagree	23	15.2%	9	19.6%	16	20.5%	3	14.3%	34	41.5%	37	28.2%
28. Equipment & resources I need	Agree	96	64.0%	33	71.7%	47	60.3%	12	57.1%	36	43.9%	74	56.5%
	Neutral	21	14.0%	6	13.0%	11	14.1%	2	9.5%	13	15.9%	27	20.6%
	Disagree	33	22.0%	7	15.2%	20	25.6%	7	33.3%	33	40.2%	30	22.9%
29. Tech support I need	Agree	83	55.3%	30	65.2%	37	47.4%	10	47.6%	35	43.2%	75	57.3%
	Neutral	25	16.7%	5	10.9%	11	14.1%	1	4.8%	11	13.6%	27	20.6%
	Disagree	42	28.0%	11	23.9%	30	38.5%	10	47.6%	35	43.2%	29	22.1%
30. Workload is reasonable	Agree	85	56.3%	27	58.7%	40	51.3%	13	61.9%	42	50.6%	62	47.3%
	Neutral	31	20.5%	9	19.6%	16	20.5%	5	23.8%	11	13.3%	33	25.2%
	Disagree	35	23.2%	10	21.7%	22	28.2%	3	14.3%	30	36.1%	36	27.5%
31. Good use of skills and abilities	Agree	100	66.2%	33	73.3%	53	67.9%	16	76.2%	49	58.3%	88	67.2%
	Neutral	21	13.9%	6	13.3%	9	11.5%	0	0.0%	13	15.5%	24	18.3%
	Disagree	30	19.9%	6	13.3%	16	20.5%	5	23.8%	22	26.2%	19	14.5%
32. Work is interesting	Agree	119	78.8%	40	87.0%	57	73.1%	18	85.7%	76	90.5%	103	78.6%
	Neutral	25	16.6%	4	8.7%	12	15.4%	3	14.3%	5	6.0%	22	16.8%
	Disagree	7	4.6%	2	4.3%	9	11.5%	0	0.0%	3	3.6%	6	4.6%
33. Opportunity for professional growth	Agree	90	59.6%	33	71.7%	56	71.8%	17	81.0%	42	50.6%	71	55.0%
	Neutral	36	23.8%	9	19.6%	6	7.7%	2	9.5%	23	27.7%	32	24.8%
	Disagree	25	16.6%	4	8.7%	16	20.5%	2	9.5%	18	21.7%	26	20.2%
34. Opportunity for job advancement	Agree	35	23.2%	15	33.3%	18	23.1%	7	33.3%	24	28.6%	30	22.9%
	Neutral	43	28.5%	16	35.6%	14	17.9%	4	19.0%	21	25.0%	44	33.6%
	Disagree	73	48.3%	14	31.1%	46	59.0%	10	47.6%	39	46.4%	57	43.5%
35. Flexible balance work and personal	Agree	111	74.0%	36	78.3%	53	67.9%	19	90.5%	46	54.8%	80	61.1%
	Neutral	19	12.7%	5	10.9%	15	19.2%	1	4.8%	11	13.1%	28	21.4%
	Disagree	20	13.3%	5	10.9%	10	12.8%	1	4.8%	27	32.1%	23	17.6%

Survey Items (abbreviated)		Response Category	DEPARTMENT OF HEALTH Division Comparisons											
			Community Public Health		Health Improvement		Health Surveillance		Alcohol and Drug Abuse		Mental Health		Other	
			#	%	#	%	#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference	Agree	137	91.3%	45	97.8%	56	71.8%	18	85.7%	75	90.4%	97	74.6%
		Neutral	11	7.3%	0	0.0%	18	23.1%	3	14.3%	7	8.4%	21	16.2%
		Disagree	2	1.3%	1	2.2%	4	5.1%	0	0.0%	1	1.2%	12	9.2%
	37. Understand goals of re-org	Agree	96	64.0%	32	69.6%	28	35.9%	12	57.1%	38	45.8%	53	40.8%
		Neutral	32	21.3%	8	17.4%	31	39.7%	3	14.3%	25	30.1%	39	30.0%
		Disagree	22	14.7%	6	13.0%	19	24.4%	6	28.6%	20	24.1%	38	29.2%
	38. Believe in goals of re-org	Agree	90	60.0%	20	43.5%	22	28.2%	9	42.9%	31	37.3%	37	28.5%
		Neutral	41	27.3%	17	37.0%	43	55.1%	10	47.6%	38	45.8%	60	46.2%
		Disagree	19	12.7%	9	19.6%	13	16.7%	2	9.5%	14	16.9%	33	25.4%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	59	39.3%	14	30.4%	14	17.9%	5	23.8%	18	21.7%	21	16.3%
		Neutral	62	41.3%	21	45.7%	49	62.8%	10	47.6%	37	44.6%	71	55.0%
		Disagree	29	19.3%	11	23.9%	15	19.2%	6	28.6%	28	33.7%	37	28.7%
	40. Positive about change with re-org	Agree	70	47.0%	17	37.0%	19	24.4%	6	28.6%	22	26.8%	33	25.6%
		Neutral	60	40.3%	17	37.0%	42	53.8%	8	38.1%	31	37.8%	53	41.1%
		Disagree	19	12.8%	12	26.1%	17	21.8%	7	33.3%	29	35.4%	43	33.3%
	41. Re-org has improved services	Agree	26	17.3%	5	10.9%	10	13.0%	6	28.6%	7	8.4%	9	6.9%
		Neutral	76	50.7%	24	52.2%	50	64.9%	7	33.3%	31	37.3%	66	50.8%
		Disagree	48	32.0%	17	37.0%	17	22.1%	8	38.1%	45	54.2%	55	42.3%

Table B2. DCF Division Comparisons: Frequency of Responses

Survey Items (abbreviated)	Response Category	DCF Division Comparisons											
		Economic Services		Child Support		Child Development		Family Services		Field Services		Other	
		#	%	#	%	#	%	#	%	#	%	#	%
1. Job duties are clear	Agree	164	83.7%	46	88.5%	22	73.3%	142	75.9%	7	87.5%	57	78.1%
	Neutral	22	11.2%	4	7.7%	4	13.3%	20	10.7%	0	0.0%	7	9.6%
	Disagree	10	5.1%	2	3.8%	4	13.3%	25	13.4%	1	12.5%	9	12.3%
2. Clear performance standards	Agree	143	73.0%	42	80.8%	16	51.6%	118	63.4%	6	75.0%	45	62.5%
	Neutral	26	13.3%	7	13.5%	4	12.9%	27	14.5%	1	12.5%	16	22.2%
	Disagree	27	13.8%	3	5.8%	11	35.5%	41	22.0%	1	12.5%	11	15.3%
3. Feedback on job performance	Agree	109	55.3%	30	58.8%	18	58.1%	102	54.8%	4	50.0%	33	45.8%
	Neutral	39	19.8%	10	19.6%	4	12.9%	26	14.0%	2	25.0%	20	27.8%
	Disagree	49	24.9%	11	21.6%	9	29.0%	58	31.2%	2	25.0%	19	26.4%
4. Changes timely & clear	Agree	73	37.1%	22	42.3%	9	29.0%	69	36.9%	4	50.0%	29	40.3%
	Neutral	49	24.9%	16	30.8%	8	25.8%	47	25.1%	2	25.0%	19	26.4%
	Disagree	75	38.1%	14	26.9%	14	45.2%	71	38.0%	2	25.0%	24	33.3%
5. Recognition for good work	Agree	116	58.9%	33	63.5%	19	61.3%	119	63.6%	4	50.0%	40	55.6%
	Neutral	42	21.3%	9	17.3%	5	16.1%	19	10.2%	2	25.0%	17	23.6%
	Disagree	39	19.8%	10	19.2%	7	22.6%	49	26.2%	2	25.0%	15	20.8%
6. Feel respected by supervisor	Agree	134	68.4%	36	69.2%	24	77.4%	129	69.0%	5	62.5%	51	70.8%
	Neutral	40	20.4%	7	13.5%	1	3.2%	22	11.8%	2	25.0%	8	11.1%
	Disagree	22	11.2%	9	17.3%	6	19.4%	36	19.3%	1	12.5%	13	18.1%
7. Respect direct supervisor	Agree	124	63.3%	34	65.4%	24	80.0%	124	66.3%	5	62.5%	52	72.2%
	Neutral	42	21.4%	9	17.3%	1	3.3%	27	14.4%	2	25.0%	11	15.3%
	Disagree	30	15.3%	9	17.3%	5	16.7%	36	19.3%	1	12.5%	9	12.5%
8. Receive annual performance evaluation	Agree	81	41.3%	46	88.5%	10	33.3%	113	60.4%	3	42.9%	35	48.6%
	Neutral	32	16.3%	2	3.8%	4	13.3%	24	12.8%	1	14.3%	15	20.8%
	Disagree	83	42.3%	4	7.7%	16	53.3%	50	26.7%	3	42.9%	22	30.6%
9. Merit system is fair	Agree	39	20.1%	9	17.3%	3	10.0%	46	24.6%	1	12.5%	9	12.5%
	Neutral	70	36.1%	23	44.2%	8	26.7%	77	41.2%	1	12.5%	31	43.1%
	Disagree	85	43.8%	20	38.5%	19	63.3%	64	34.2%	6	75.0%	32	44.4%
10. Leaders positive work environment	Agree	61	31.0%	10	19.2%	13	41.9%	66	35.3%	2	25.0%	31	42.5%
	Neutral	46	23.4%	20	38.5%	9	29.0%	44	23.5%	3	37.5%	18	24.7%
	Disagree	90	45.7%	22	42.3%	9	29.0%	77	41.2%	3	37.5%	24	32.9%
11. Leaders support employees	Agree	64	32.5%	17	32.7%	14	45.2%	65	34.8%	3	37.5%	35	48.6%
	Neutral	50	25.4%	20	38.5%	11	35.5%	52	27.8%	3	37.5%	17	23.6%
	Disagree	83	42.1%	15	28.8%	6	19.4%	70	37.4%	2	25.0%	20	27.8%
12. Respect departmental leadership	Agree	62	31.6%	18	34.6%	11	35.5%	59	31.7%	5	62.5%	32	44.4%
	Neutral	58	29.6%	15	28.8%	15	48.4%	53	28.5%	2	25.0%	24	33.3%
	Disagree	76	38.8%	19	36.5%	5	16.1%	74	39.8%	1	12.5%	16	22.2%

Survey Items (abbreviated)	Response Category	DCF Division Comparisons												
		Economic Services		Child Support		Child Development		Family Services		Field Services		Other		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work Environment	13. Physical environment satisfactory	Agree	102	52.3%	28	53.8%	16	51.6%	98	53.0%	4	50.0%	30	41.1%
		Neutral	24	12.3%	10	19.2%	7	22.6%	25	13.5%	1	12.5%	13	17.8%
		Disagree	69	35.4%	14	26.9%	8	25.8%	62	33.5%	3	37.5%	30	41.1%
	14. Respect, team-work, cooperation exists	Agree	99	50.8%	24	46.2%	16	51.6%	131	70.1%	6	75.0%	45	61.6%
		Neutral	36	18.5%	10	19.2%	6	19.4%	23	12.3%	1	12.5%	8	11.0%
		Disagree	60	30.8%	18	34.6%	9	29.0%	33	17.6%	1	12.5%	20	27.4%
	15. Respect diversity among staff	Agree	136	69.7%	34	65.4%	22	73.3%	151	80.7%	5	62.5%	50	69.4%
		Neutral	40	20.5%	13	25.0%	3	10.0%	25	13.4%	2	25.0%	19	26.4%
		Disagree	19	9.7%	5	9.6%	5	16.7%	11	5.9%	1	12.5%	3	4.2%
	16. Respect diversity of consumers	Agree	143	73.7%	42	80.8%	24	80.0%	162	87.1%	5	62.5%	54	76.1%
		Neutral	37	19.1%	9	17.3%	4	13.3%	18	9.7%	0	0.0%	14	19.7%
		Disagree	14	7.2%	1	1.9%	2	6.7%	6	3.2%	3	37.5%	3	4.2%
	17. Accommodate consumers with disabilities	Agree	139	71.3%	38	73.1%	24	80.0%	138	73.8%	6	75.0%	47	65.3%
		Neutral	44	22.6%	13	25.0%	4	13.3%	39	20.9%	1	12.5%	21	29.2%
		Disagree	12	6.2%	1	1.9%	2	6.7%	10	5.3%	1	12.5%	4	5.6%
	18. Use consumer information	Agree	94	48.7%	34	65.4%	18	58.1%	110	58.8%	7	87.5%	37	51.4%
		Neutral	67	34.7%	16	30.8%	8	25.8%	53	28.3%	1	12.5%	22	30.6%
		Disagree	32	16.6%	2	3.8%	5	16.1%	24	12.8%	0	0.0%	13	18.1%
	19. New ideas encouraged	Agree	81	41.5%	26	50.0%	15	48.4%	118	63.1%	4	50.0%	41	56.2%
		Neutral	54	27.7%	10	19.2%	6	19.4%	36	19.3%	1	12.5%	17	23.3%
		Disagree	60	30.8%	16	30.8%	10	32.3%	33	17.6%	3	37.5%	15	20.5%
	20. Excellent customer service	Agree	108	55.7%	38	73.1%	21	67.7%	122	65.2%	4	50.0%	40	56.3%
		Neutral	42	21.6%	11	21.2%	3	9.7%	42	22.5%	2	25.0%	19	26.8%
		Disagree	44	22.7%	3	5.8%	7	22.6%	23	12.3%	2	25.0%	12	16.9%
21. Opinions respected	Agree	92	47.2%	29	55.8%	20	64.5%	118	63.1%	4	50.0%	44	60.3%	
	Neutral	52	26.7%	13	25.0%	6	19.4%	36	19.3%	2	25.0%	13	17.8%	
	Disagree	51	26.2%	10	19.2%	5	16.1%	33	17.6%	2	25.0%	16	21.9%	
22. Morale is good in my work unit	Agree	56	29.0%	16	30.8%	9	29.0%	85	45.7%	4	50.0%	29	39.7%	
	Neutral	35	18.1%	10	19.2%	10	32.3%	37	19.9%	2	25.0%	15	20.5%	
	Disagree	102	52.8%	26	50.0%	12	38.7%	64	34.4%	2	25.0%	29	39.7%	
23. Decision-making is encouraged	Agree	87	44.6%	29	56.9%	16	51.6%	126	67.4%	5	62.5%	47	65.3%	
	Neutral	38	19.5%	13	25.5%	7	22.6%	28	15.0%	1	12.5%	13	18.1%	
	Disagree	70	35.9%	9	17.6%	8	25.8%	33	17.6%	2	25.0%	12	16.7%	
24. Think about leaving job	Agree	92	47.7%	26	50.0%	11	35.5%	60	32.3%	4	50.0%	21	29.2%	
	Neutral	34	17.6%	8	15.4%	7	22.6%	45	24.2%	3	37.5%	19	26.4%	
	Disagree	67	34.7%	18	34.6%	13	41.9%	81	43.5%	1	12.5%	32	44.4%	

Survey Items (abbreviated)	Response Category	DCF Division Comparisons											
		Economic Services		Child Support		Child Development		Family Services		Field Services		Other	
		#	%	#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	107	54.6%	26	50.0%	6	19.4%	65	34.8%	6	75.0%	24	33.3%
	Neutral	35	17.9%	11	21.2%	8	25.8%	35	18.7%	0	0.0%	14	19.4%
	Disagree	54	27.6%	15	28.8%	17	54.8%	87	46.5%	2	25.0%	34	47.2%
26. Satisfied with benefits	Agree	128	65.3%	36	69.2%	17	54.8%	109	58.3%	8	100.0%	40	55.6%
	Neutral	34	17.3%	11	21.2%	10	32.3%	43	23.0%	0	0.0%	16	22.2%
	Disagree	34	17.3%	5	9.6%	4	12.9%	35	18.7%	0	0.0%	16	22.2%
27. Adequate Training	Agree	85	43.4%	27	51.9%	12	38.7%	91	48.7%	4	50.0%	42	58.3%
	Neutral	51	26.0%	15	28.8%	8	25.8%	47	25.1%	2	25.0%	10	13.9%
	Disagree	60	30.6%	10	19.2%	11	35.5%	49	26.2%	2	25.0%	20	27.8%
28. Equipment & resources I need	Agree	110	56.1%	33	63.5%	12	40.0%	73	39.2%	6	75.0%	44	61.1%
	Neutral	39	19.9%	14	26.9%	7	23.3%	27	14.5%	0	0.0%	11	15.3%
	Disagree	47	24.0%	5	9.6%	11	36.7%	86	46.2%	2	25.0%	17	23.6%
29. Tech support I need	Agree	124	63.3%	38	73.1%	11	35.5%	75	40.1%	6	75.0%	41	56.9%
	Neutral	31	15.8%	12	23.1%	7	22.6%	40	21.4%	1	12.5%	12	16.7%
	Disagree	41	20.9%	2	3.8%	13	41.9%	72	38.5%	1	12.5%	19	26.4%
30. Workload is reasonable	Agree	82	42.1%	22	42.3%	9	29.0%	61	32.6%	3	37.5%	35	47.9%
	Neutral	38	19.5%	11	21.2%	10	32.3%	28	15.0%	1	12.5%	17	23.3%
	Disagree	75	38.5%	19	36.5%	12	38.7%	98	52.4%	4	50.0%	21	28.8%
31. Good use of skills and abilities	Agree	126	64.3%	34	65.4%	17	56.7%	139	74.3%	5	62.5%	47	64.4%
	Neutral	34	17.3%	10	19.2%	4	13.3%	19	10.2%	0	0.0%	12	16.4%
	Disagree	36	18.4%	8	15.4%	9	30.0%	29	15.5%	3	37.5%	14	19.2%
32. Work is interesting	Agree	146	74.5%	42	80.8%	25	80.6%	169	90.4%	6	75.0%	61	83.6%
	Neutral	42	21.4%	5	9.6%	5	16.1%	12	6.4%	2	25.0%	8	11.0%
	Disagree	8	4.1%	5	9.6%	1	3.2%	6	3.2%	0	0.0%	4	5.5%
33. Opportunity for professional growth	Agree	110	56.1%	27	51.9%	16	51.6%	139	74.7%	5	62.5%	43	59.7%
	Neutral	48	24.5%	14	26.9%	7	22.6%	24	12.9%	2	25.0%	16	22.2%
	Disagree	38	19.4%	11	21.2%	8	25.8%	23	12.4%	1	12.5%	13	18.1%
34. Opportunity for job advancement	Agree	75	38.3%	20	38.5%	6	19.4%	72	38.5%	3	37.5%	23	31.5%
	Neutral	53	27.0%	14	26.9%	8	25.8%	51	27.3%	4	50.0%	20	27.4%
	Disagree	68	34.7%	18	34.6%	17	54.8%	64	34.2%	1	12.5%	30	41.1%
35. Flexible balance work and personal	Agree	129	65.8%	36	69.2%	19	61.3%	123	65.8%	6	75.0%	47	64.4%
	Neutral	32	16.3%	7	13.5%	6	19.4%	27	14.4%	1	12.5%	15	20.5%
	Disagree	35	17.9%	9	17.3%	6	19.4%	37	19.8%	1	12.5%	11	15.1%

Survey Items (abbreviated)	Response Category	DCF Division Comparisons												
		Economic Services		Child Support		Child Development		Family Services		Field Services		Other		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work of AHS	36. My work makes a difference	Agree	175	89.3%	44	84.6%	26	83.9%	173	92.5%	8	100.0%	61	83.6%
		Neutral	10	5.1%	4	7.7%	5	16.1%	13	7.0%	0	0.0%	10	13.7%
		Disagree	11	5.6%	4	7.7%	0	0.0%	1	0.5%	0	0.0%	2	2.7%
	37. Understand goals of re-org	Agree	114	58.2%	32	61.5%	14	45.2%	94	50.3%	8	100.0%	36	50.0%
		Neutral	49	25.0%	14	26.9%	10	32.3%	44	23.5%	0	0.0%	19	26.4%
		Disagree	33	16.8%	6	11.5%	7	22.6%	49	26.2%	0	0.0%	17	23.6%
	38. Believe in goals of re-org	Agree	82	41.8%	17	32.7%	14	45.2%	70	37.4%	6	75.0%	24	32.9%
		Neutral	78	39.8%	22	42.3%	13	41.9%	71	38.0%	1	12.5%	33	45.2%
		Disagree	36	18.4%	13	25.0%	4	12.9%	46	24.6%	1	12.5%	16	21.9%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	50	25.6%	11	21.2%	11	35.5%	38	20.3%	5	62.5%	17	23.3%
		Neutral	93	47.7%	27	51.9%	11	35.5%	86	46.0%	1	12.5%	41	56.2%
		Disagree	52	26.7%	14	26.9%	9	29.0%	63	33.7%	2	25.0%	15	20.5%
	40. Positive about change with re-org	Agree	65	33.2%	12	23.1%	12	38.7%	55	29.4%	6	75.0%	20	27.4%
		Neutral	79	40.3%	20	38.5%	10	32.3%	70	37.4%	1	12.5%	31	42.5%
		Disagree	52	26.5%	20	38.5%	9	29.0%	62	33.2%	1	12.5%	22	30.1%
	41. Re-org has improved services	Agree	25	12.8%	3	5.8%	3	9.7%	23	12.3%	6	75.0%	9	12.3%
		Neutral	77	39.5%	24	46.2%	13	41.9%	72	38.5%	0	0.0%	39	53.4%
		Disagree	93	47.7%	25	48.1%	15	48.4%	92	49.2%	2	25.0%	25	34.2%

Table B3. DEPARTMENT of CORRECTIONS Division Comparisons: Response Frequency

Survey Items		Response Category	DEPT of CORRECTIONS Division Comparisons					
			Facilities		Community Services		Other	
			#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	99	68.3%	92	71.9%	42	70.0%
		Neutral	25	17.2%	19	14.8%	9	15.0%
		Disagree	21	14.5%	17	13.3%	9	15.0%
	2. The job performance standards are clear to me.	Agree	81	55.9%	77	60.2%	40	67.8%
		Neutral	32	22.1%	25	19.5%	8	13.6%
		Disagree	32	22.1%	26	20.3%	11	18.6%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	56	39.2%	68	53.5%	30	50.8%
		Neutral	26	18.2%	18	14.2%	8	13.6%
		Disagree	61	42.7%	41	32.3%	21	35.6%
	4. Changes in work expectations are timely and clear.	Agree	31	21.4%	39	30.5%	27	45.8%
		Neutral	30	20.7%	32	25.0%	10	16.9%
		Disagree	84	57.9%	57	44.5%	22	37.3%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	59	40.7%	77	60.2%	35	59.3%	
	Neutral	28	19.3%	17	13.3%	8	13.6%	
	Disagree	58	40.0%	34	26.6%	16	27.1%	
6. I feel respected by my direct supervisor.	Agree	78	53.8%	86	67.2%	37	62.7%	
	Neutral	31	21.4%	21	16.4%	10	16.9%	
	Disagree	36	24.8%	21	16.4%	12	20.3%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	82	56.6%	79	61.7%	38	64.4%	
	Neutral	29	20.0%	21	16.4%	11	18.6%	
	Disagree	34	23.4%	28	21.9%	10	16.9%	
8. I receive an annual performance evaluation each year.	Agree	61	42.7%	54	42.2%	23	40.4%	
	Neutral	26	18.2%	16	12.5%	10	17.5%	
	Disagree	56	39.2%	58	45.3%	24	42.1%	
9. The merit award system is fair.	Agree	15	10.6%	21	16.7%	10	16.7%	
	Neutral	42	29.6%	42	33.3%	22	36.7%	
	Disagree	85	59.9%	63	50.0%	28	46.7%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	16	11.2%	29	22.7%	17	28.3%	
	Neutral	30	21.0%	34	26.6%	16	26.7%	
	Disagree	97	67.8%	65	50.8%	27	45.0%	
11. The leadership of my department demonstrates support for its employees.	Agree	23	15.9%	30	23.6%	21	35.6%	
	Neutral	26	17.9%	39	30.7%	21	35.6%	
	Disagree	96	66.2%	58	45.7%	17	28.8%	
12. I have respect for, and confidence in, departmental leadership.	Agree	25	17.2%	27	21.1%	21	35.6%	
	Neutral	41	28.3%	41	32.0%	18	30.5%	
	Disagree	79	54.5%	60	46.9%	20	33.9%	

Survey Items	Response Category	DEPT of CORRECTIONS Division Comparisons						
		Facilities		Community Services		Other		
		#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	60	41.7%	58	45.3%	28	46.7%
		Neutral	33	22.9%	16	12.5%	18	30.0%
		Disagree	51	35.4%	54	42.2%	14	23.3%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	46	31.7%	63	49.6%	36	60.0%
		Neutral	35	24.1%	23	18.1%	8	13.3%
		Disagree	64	44.1%	41	32.3%	16	26.7%
	15. My work unit respects cultural diversity among our staff.	Agree	84	57.9%	93	72.7%	40	67.8%
		Neutral	35	24.1%	22	17.2%	12	20.3%
		Disagree	26	17.9%	13	10.2%	7	11.9%
	16. My work unit respects cultural diversity among our consumers.	Agree	81	56.3%	94	73.4%	45	76.3%
		Neutral	43	29.9%	21	16.4%	7	11.9%
		Disagree	20	13.9%	13	10.2%	7	11.9%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	80	55.2%	81	63.3%	38	64.4%
		Neutral	51	35.2%	32	25.0%	16	27.1%
		Disagree	14	9.7%	15	11.7%	5	8.5%
	18. My work unit uses information from consumers to improve AHS services.	Agree	30	21.0%	48	37.8%	27	45.0%
		Neutral	76	53.1%	50	39.4%	19	31.7%
		Disagree	37	25.9%	29	22.8%	14	23.3%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	37	25.5%	61	47.7%	32	53.3%
		Neutral	44	30.3%	23	18.0%	14	23.3%
		Disagree	64	44.1%	44	34.4%	14	23.3%
	20. My work environment supports excellent customer service.	Agree	34	23.4%	60	46.9%	34	57.6%
		Neutral	64	44.1%	44	34.4%	17	28.8%
		Disagree	47	32.4%	24	18.8%	8	13.6%
21. At work, my opinions are listened to and respected.	Agree	42	29.0%	65	50.8%	39	65.0%	
	Neutral	43	29.7%	31	24.2%	8	13.3%	
	Disagree	60	41.4%	32	25.0%	13	21.7%	
22. Employee morale in my work unit is good.	Agree	21	14.5%	46	36.2%	22	36.7%	
	Neutral	21	14.5%	27	21.3%	14	23.3%	
	Disagree	103	71.0%	54	42.5%	24	40.0%	
23. Independent decision-making is encouraged in my work unit.	Agree	49	33.8%	59	46.5%	33	55.9%	
	Neutral	26	17.9%	23	18.1%	15	25.4%	
	Disagree	70	48.3%	45	35.4%	11	18.6%	
24. I often think about leaving my job.	Agree	78	53.8%	57	44.5%	26	43.3%	
	Neutral	26	17.9%	26	20.3%	14	23.3%	
	Disagree	41	28.3%	45	35.2%	20	33.3%	

Survey Items	Response Category	DEPT of CORRECTIONS Division Comparisons					
		Facilities		Community Services		Other	
		#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	30	20.7%	45	35.2%	22	37.3%
	Neutral	24	16.6%	20	15.6%	13	22.0%
	Disagree	91	62.8%	63	49.2%	24	40.7%
26. Overall, I am satisfied with the benefits I receive.	Agree	62	42.8%	79	61.7%	31	52.5%
	Neutral	34	23.4%	18	14.1%	13	22.0%
	Disagree	49	33.8%	31	24.2%	15	25.4%
27. I receive adequate training to perform my job.	Agree	50	34.5%	51	39.8%	27	45.8%
	Neutral	23	15.9%	29	22.7%	13	22.0%
	Disagree	72	49.7%	48	37.5%	19	32.2%
28. I have the equipment and resources I need to perform my job.	Agree	50	34.7%	50	39.1%	33	55.9%
	Neutral	24	16.7%	17	13.3%	11	18.6%
	Disagree	70	48.6%	61	47.7%	15	25.4%
29. I have the technology support I need to perform my job.	Agree	48	33.1%	42	32.8%	25	42.4%
	Neutral	40	27.6%	23	18.0%	12	20.3%
	Disagree	57	39.3%	63	49.2%	22	37.3%
30. My workload and responsibilities are reasonable.	Agree	52	35.9%	48	37.5%	30	50.0%
	Neutral	31	21.4%	26	20.3%	12	20.0%
	Disagree	62	42.8%	54	42.2%	18	30.0%
31. My job makes good use of my skills and abilities.	Agree	66	45.5%	84	65.6%	42	70.0%
	Neutral	28	19.3%	13	10.2%	5	8.3%
	Disagree	51	35.2%	31	24.2%	13	21.7%
32. My work is interesting.	Agree	108	74.5%	111	86.7%	49	81.7%
	Neutral	21	14.5%	10	7.8%	7	11.7%
	Disagree	16	11.0%	7	5.5%	4	6.7%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	62	42.8%	71	55.5%	38	64.4%
	Neutral	30	20.7%	25	19.5%	10	16.9%
	Disagree	53	36.6%	32	25.0%	11	18.6%
34. There are opportunities for promotion and advancement.	Agree	51	35.7%	46	35.9%	18	30.0%
	Neutral	28	19.6%	28	21.9%	15	25.0%
	Disagree	64	44.8%	54	42.2%	27	45.0%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	52	35.9%	69	54.3%	43	71.7%
	Neutral	21	14.5%	27	21.3%	6	10.0%
	Disagree	72	49.7%	31	24.4%	11	18.3%

Job Supports and Resources

Survey Items		Response Category	DEPT of CORRECTIONS Division Comparisons					
			Facilities		Community Services		Other	
			#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	96	66.2%	106	82.8%	47	78.3%
		Neutral	28	19.3%	17	13.3%	9	15.0%
		Disagree	21	14.5%	5	3.9%	4	6.7%
	37. I understand the goals of AHS re-organization.	Agree	46	31.7%	74	58.7%	22	37.3%
		Neutral	44	30.3%	29	23.0%	23	39.0%
		Disagree	55	37.9%	23	18.3%	14	23.7%
	38. I believe in the goals of AHS re-organization.	Agree	42	29.0%	52	40.6%	21	35.0%
		Neutral	69	47.6%	54	42.2%	29	48.3%
		Disagree	34	23.4%	22	17.2%	10	16.7%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	32	22.1%	35	27.6%	14	23.3%
		Neutral	77	53.1%	64	50.4%	36	60.0%
		Disagree	36	24.8%	28	22.0%	10	16.7%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	41	28.5%	44	34.4%	19	31.7%
		Neutral	66	45.8%	63	49.2%	27	45.0%
		Disagree	37	25.7%	21	16.4%	14	23.3%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	26	17.9%	27	21.1%	4	6.8%
		Neutral	79	54.5%	69	53.9%	37	62.7%
		Disagree	40	27.6%	32	25.0%	18	30.5%

Table B4. DAIL Division Comparisons: Frequency of Response

Survey Items (abbreviated)		Response Category	DAIL Division Comparisons									
			Voc Rehab		Disability & Aging Services		DBVI		Licensing and Protection		Other	
			#	%	#	%	#	%	#	%	#	%
Leadership and Supervision	1. Job duties are clear	Agree	101	92.7%	34	72.3%	8	88.9%	12	85.7%	23	69.7%
		Neutral	5	4.6%	5	10.6%	1	11.1%	2	14.3%	6	18.2%
		Disagree	3	2.8%	8	17.0%	0	0.0%	0	0.0%	4	12.1%
	2. Clear performance standards	Agree	89	81.7%	34	72.3%	8	88.9%	12	85.7%	18	54.5%
		Neutral	15	13.8%	7	14.9%	1	11.1%	0	0.0%	12	36.4%
		Disagree	5	4.6%	6	12.8%	0	0.0%	2	14.3%	3	9.1%
	3. Feedback on job performance	Agree	86	78.9%	29	61.7%	5	55.6%	12	85.7%	16	51.6%
		Neutral	9	8.3%	6	12.8%	3	33.3%	0	0.0%	6	19.4%
		Disagree	14	12.8%	12	25.5%	1	11.1%	2	14.3%	9	29.0%
	4. Changes timely & clear	Agree	78	71.6%	23	48.9%	7	77.8%	8	57.1%	12	37.5%
		Neutral	17	15.6%	12	25.5%	0	0.0%	4	28.6%	12	37.5%
		Disagree	14	12.8%	12	25.5%	2	22.2%	2	14.3%	8	25.0%
5. Recognition for good work	Agree	85	78.0%	28	59.6%	5	55.6%	12	85.7%	20	62.5%	
	Neutral	12	11.0%	9	19.1%	3	33.3%	1	7.1%	7	21.9%	
	Disagree	12	11.0%	10	21.3%	1	11.1%	1	7.1%	5	15.6%	
6. Feel respected by supervisor	Agree	88	80.7%	34	72.3%	7	77.8%	13	92.9%	22	68.8%	
	Neutral	15	13.8%	5	10.6%	0	0.0%	1	7.1%	5	15.6%	
	Disagree	6	5.5%	8	17.0%	2	22.2%	0	0.0%	5	15.6%	
7. Respect direct supervisor	Agree	86	79.6%	34	72.3%	6	66.7%	12	85.7%	22	68.8%	
	Neutral	14	13.0%	6	12.8%	2	22.2%	1	7.1%	6	18.8%	
	Disagree	8	7.4%	7	14.9%	1	11.1%	1	7.1%	4	12.5%	
8. Receive annual performance evaluation	Agree	90	83.3%	20	42.6%	4	44.4%	11	78.6%	18	56.3%	
	Neutral	7	6.5%	8	17.0%	1	11.1%	1	7.1%	7	21.9%	
	Disagree	11	10.2%	19	40.4%	4	44.4%	2	14.3%	7	21.9%	
9. Merit system is fair	Agree	47	43.5%	7	14.9%	1	11.1%	5	38.5%	5	15.2%	
	Neutral	37	34.3%	16	34.0%	5	55.6%	5	38.5%	17	51.5%	
	Disagree	24	22.2%	24	51.1%	3	33.3%	3	23.1%	11	33.3%	
10. Leaders positive work environment	Agree	80	74.1%	28	59.6%	5	55.6%	8	57.1%	12	36.4%	
	Neutral	16	14.8%	6	12.8%	2	22.2%	3	21.4%	8	24.2%	
	Disagree	12	11.1%	13	27.7%	2	22.2%	3	21.4%	13	39.4%	
11. Leaders support employees	Agree	79	72.5%	29	61.7%	6	66.7%	11	78.6%	14	43.8%	
	Neutral	13	11.9%	13	27.7%	1	11.1%	2	14.3%	7	21.9%	
	Disagree	17	15.6%	5	10.6%	2	22.2%	1	7.1%	11	34.4%	
12. Respect departmental leadership	Agree	82	76.6%	33	70.2%	5	55.6%	12	85.7%	13	40.6%	
	Neutral	13	12.1%	9	19.1%	2	22.2%	1	7.1%	9	28.1%	
	Disagree	12	11.2%	5	10.6%	2	22.2%	1	7.1%	10	31.3%	

Survey Items (abbreviated)	Response Category	DAIL Division Comparisons										
		Voc Rehab		Disability & Aging Services		DBVI		Licensing and Protection		Other		
		#	%	#	%	#	%	#	%	#	%	
Work Environment	13. Physical environment satisfactory	Agree	71	65.7%	21	44.7%	4	44.4%	7	50.0%	10	30.3%
		Neutral	13	12.0%	8	17.0%	3	33.3%	3	21.4%	10	30.3%
		Disagree	24	22.2%	18	38.3%	2	22.2%	4	28.6%	13	39.4%
	14. Mutual respect, team-work, cooperation exists	Agree	85	78.7%	34	72.3%	6	66.7%	10	71.4%	16	48.5%
		Neutral	6	5.6%	7	14.9%	0	0.0%	4	28.6%	7	21.2%
		Disagree	17	15.7%	6	12.8%	3	33.3%	0	0.0%	10	30.3%
	15. Respect diversity among staff	Agree	91	85.0%	36	76.6%	6	66.7%	12	92.3%	20	62.5%
		Neutral	12	11.2%	8	17.0%	2	22.2%	1	7.7%	9	28.1%
		Disagree	4	3.7%	3	6.4%	1	11.1%	0	0.0%	3	9.4%
	16. Respect diversity of consumers	Agree	102	96.2%	42	89.4%	7	77.8%	13	92.9%	21	65.6%
		Neutral	2	1.9%	4	8.5%	1	11.1%	1	7.1%	8	25.0%
		Disagree	2	1.9%	1	2.1%	1	11.1%	0	0.0%	3	9.4%
	17. Accom. consumers with disabilities	Agree	101	93.5%	46	97.9%	8	88.9%	13	92.9%	20	62.5%
		Neutral	5	4.6%	0	0.0%	1	11.1%	1	7.1%	10	31.3%
		Disagree	2	1.9%	1	2.1%	0	0.0%	0	0.0%	2	6.3%
	18. Use consumer information	Agree	94	87.9%	39	83.0%	5	55.6%	10	71.4%	12	36.4%
		Neutral	11	10.3%	5	10.6%	3	33.3%	3	21.4%	14	42.4%
		Disagree	2	1.9%	3	6.4%	1	11.1%	1	7.1%	7	21.2%
	19. New ideas encouraged	Agree	90	83.3%	33	70.2%	7	77.8%	10	71.4%	15	45.5%
		Neutral	7	6.5%	9	19.1%	1	11.1%	2	14.3%	9	27.3%
		Disagree	11	10.2%	5	10.6%	1	11.1%	2	14.3%	9	27.3%
	20. Excellent customer service	Agree	98	91.6%	41	87.2%	8	88.9%	10	71.4%	14	43.8%
		Neutral	4	3.7%	4	8.5%	0	0.0%	3	21.4%	14	43.8%
		Disagree	5	4.7%	2	4.3%	1	11.1%	1	7.1%	4	12.5%
21. Opinions respected	Agree	86	79.6%	32	68.1%	7	77.8%	12	85.7%	17	51.5%	
	Neutral	11	10.2%	9	19.1%	1	11.1%	1	7.1%	8	24.2%	
	Disagree	11	10.2%	6	12.8%	1	11.1%	1	7.1%	8	24.2%	
22. Morale is good in my work unit	Agree	82	76.6%	20	42.6%	4	44.4%	4	28.6%	11	33.3%	
	Neutral	9	8.4%	12	25.5%	2	22.2%	8	57.1%	8	24.2%	
	Disagree	16	15.0%	15	31.9%	3	33.3%	2	14.3%	14	42.4%	
23. Decision-making is encouraged	Agree	91	85.0%	35	74.5%	7	77.8%	10	71.4%	16	50.0%	
	Neutral	10	9.3%	4	8.5%	2	22.2%	2	14.3%	9	28.1%	
	Disagree	6	5.6%	8	17.0%	0	0.0%	2	14.3%	7	21.9%	
24. Think about leaving job	Agree	27	25.2%	18	38.3%	3	33.3%	3	23.1%	12	37.5%	
	Neutral	16	15.0%	13	27.7%	2	22.2%	2	15.4%	9	28.1%	
	Disagree	64	59.8%	16	34.0%	4	44.4%	8	61.5%	11	34.4%	

Survey Items (abbreviated)	Response Category	DAIL Division Comparisons									
		Voc Rehab		Disability & Aging Services		DBVI		Licensing and Protection		Other	
		#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	64	59.3%	24	51.1%	3	33.3%	6	46.2%	12	37.5%
	Neutral	20	18.5%	7	14.9%	2	22.2%	3	23.1%	6	18.8%
	Disagree	24	22.2%	16	34.0%	4	44.4%	4	30.8%	14	43.8%
26. Satisfied with benefits	Agree	80	74.8%	33	70.2%	6	66.7%	13	100.0%	16	50.0%
	Neutral	12	11.2%	8	17.0%	1	11.1%	0	0.0%	8	25.0%
	Disagree	15	14.0%	6	12.8%	2	22.2%	0	0.0%	8	25.0%
27. Adequate Training	Agree	82	75.9%	25	53.2%	8	88.9%	10	71.4%	15	46.9%
	Neutral	16	14.8%	12	25.5%	1	11.1%	2	14.3%	9	28.1%
	Disagree	10	9.3%	10	21.3%	0	0.0%	2	14.3%	8	25.0%
28. Equipment & resources I need	Agree	81	75.0%	32	68.1%	7	77.8%	6	42.9%	16	50.0%
	Neutral	13	12.0%	4	8.5%	2	22.2%	3	21.4%	5	15.6%
	Disagree	14	13.0%	11	23.4%	0	0.0%	5	35.7%	11	34.4%
29. Tech support I need	Agree	89	82.4%	32	68.1%	7	77.8%	8	57.1%	16	50.0%
	Neutral	11	10.2%	4	8.5%	1	11.1%	4	28.6%	7	21.9%
	Disagree	8	7.4%	11	23.4%	1	11.1%	2	14.3%	9	28.1%
30. Workload is reasonable	Agree	63	58.3%	17	36.2%	6	66.7%	5	38.5%	15	45.5%
	Neutral	23	21.3%	10	21.3%	1	11.1%	5	38.5%	9	27.3%
	Disagree	22	20.4%	20	42.6%	2	22.2%	3	23.1%	9	27.3%
31. Good use of skills and abilities	Agree	93	86.1%	33	70.2%	6	66.7%	11	78.6%	18	54.5%
	Neutral	6	5.6%	7	14.9%	2	22.2%	2	14.3%	8	24.2%
	Disagree	9	8.3%	7	14.9%	1	11.1%	1	7.1%	7	21.2%
32. Work is interesting	Agree	93	86.9%	40	85.1%	6	66.7%	13	92.9%	24	72.7%
	Neutral	8	7.5%	3	6.4%	3	33.3%	1	7.1%	7	21.2%
	Disagree	6	5.6%	4	8.5%	0	0.0%	0	0.0%	2	6.1%
33. Opportunity for professional growth	Agree	85	78.7%	25	54.3%	7	77.8%	12	85.7%	19	59.4%
	Neutral	16	14.8%	14	30.4%	2	22.2%	0	0.0%	8	25.0%
	Disagree	7	6.5%	7	15.2%	0	0.0%	2	14.3%	5	15.6%
34. Opportunity for job advancement	Agree	48	44.4%	10	21.3%	2	22.2%	5	38.5%	8	24.2%
	Neutral	27	25.0%	15	31.9%	1	11.1%	3	23.1%	13	39.4%
	Disagree	33	30.6%	22	46.8%	6	66.7%	5	38.5%	12	36.4%
35. Flexible balance work and personal	Agree	92	85.2%	32	68.1%	6	66.7%	12	92.3%	19	57.6%
	Neutral	8	7.4%	11	23.4%	3	33.3%	1	7.7%	6	18.2%
	Disagree	8	7.4%	4	8.5%	0	0.0%	0	0.0%	8	24.2%

Job Supports and Resources

Survey Items (abbreviated)	Response Category	DAIL Division Comparisons									
		Voc Rehab		Disability & Aging Services		DBVI		Licensing and Protection		Other	
		#	%	#	%	#	%	#	%	#	%
36. My work makes a difference	Agree	100	92.6%	44	93.6%	9	100.0%	13	92.9%	26	78.8%
	Neutral	6	5.6%	2	4.3%	0	0.0%	1	7.1%	2	6.1%
	Disagree	2	1.9%	1	2.1%	0	0.0%	0	0.0%	5	15.2%
37. Under-stand goals of re-org	Agree	85	78.7%	32	68.1%	4	44.4%	10	76.9%	14	43.8%
	Neutral	14	13.0%	9	19.1%	1	11.1%	0	0.0%	7	21.9%
	Disagree	9	8.3%	6	12.8%	4	44.4%	3	23.1%	11	34.4%
38. Believe in goals of re-org	Agree	72	66.7%	25	53.2%	2	22.2%	9	69.2%	9	27.3%
	Neutral	27	25.0%	13	27.7%	2	22.2%	2	15.4%	11	33.3%
	Disagree	9	8.3%	9	19.1%	5	55.6%	2	15.4%	13	39.4%
39. Goals of re-org are achievable in 3- 5 yrs	Agree	47	43.5%	18	38.3%	1	11.1%	7	53.8%	7	21.2%
	Neutral	45	41.7%	16	34.0%	4	44.4%	5	38.5%	11	33.3%
	Disagree	16	14.8%	13	27.7%	4	44.4%	1	7.7%	15	45.5%
40. Positive about change with re-org	Agree	61	57.0%	16	34.0%	1	11.1%	9	69.2%	6	18.2%
	Neutral	33	30.8%	22	46.8%	3	33.3%	3	23.1%	9	27.3%
	Disagree	13	12.1%	9	19.1%	5	55.6%	1	7.7%	18	54.5%
41. Re-org has improved services	Agree	27	25.0%	8	17.0%	2	22.2%	5	38.5%	4	12.1%
	Neutral	58	53.7%	18	38.3%	1	11.1%	6	46.2%	10	30.3%
	Disagree	23	21.3%	21	44.7%	6	66.7%	2	15.4%	19	57.6%

Table B 5. OVHA Division Comparisons, Response Frequency

Survey Items		Response Category	OVHA Division Comparisons			
			Health Access/ Medicaid		Other	
			#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	17	54.8%	21	80.8%
		Neutral	3	9.7%	2	7.7%
		Disagree	11	35.5%	3	11.5%
	2. The job performance standards are clear to me.	Agree	13	41.9%	17	68.0%
		Neutral	8	25.8%	6	24.0%
		Disagree	10	32.3%	2	8.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	15	48.4%	13	50.0%
		Neutral	4	12.9%	6	23.1%
		Disagree	12	38.7%	7	26.9%
	4. Changes in work expectations are timely and clear.	Agree	10	32.3%	11	42.3%
		Neutral	5	16.1%	8	30.8%
		Disagree	16	51.6%	7	26.9%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	13	41.9%	17	65.4%	
	Neutral	5	16.1%	3	11.5%	
	Disagree	13	41.9%	6	23.1%	
6. I feel respected by my direct supervisor.	Agree	18	58.1%	17	65.4%	
	Neutral	4	12.9%	4	15.4%	
	Disagree	9	29.0%	5	19.2%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	17	54.8%	18	69.2%	
	Neutral	4	12.9%	5	19.2%	
	Disagree	10	32.3%	3	11.5%	
8. I receive an annual performance evaluation each year.	Agree	13	43.3%	16	61.5%	
	Neutral	9	30.0%	4	15.4%	
	Disagree	8	26.7%	6	23.1%	
9. The merit award system is fair.	Agree	2	7.1%	4	15.4%	
	Neutral	16	57.1%	9	34.6%	
	Disagree	10	35.7%	13	50.0%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	8	25.8%	9	34.6%	
	Neutral	13	41.9%	8	30.8%	
	Disagree	10	32.3%	9	34.6%	
11. The leadership of my department demonstrates support for its employees.	Agree	10	32.3%	10	38.5%	
	Neutral	6	19.4%	9	34.6%	
	Disagree	15	48.4%	7	26.9%	
12. I have respect for, and confidence in, departmental leadership.	Agree	14	45.2%	10	38.5%	
	Neutral	7	22.6%	9	34.6%	
	Disagree	10	32.3%	7	26.9%	

Survey Items		Response Category	OVHA Division Comparisons			
			Health Access/ Medicaid		Other	
			#	%	#	%
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	17	54.8%	10	40.0%
		Neutral	7	22.6%	7	28.0%
		Disagree	7	22.6%	8	32.0%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	12	38.7%	11	44.0%
		Neutral	10	32.3%	8	32.0%
		Disagree	9	29.0%	6	24.0%
	15. My work unit respects cultural diversity among our staff.	Agree	20	64.5%	14	56.0%
		Neutral	9	29.0%	10	40.0%
		Disagree	2	6.5%	1	4.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	22	71.0%	17	68.0%
		Neutral	7	22.6%	7	28.0%
		Disagree	2	6.5%	1	4.0%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	21	67.7%	13	52.0%
		Neutral	7	22.6%	10	40.0%
		Disagree	3	9.7%	2	8.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	17	58.6%	10	41.7%
		Neutral	10	34.5%	9	37.5%
		Disagree	2	6.9%	5	20.8%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	15	48.4%	13	52.0%
		Neutral	7	22.6%	7	28.0%
		Disagree	9	29.0%	5	20.0%
	20. My work environment supports excellent customer service.	Agree	22	71.0%	13	52.0%
		Neutral	3	9.7%	8	32.0%
		Disagree	6	19.4%	4	16.0%
21. At work, my opinions are listened to and respected.	Agree	18	58.1%	13	52.0%	
	Neutral	4	12.9%	6	24.0%	
	Disagree	9	29.0%	6	24.0%	
22. Employee morale in my work unit is good.	Agree	11	35.5%	8	32.0%	
	Neutral	5	16.1%	8	32.0%	
	Disagree	15	48.4%	9	36.0%	
23. Independent decision-making is encouraged in my work unit.	Agree	16	51.6%	14	56.0%	
	Neutral	5	16.1%	5	20.0%	
	Disagree	10	32.3%	6	24.0%	
24. I often think about leaving my job.	Agree	14	45.2%	11	44.0%	
	Neutral	6	19.4%	6	24.0%	
	Disagree	11	35.5%	8	32.0%	

Survey Items		Response Category	OVHA Division Comparisons			
			Health Access/Medicaid		Other	
			#	%	#	%
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree	17	54.8%	7	26.9%
		Neutral	6	19.4%	7	26.9%
		Disagree	8	25.8%	12	46.2%
	26. Overall, I am satisfied with the benefits I receive.	Agree	21	67.7%	14	53.8%
		Neutral	6	19.4%	7	26.9%
		Disagree	4	12.9%	5	19.2%
	27. I receive adequate training to perform my job.	Agree	10	32.3%	15	57.7%
		Neutral	4	12.9%	1	3.8%
		Disagree	17	54.8%	10	38.5%
	28. I have the equipment and resources I need to perform my job.	Agree	16	51.6%	11	42.3%
		Neutral	2	6.5%	5	19.2%
		Disagree	13	41.9%	10	38.5%
	29. I have the technology support I need to perform my job.	Agree	15	48.4%	11	42.3%
		Neutral	5	16.1%	6	23.1%
		Disagree	11	35.5%	9	34.6%
30. My workload and responsibilities are reasonable.	Agree	12	38.7%	7	26.9%	
	Neutral	7	22.6%	10	38.5%	
	Disagree	12	38.7%	9	34.6%	
31. My job makes good use of my skills and abilities.	Agree	17	54.8%	17	65.4%	
	Neutral	5	16.1%	6	23.1%	
	Disagree	9	29.0%	3	11.5%	
32. My work is interesting.	Agree	20	64.5%	19	73.1%	
	Neutral	7	22.6%	5	19.2%	
	Disagree	4	12.9%	2	7.7%	
33. My job provides me with the opportunity to learn and grow professionally.	Agree	14	45.2%	16	61.5%	
	Neutral	10	32.3%	5	19.2%	
	Disagree	7	22.6%	5	19.2%	
34. There are opportunities for promotion and advancement.	Agree	10	32.3%	10	38.5%	
	Neutral	11	35.5%	7	26.9%	
	Disagree	10	32.3%	9	34.6%	
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	23	74.2%	15	57.7%	
	Neutral	4	12.9%	5	19.2%	
	Disagree	4	12.9%	6	23.1%	

Survey Items		Response Category	OVHA Division Comparisons			
			Health Access/Medicaid		Other	
			#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	21	67.7%	21	80.8%
		Neutral	8	25.8%	3	11.5%
		Disagree	2	6.5%	2	7.7%
	37. I understand the goals of AHS re-organization.	Agree	11	35.5%	12	46.2%
		Neutral	12	38.7%	8	30.8%
		Disagree	8	25.8%	6	23.1%
	38. I believe in the goals of AHS re-organization.	Agree	13	41.9%	8	30.8%
		Neutral	15	48.4%	13	50.0%
		Disagree	3	9.7%	5	19.2%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	8	25.8%	4	15.4%
		Neutral	14	45.2%	18	69.2%
		Disagree	9	29.0%	4	15.4%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	11	36.7%	7	26.9%
		Neutral	14	46.7%	12	46.2%
		Disagree	5	16.7%	7	26.9%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	8	26.7%	5	19.2%
		Neutral	15	50.0%	11	42.3%
		Disagree	7	23.3%	10	38.5%

Table B6. AHS CENTRAL OFFICE Division Comparisons, Response Frequency

Survey Items		Response Category	AHS CENTRAL OFFICE Division Comparisons					
			IT		Business		Other	
			#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	7	31.8%	14	70.0%	39	84.8%
		Neutral	6	27.3%	2	10.0%	3	6.5%
		Disagree	9	40.9%	4	20.0%	4	8.7%
	2. The job performance standards are clear to me.	Agree	6	27.3%	12	60.0%	32	69.6%
		Neutral	5	22.7%	4	20.0%	8	17.4%
		Disagree	11	50.0%	4	20.0%	6	13.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	6	27.3%	12	60.0%	23	50.0%
		Neutral	5	22.7%	1	5.0%	10	21.7%
		Disagree	11	50.0%	7	35.0%	13	28.3%
	4. Changes in work expectations are timely and clear.	Agree	4	18.2%	6	30.0%	21	45.7%
		Neutral	4	18.2%	7	35.0%	12	26.1%
		Disagree	14	63.6%	7	35.0%	13	28.3%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	11	50.0%	12	60.0%	28	60.9%	
	Neutral	4	18.2%	2	10.0%	6	13.0%	
	Disagree	7	31.8%	6	30.0%	12	26.1%	
6. I feel respected by my direct supervisor.	Agree	10	45.5%	14	70.0%	29	63.0%	
	Neutral	9	40.9%	1	5.0%	7	15.2%	
	Disagree	3	13.6%	5	25.0%	10	21.7%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	11	50.0%	12	60.0%	30	65.2%	
	Neutral	8	36.4%	4	20.0%	6	13.0%	
	Disagree	3	13.6%	4	20.0%	10	21.7%	
8. I receive an annual performance evaluation each year.	Agree	8	36.4%	8	42.1%	16	35.6%	
	Neutral	2	9.1%	5	26.3%	12	26.7%	
	Disagree	12	54.5%	6	31.6%	17	37.8%	
9. The merit award system is fair.	Agree	3	13.6%	4	20.0%	10	21.7%	
	Neutral	6	27.3%	7	35.0%	14	30.4%	
	Disagree	13	59.1%	9	45.0%	22	47.8%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	6	27.3%	8	40.0%	14	26.2%	
	Neutral	6	27.3%	6	30.0%	9	19.6%	
	Disagree	10	45.5%	6	30.0%	23	50.0%	
11. The leadership of my department demonstrates support for its employees.	Agree	6	27.3%	9	45.0%	17	37.0%	
	Neutral	3	13.6%	8	40.0%	9	19.6%	
	Disagree	13	59.1%	3	15.0%	20	43.5%	
12. I have respect for, and confidence in, departmental leadership.	Agree	5	22.7%	8	40.0%	16	34.8%	
	Neutral	5	22.7%	7	35.0%	14	30.4%	
	Disagree	12	54.5%	5	25.0%	16	34.8%	

Survey Items	Response Category	AHS CENTRAL OFFICE Division Comparisons					
		IT		Business		Other	
		#	%	#	%	#	%
13. The physical environment of my primary worksite is satisfactory.	Agree	11	50.0%	7	35.0%	22	47.8%
	Neutral	2	9.1%	3	15.0%	9	19.6%
	Disagree	9	40.9%	10	50.0%	15	32.6%
14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	8	36.4%	14	70.0%	23	50.0%
	Neutral	4	18.2%	4	20.0%	12	26.1%
	Disagree	10	45.5%	2	10.0%	11	23.9%
15. My work unit respects cultural diversity among our staff.	Agree	12	54.5%	13	65.0%	34	73.9%
	Neutral	5	22.7%	7	35.0%	9	19.6%
	Disagree	5	22.7%	0	0.0%	3	6.5%
16. My work unit respects cultural diversity among our consumers.	Agree	11	50.0%	15	75.0%	36	78.3%
	Neutral	6	27.3%	5	25.0%	9	19.6%
	Disagree	5	22.7%	0	0.0%	1	2.2%
17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	11	50.0%	15	75.0%	32	69.6%
	Neutral	7	31.8%	5	25.0%	11	23.9%
	Disagree	4	18.2%	0	0.0%	3	6.5%
18. My work unit uses information from consumers to improve AHS services.	Agree	7	31.8%	5	25.0%	22	47.8%
	Neutral	8	36.4%	14	70.0%	19	41.3%
	Disagree	7	31.8%	1	5.0%	5	10.9%
19. My work unit has an open atmosphere that encourages new ideas.	Agree	14	63.6%	9	45.0%	29	63.0%
	Neutral	1	4.5%	6	30.0%	8	17.4%
	Disagree	7	31.8%	5	25.0%	9	19.6%
20. My work environment supports excellent customer service.	Agree	10	45.5%	15	75.0%	28	60.9%
	Neutral	3	13.6%	4	20.0%	10	21.7%
	Disagree	9	40.9%	1	5.0%	8	17.4%
21. At work, my opinions are listened to and respected.	Agree	10	45.5%	13	65.0%	27	58.7%
	Neutral	3	13.6%	3	15.0%	10	21.7%
	Disagree	9	40.9%	4	20.0%	9	19.6%
22. Employee morale in my work unit is good.	Agree	7	31.8%	5	25.0%	19	41.3%
	Neutral	3	13.6%	6	30.0%	10	21.7%
	Disagree	12	54.5%	9	45.0%	17	37.0%
23. Independent decision-making is encouraged in my work unit.	Agree	13	59.1%	14	70.0%	31	67.4%
	Neutral	2	9.1%	3	15.0%	7	15.2%
	Disagree	7	31.8%	3	15.0%	8	17.4%
24. I often think about leaving my job.	Agree	15	68.2%	8	40.0%	19	41.3%
	Neutral	2	9.1%	4	20.0%	11	23.9%
	Disagree	5	22.7%	8	40.0%	16	34.8%

Work Environment

Survey Items	Response Category	AHS CENTRAL OFFICE Division Comparisons					
		IT		Business		Other	
		#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	10	45.5%	6	30.0%	22	47.8%
	Neutral	5	22.7%	2	10.0%	8	17.4%
	Disagree	7	31.8%	12	60.0%	16	34.8%
26. Overall, I am satisfied with the benefits I receive.	Agree	13	59.1%	13	65.0%	30	66.7%
	Neutral	4	18.2%	1	5.0%	10	22.2%
	Disagree	5	22.7%	6	30.0%	5	11.1%
27. I receive adequate training to perform my job.	Agree	7	31.8%	13	65.0%	30	65.2%
	Neutral	5	22.7%	3	15.0%	6	13.0%
	Disagree	10	45.5%	4	20.0%	10	21.7%
28. I have the equipment and resources I need to perform my job.	Agree	7	31.8%	16	80.0%	25	54.3%
	Neutral	8	36.4%	1	5.0%	6	13.0%
	Disagree	7	31.8%	3	15.0%	15	32.6%
29. I have the technology support I need to perform my job.	Agree	10	45.5%	13	65.0%	23	50.0%
	Neutral	7	31.8%	2	10.0%	10	21.7%
	Disagree	5	22.7%	5	25.0%	13	28.3%
30. My workload and responsibilities are reasonable.	Agree	7	31.8%	10	50.0%	19	41.3%
	Neutral	3	13.6%	5	25.0%	9	19.6%
	Disagree	12	54.5%	5	25.0%	18	39.1%
31. My job makes good use of my skills and abilities.	Agree	12	54.5%	11	55.0%	30	65.2%
	Neutral	3	13.6%	3	15.0%	11	23.9%
	Disagree	7	31.8%	6	30.0%	5	10.9%
32. My work is interesting.	Agree	16	72.7%	10	50.0%	36	78.3%
	Neutral	2	9.1%	6	30.0%	6	13.0%
	Disagree	4	18.2%	4	20.0%	4	8.7%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	9	40.9%	11	55.0%	27	60.0%
	Neutral	2	9.1%	2	10.0%	10	22.2%
	Disagree	11	50.0%	7	35.0%	8	17.8%
34. There are opportunities for promotion and advancement.	Agree	7	31.8%	9	47.4%	10	22.2%
	Neutral	3	13.6%	3	15.8%	14	31.1%
	Disagree	12	54.5%	7	36.8%	21	46.7%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	14	63.6%	16	80.0%	30	65.2%
	Neutral	3	13.6%	2	10.0%	5	10.9%
	Disagree	5	22.7%	2	10.0%	11	23.9%

Job Supports and Resources

Survey Items		Response Category	AHS CENTRAL OFFICE Division Comparisons					
			IT		Business		Other	
			#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	14	63.6%	12	60.0%	40	87.0%
		Neutral	7	31.8%	7	35.0%	4	8.7%
		Disagree	1	4.5%	1	5.0%	2	4.3%
	37. I understand the goals of AHS re-organization.	Agree	9	40.9%	11	55.0%	27	58.7%
		Neutral	5	22.7%	5	25.0%	9	19.6%
		Disagree	8	36.4%	4	20.0%	10	21.7%
	38. I believe in the goals of AHS re-organization.	Agree	5	22.7%	8	40.0%	18	39.1%
		Neutral	8	36.4%	8	40.0%	18	39.1%
		Disagree	9	40.9%	4	20.0%	10	21.7%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	2	9.1%	3	15.0%	14	30.4%
		Neutral	8	36.4%	12	60.0%	20	43.5%
		Disagree	12	54.5%	5	25.0%	12	26.1%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	3	13.6%	6	30.0%	16	34.8%
		Neutral	7	31.8%	9	45.0%	14	30.4%
		Disagree	12	54.5%	5	25.0%	16	34.8%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	0	0.0%	1	5.0%	9	19.6%
		Neutral	7	31.8%	12	60.0%	19	41.3%
		Disagree	15	68.2%	7	35.0%	18	39.1%

Table C 1. HEALTH DEPARTMENT Job Type Comparisons, Response Frequency

Survey Items		Response Category	HEALTH DEPARTMENT Job Type Comparisons							
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	89	78.1%	90	74.4%	65	69.9%	114	73.5%
		Neutral	7	6.1%	13	10.7%	13	14.0%	23	14.8%
		Disagree	18	15.8%	18	14.9%	15	16.1%	18	11.6%
	2. The job performance standards are clear to me.	Agree	79	69.3%	82	67.8%	57	61.3%	100	64.9%
		Neutral	18	15.8%	25	20.7%	14	15.1%	26	16.9%
		Disagree	17	14.9%	14	11.6%	22	23.7%	28	18.2%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	62	55.4%	57	47.1%	55	59.1%	78	50.6%
		Neutral	25	22.3%	26	21.5%	13	14.0%	32	20.8%
		Disagree	25	22.3%	38	31.4%	25	26.9%	44	28.6%
	4. Changes in work expectations are timely and clear.	Agree	52	45.6%	49	40.5%	46	50.0%	70	45.5%
		Neutral	27	23.7%	30	24.8%	25	27.2%	29	18.8%
		Disagree	35	30.7%	42	34.7%	21	22.8%	55	35.7%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	68	59.6%	72	59.5%	64	68.8%	98	64.1%	
	Neutral	25	21.9%	20	16.5%	14	15.1%	18	11.8%	
	Disagree	21	18.4%	29	24.0%	15	16.1%	37	24.2%	
6. I feel respected by my direct supervisor.	Agree	91	79.8%	78	64.5%	73	78.5%	101	66.4%	
	Neutral	12	10.5%	23	19.0%	10	10.8%	18	11.8%	
	Disagree	11	9.6%	20	16.5%	10	10.8%	33	21.7%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	83	72.8%	78	65.0%	70	75.3%	102	66.7%	
	Neutral	21	18.4%	25	20.8%	12	12.9%	19	12.4%	
	Disagree	10	8.8%	17	14.2%	11	11.8%	32	20.9%	
8. I receive an annual performance evaluation each year.	Agree	59	51.8%	83	68.6%	52	56.5%	102	67.5%	
	Neutral	23	20.2%	16	13.2%	24	26.1%	13	8.6%	
	Disagree	32	28.1%	22	18.2%	16	17.4%	36	23.8%	
9. The merit award system is fair.	Agree	27	23.7%	25	21.0%	17	18.9%	30	19.7%	
	Neutral	48	42.1%	50	42.0%	40	44.4%	63	41.4%	
	Disagree	39	34.2%	44	37.0%	33	36.7%	59	38.8%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	46	40.4%	51	42.1%	41	44.1%	68	44.2%	
	Neutral	26	22.8%	27	22.3%	27	29.0%	33	21.4%	
	Disagree	42	36.8%	43	35.5%	25	26.9%	53	34.4%	
11. The leadership of my department demonstrates support for its employees.	Agree	48	42.1%	45	37.2%	46	49.5%	65	42.2%	
	Neutral	19	16.7%	38	31.4%	21	22.6%	36	23.4%	
	Disagree	47	41.2%	38	31.4%	26	28.0%	53	34.4%	
12. I have respect for and confidence in departmental leadership.	Agree	41	36.0%	54	44.6%	42	45.7%	68	44.7%	
	Neutral	29	25.4%	35	28.9%	30	32.6%	35	23.0%	
	Disagree	44	38.6%	32	26.4%	20	21.7%	49	32.2%	

Survey Items	Response Category	HEALTH DEPARTMENT Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	69	60.5%	69	57.0%	59	63.4%	77	49.7%
		Neutral	17	14.9%	26	21.5%	17	18.3%	16	10.3%
		Disagree	28	24.6%	26	21.5%	17	18.3%	62	40.0%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	86	75.4%	68	56.2%	69	74.2%	86	55.5%
		Neutral	13	11.4%	23	19.0%	12	12.9%	22	14.2%
		Disagree	15	13.2%	30	24.8%	12	12.9%	47	30.3%
	15. My work unit respects cultural diversity among our staff.	Agree	92	81.4%	92	76.0%	64	68.8%	112	73.2%
		Neutral	15	13.3%	21	17.4%	23	24.7%	27	17.6%
		Disagree	6	5.3%	8	6.6%	6	6.5%	14	9.2%
	16. My work unit respects cultural diversity among our consumers.	Agree	94	82.5%	97	80.2%	75	80.6%	129	84.3%
		Neutral	14	12.3%	18	14.9%	15	16.1%	15	9.8%
		Disagree	6	5.3%	6	5.0%	3	3.2%	9	5.9%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	88	77.2%	95	78.5%	65	69.9%	121	78.6%
		Neutral	24	21.1%	23	19.0%	26	28.0%	25	16.2%
		Disagree	2	1.8%	3	2.5%	2	2.2%	8	5.2%
	18. My work unit uses information from consumers to improve AHS services.	Agree	80	70.2%	66	54.5%	60	64.5%	91	58.7%
		Neutral	30	26.3%	44	36.4%	27	29.0%	38	24.5%
		Disagree	4	3.5%	11	9.1%	6	6.5%	26	16.8%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	80	70.2%	59	48.8%	67	72.0%	86	55.5%
		Neutral	18	15.8%	34	28.1%	12	12.9%	27	17.4%
		Disagree	16	14.0%	28	23.1%	14	15.1%	42	27.1%
	20. My work environment supports excellent customer service.	Agree	89	78.1%	83	68.6%	59	64.1%	101	66.4%
		Neutral	17	14.9%	22	18.2%	29	31.5%	26	17.1%
		Disagree	8	7.0%	16	13.2%	4	4.3%	25	16.4%
21. At work, my opinions are listened to and respected.	Agree	82	71.9%	66	55.0%	72	77.4%	91	58.7%	
	Neutral	16	14.0%	29	24.2%	8	8.6%	24	15.5%	
	Disagree	16	14.0%	25	20.8%	13	14.0%	40	25.8%	
22. Employee morale in my work unit is good.	Agree	57	50.0%	40	33.1%	46	49.5%	59	38.3%	
	Neutral	18	15.8%	31	25.6%	21	22.6%	24	15.6%	
	Disagree	39	34.2%	50	41.3%	26	28.0%	71	46.1%	
23. Independent decision-making is encouraged in my work unit.	Agree	73	64.0%	70	57.9%	57	61.3%	77	50.0%	
	Neutral	19	16.7%	23	19.0%	13	14.0%	29	18.8%	
	Disagree	22	19.3%	28	23.1%	23	24.7%	48	31.2%	
24. I often think about leaving my job.	Agree	43	38.1%	48	39.7%	26	28.0%	57	36.8%	
	Neutral	29	25.7%	33	27.3%	20	21.5%	33	21.3%	
	Disagree	41	36.3%	40	33.1%	47	50.5%	65	41.9%	

Survey Items	Response Category	HEALTH DEPARTMENT Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	45	39.5%	35	29.2%	38	40.9%	72	47.1%
	Neutral	13	11.4%	27	22.5%	10	10.8%	26	17.0%
	Disagree	56	49.1%	58	48.3%	45	48.4%	55	35.9%
26. Overall, I am satisfied with the benefits I receive.	Agree	75	65.8%	72	59.5%	66	71.0%	99	65.1%
	Neutral	18	15.8%	32	26.4%	10	10.8%	18	11.8%
	Disagree	21	18.4%	17	14.0%	17	18.3%	35	23.0%
27. I receive adequate training to perform my job.	Agree	71	62.3%	66	54.5%	56	60.2%	87	56.9%
	Neutral	20	17.5%	20	16.5%	16	17.2%	30	19.6%
	Disagree	23	20.2%	35	28.9%	21	22.6%	36	23.5%
28. I have the equipment and resources I need to perform my job.	Agree	67	58.8%	78	64.5%	64	68.8%	73	47.7%
	Neutral	15	13.2%	21	17.4%	16	17.2%	26	17.0%
	Disagree	32	28.1%	22	18.2%	13	14.0%	54	35.3%
29. I have the technology support I need to perform my job.	Agree	50	43.9%	70	58.3%	54	58.1%	83	54.6%
	Neutral	14	12.3%	22	18.3%	14	15.1%	23	15.1%
	Disagree	50	43.9%	28	23.3%	25	26.9%	46	30.3%
30. My workload and responsibilities are reasonable.	Agree	44	38.6%	69	57.0%	60	64.5%	82	53.2%
	Neutral	24	21.1%	29	24.0%	16	17.2%	32	20.8%
	Disagree	46	40.4%	23	19.0%	17	18.3%	40	26.0%
31. My job makes good use of my skills and abilities.	Agree	87	76.3%	73	60.8%	60	64.5%	100	64.9%
	Neutral	10	8.8%	23	19.2%	14	15.1%	19	12.3%
	Disagree	17	14.9%	24	20.0%	19	20.4%	35	22.7%
32. My work is interesting.	Agree	105	92.1%	86	71.1%	70	75.3%	129	83.8%
	Neutral	8	7.0%	27	22.3%	14	15.1%	16	10.4%
	Disagree	1	0.9%	8	6.6%	9	9.7%	9	5.8%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	83	73.5%	54	45.0%	69	74.2%	85	55.6%
	Neutral	21	18.6%	31	25.8%	13	14.0%	37	24.2%
	Disagree	9	8.0%	35	29.2%	11	11.8%	31	20.3%
34. There are opportunities for promotion and advancement.	Agree	33	29.2%	28	23.1%	27	29.0%	36	23.4%
	Neutral	43	38.1%	26	21.5%	25	26.9%	40	26.0%
	Disagree	37	32.7%	67	55.4%	41	44.1%	78	50.6%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	73	64.0%	84	69.4%	69	74.2%	102	66.7%
	Neutral	19	16.7%	23	19.0%	16	17.2%	17	11.1%
	Disagree	22	19.3%	14	11.6%	8	8.6%	34	22.2%

Job Supports and Resources

Survey Items		Response Category	HEALTH DEPARTMENT Job Type Comparisons							
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	106	93.0%	86	71.7%	73	78.5%	141	92.2%
		Neutral	6	5.3%	27	22.5%	14	15.1%	9	5.9%
		Disagree	2	1.8%	7	5.8%	6	6.5%	3	2.0%
	37. I understand the goals of AHS re-organization.	Agree	60	52.6%	59	49.2%	48	51.6%	82	53.9%
		Neutral	27	23.7%	35	29.2%	25	26.9%	41	27.0%
		Disagree	27	23.7%	26	21.7%	20	21.5%	29	19.1%
	38. I believe in the goals of AHS re-organization.	Agree	46	40.4%	41	34.5%	45	48.4%	70	45.8%
		Neutral	50	43.9%	51	42.9%	38	40.9%	54	35.3%
		Disagree	18	15.8%	27	22.7%	10	10.8%	29	19.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	26	22.8%	31	26.1%	29	31.2%	40	26.3%
		Neutral	55	48.2%	62	52.1%	48	51.6%	68	44.7%
		Disagree	33	28.9%	26	21.8%	16	17.2%	44	28.9%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	31	27.4%	41	34.7%	36	38.7%	55	36.2%
		Neutral	43	38.1%	51	43.2%	41	44.1%	60	39.5%
		Disagree	39	34.5%	26	22.0%	16	17.2%	37	24.3%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	10	8.8%	11	9.2%	17	18.5%	23	15.0%
		Neutral	51	44.7%	68	57.1%	54	58.7%	68	44.4%
		Disagree	53	46.5%	40	33.6%	21	22.8%	62	40.5%

Table C2. DCF Job Type Comparisons, Response Frequency

Survey Items	Response Category	DCF Job Type Comparisons							
		Manager/ Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
1. My job duties are clear to me.	Agree	96	84.2%	84	78.5%	30	73.2%	204	79.7%
	Neutral	8	7.0%	11	10.3%	7	17.1%	29	11.3%
	Disagree	10	8.8%	12	11.2%	4	9.8%	23	9.0%
2. The job performance standards are clear to me.	Agree	77	68.1%	76	71.0%	22	52.4%	176	69.0%
	Neutral	18	15.9%	14	13.1%	9	21.4%	36	14.1%
	Disagree	18	15.9%	17	15.9%	11	26.2%	43	16.9%
3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	61	53.5%	56	52.3%	19	45.2%	145	57.1%
	Neutral	28	24.6%	22	20.6%	8	19.0%	37	14.6%
	Disagree	25	21.9%	29	27.1%	15	35.7%	72	28.3%
4. Changes in work expectations are timely and clear.	Agree	48	42.1%	44	40.7%	16	38.1%	91	35.7%
	Neutral	36	31.6%	28	25.9%	11	26.2%	55	21.6%
	Disagree	30	26.3%	36	33.3%	15	35.7%	109	42.7%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	70	61.4%	69	63.9%	23	54.8%	154	60.4%
	Neutral	22	19.3%	17	15.7%	9	21.4%	40	15.7%
	Disagree	22	19.3%	22	20.4%	10	23.8%	61	23.9%
6. I feel respected by my direct supervisor.	Agree	85	74.6%	75	69.4%	29	69.0%	169	66.5%
	Neutral	19	16.7%	16	14.8%	8	19.0%	34	13.4%
	Disagree	10	8.8%	17	15.7%	5	11.9%	51	20.1%
7. I have respect for, and confidence in, my direct supervisor.	Agree	78	68.4%	71	66.4%	27	64.3%	167	65.7%
	Neutral	25	21.9%	19	17.8%	9	21.4%	34	13.4%
	Disagree	11	9.6%	17	15.9%	6	14.3%	53	20.9%
8. I receive an annual performance evaluation each year.	Agree	54	47.8%	65	60.2%	7	17.1%	146	57.5%
	Neutral	17	15.0%	14	13.0%	10	24.4%	30	11.8%
	Disagree	42	37.2%	29	26.9%	24	58.5%	78	30.7%
9. The merit award system is fair.	Agree	26	22.8%	27	25.0%	3	7.3%	49	19.4%
	Neutral	43	37.7%	40	37.0%	16	39.0%	103	40.7%
	Disagree	45	39.5%	41	38.0%	22	53.7%	101	39.9%
10. Department leadership strives to create and maintain a positive work environment.	Agree	43	37.7%	43	39.8%	11	26.2%	80	31.3%
	Neutral	30	26.3%	22	20.4%	12	28.6%	67	26.2%
	Disagree	41	36.0%	43	39.8%	19	45.2%	109	42.6%
11. The leadership of my department demonstrates support for its employees.	Agree	43	37.7%	43	39.8%	12	28.6%	91	35.7%
	Neutral	33	28.9%	30	27.8%	12	28.6%	67	26.3%
	Disagree	38	33.3%	35	32.4%	18	42.9%	97	38.0%
12. I have respect for and confidence in departmental leadership.	Agree	42	36.8%	42	39.3%	12	28.6%	82	32.3%
	Neutral	33	28.9%	38	35.5%	17	40.5%	72	28.3%
	Disagree	39	34.2%	27	25.2%	13	31.0%	100	39.4%

Leadership and Supervision

Survey Items	Response Category	DCF Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	62	54.4%	46	43.4%	15	36.6%	142	55.7%
		Neutral	19	16.7%	18	17.0%	12	29.3%	29	11.4%
		Disagree	33	28.9%	42	39.6%	14	34.1%	84	32.9%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	83	72.8%	56	52.8%	21	50.0%	147	57.4%
		Neutral	10	8.8%	20	18.9%	8	19.0%	41	16.0%
		Disagree	21	18.4%	30	28.3%	13	31.0%	68	26.6%
	15. My work unit respects cultural diversity among our staff.	Agree	85	74.6%	79	74.5%	29	70.7%	186	72.9%
		Neutral	22	19.3%	15	14.2%	12	29.3%	49	19.2%
		Disagree	7	6.1%	12	11.3%	0	0.0%	20	7.8%
	16. My work unit respects cultural diversity among our consumers.	Agree	89	78.1%	81	76.4%	31	77.5%	208	81.9%
		Neutral	20	17.5%	18	17.0%	8	20.0%	32	12.6%
		Disagree	5	4.4%	7	6.6%	1	2.5%	14	5.5%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	85	74.6%	77	72.6%	22	53.7%	189	74.1%
		Neutral	25	21.9%	23	21.7%	15	36.6%	53	20.8%
		Disagree	4	3.5%	6	5.7%	4	9.8%	13	5.1%
	18. My work unit uses information from consumers to improve AHS services.	Agree	74	64.9%	59	56.7%	22	52.4%	129	50.4%
		Neutral	31	27.2%	31	29.8%	12	28.6%	87	34.0%
		Disagree	9	7.9%	14	13.5%	8	19.0%	40	15.6%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	76	66.7%	51	48.1%	19	45.2%	125	48.8%
		Neutral	22	19.3%	25	23.6%	11	26.2%	59	23.0%
		Disagree	16	14.0%	30	28.3%	12	28.6%	72	28.1%
	20. My work environment supports excellent customer service.	Agree	79	69.3%	68	64.2%	20	47.6%	150	59.1%
		Neutral	23	20.2%	24	22.6%	12	28.6%	52	20.5%
		Disagree	12	10.5%	14	13.2%	10	23.8%	52	20.5%
21. At work, my opinions are listened to and respected.	Agree	83	72.8%	55	51.9%	21	50.0%	134	52.3%	
	Neutral	22	19.3%	24	22.6%	11	26.2%	55	21.5%	
	Disagree	9	7.9%	27	25.5%	10	23.8%	67	26.2%	
22. Employee morale in my work unit is good.	Agree	55	48.2%	37	34.9%	10	23.8%	89	35.2%	
	Neutral	23	20.2%	25	23.6%	12	28.6%	42	16.6%	
	Disagree	36	31.6%	44	41.5%	20	47.6%	122	48.2%	
23. Independent decision-making is encouraged in my work unit.	Agree	82	71.9%	62	59.0%	24	57.1%	129	50.6%	
	Neutral	18	15.8%	21	20.0%	9	21.4%	44	17.3%	
	Disagree	14	12.3%	22	21.0%	9	21.4%	82	32.2%	
24. I often think about leaving my job.	Agree	32	28.3%	43	41.0%	19	45.2%	106	41.7%	
	Neutral	32	28.3%	24	22.9%	8	19.0%	43	16.9%	
	Disagree	49	43.4%	38	36.2%	15	35.7%	105	41.3%	

Survey Items	Response Category	DCF Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	56	49.1%	50	46.3%	12	28.6%	106	41.7%
	Neutral	17	14.9%	17	15.7%	9	21.4%	50	19.7%
	Disagree	41	36.0%	41	38.0%	21	50.0%	98	38.6%
26. Overall, I am satisfied with the benefits I receive.	Agree	76	66.7%	68	63.0%	24	57.1%	158	62.2%
	Neutral	22	19.3%	23	21.3%	8	19.0%	50	19.7%
	Disagree	16	14.0%	17	15.7%	10	23.8%	46	18.1%
27. I receive adequate training to perform my job.	Agree	52	45.6%	54	50.0%	13	31.0%	130	51.2%
	Neutral	30	26.3%	26	24.1%	14	33.3%	55	21.7%
	Disagree	32	28.1%	28	25.9%	15	35.7%	69	27.2%
28. I have the equipment and resources I need to perform my job.	Agree	59	51.8%	67	62.0%	23	54.8%	116	45.8%
	Neutral	15	13.2%	22	20.4%	11	26.2%	43	17.0%
	Disagree	40	35.1%	19	17.6%	8	19.0%	94	37.2%
29. I have the technology support I need to perform my job.	Agree	54	47.4%	69	63.9%	21	50.0%	136	53.5%
	Neutral	18	15.8%	18	16.7%	7	16.7%	54	21.3%
	Disagree	42	36.8%	21	19.4%	14	33.3%	64	25.2%
30. My workload and responsibilities are reasonable.	Agree	47	41.6%	51	47.2%	21	50.0%	84	32.9%
	Neutral	16	14.2%	28	25.9%	10	23.8%	45	17.6%
	Disagree	50	44.2%	29	26.9%	11	26.2%	126	49.4%
31. My job makes good use of my skills and abilities.	Agree	87	76.3%	67	62.6%	24	57.1%	173	67.8%
	Neutral	16	14.0%	22	20.6%	2	4.8%	34	13.3%
	Disagree	11	9.6%	18	16.8%	16	38.1%	48	18.8%
32. My work is interesting.	Agree	104	91.2%	75	69.4%	37	88.1%	210	82.4%
	Neutral	9	7.9%	22	20.4%	5	11.9%	35	13.7%
	Disagree	1	0.9%	11	10.2%	0	0.0%	10	3.9%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	87	77.0%	53	49.1%	21	50.0%	164	64.6%
	Neutral	17	15.0%	31	28.7%	12	28.6%	44	17.3%
	Disagree	9	8.0%	24	22.2%	9	21.4%	46	18.1%
34. There are opportunities for promotion and advancement.	Agree	55	48.2%	35	32.4%	8	19.0%	93	36.5%
	Neutral	32	28.1%	32	29.6%	11	26.2%	69	27.1%
	Disagree	27	23.7%	41	38.0%	23	54.8%	93	36.5%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	80	70.2%	73	67.6%	34	81.0%	157	61.6%
	Neutral	21	18.4%	19	17.6%	5	11.9%	39	15.3%
	Disagree	13	11.4%	16	14.8%	3	7.1%	59	23.1%

Job Supports and Resources

Survey Items		Response Category	DCF Job Type Comparisons							
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	109	95.6%	85	78.7%	38	90.5%	232	91.0%
		Neutral	4	3.5%	18	16.7%	2	4.8%	15	5.9%
		Disagree	1	0.9%	5	4.6%	2	4.8%	8	3.1%
	37. I understand the goals of AHS re-organization.	Agree	78	68.4%	63	58.3%	25	59.5%	113	44.5%
		Neutral	21	18.4%	26	24.1%	8	19.0%	77	30.3%
		Disagree	15	13.2%	19	17.6%	9	21.4%	64	25.2%
	38. I believe in the goals of AHS re-organization.	Agree	55	48.2%	43	39.8%	20	47.6%	86	33.7%
		Neutral	37	32.5%	45	41.7%	16	38.1%	110	43.1%
		Disagree	22	19.3%	20	18.5%	6	14.3%	59	23.1%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	30	26.5%	30	27.8%	15	35.7%	52	20.4%
		Neutral	53	46.9%	54	50.0%	12	28.6%	127	49.8%
		Disagree	30	26.5%	24	22.2%	15	35.7%	76	29.8%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	41	36.0%	42	38.9%	14	33.3%	67	26.3%
		Neutral	42	36.8%	40	37.0%	12	28.6%	109	42.7%
		Disagree	31	27.2%	26	24.1%	16	38.1%	79	31.0%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	18	15.8%	12	11.2%	3	7.1%	33	12.9%
		Neutral	42	36.8%	54	50.5%	17	40.5%	102	40.0%
		Disagree	54	47.4%	41	38.3%	22	52.4%	120	47.1%

Table C3. CORRECTIONS DEPARTMENT by Job Type, Response Frequency

Survey Items		Response Category	CORRECTIONS Job Type Comparisons							
			Manager/ Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	54	75.0%	33	63.5%	6	50.0%	126	70.0%
		Neutral	17	23.6%	11	21.2%	3	25.0%	21	11.7%
		Disagree	1	1.4%	8	15.4%	3	25.0%	33	18.3%
	2. The job performance standards are clear to me.	Agree	46	63.9%	34	65.4%	6	50.0%	102	57.0%
		Neutral	19	26.4%	8	15.4%	2	16.7%	31	17.3%
		Disagree	7	9.7%	10	19.2%	4	33.3%	46	25.7%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	35	49.3%	20	38.5%	6	50.0%	84	47.5%
		Neutral	13	18.3%	11	21.2%	1	8.3%	25	14.1%
		Disagree	23	32.4%	21	40.4%	5	41.7%	68	38.4%
	4. Changes in work expectations are timely and clear.	Agree	24	33.3%	20	38.5%	3	25.0%	47	26.3%
		Neutral	15	20.8%	14	26.9%	3	25.0%	33	18.4%
		Disagree	33	45.8%	18	34.6%	6	50.0%	99	55.3%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	38	52.8%	28	53.8%	7	58.3%	91	50.8%	
	Neutral	12	16.7%	10	19.2%	2	16.7%	25	14.0%	
	Disagree	22	30.6%	14	26.9%	3	25.0%	63	35.2%	
6. I feel respected by my direct supervisor.	Agree	47	65.3%	27	51.9%	8	66.7%	108	60.3%	
	Neutral	13	18.1%	13	25.0%	2	16.7%	32	17.9%	
	Disagree	12	16.7%	12	23.1%	2	16.7%	39	21.8%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	45	62.5%	29	55.8%	7	58.3%	107	59.8%	
	Neutral	11	15.3%	8	15.4%	2	16.7%	36	20.1%	
	Disagree	16	22.2%	15	28.8%	3	25.0%	36	20.1%	
8. I receive an annual performance evaluation each year.	Agree	29	40.3%	17	34.0%	3	27.3%	81	45.5%	
	Neutral	13	18.1%	6	12.0%	2	18.2%	27	15.2%	
	Disagree	30	41.7%	27	54.0%	6	54.5%	70	39.3%	
9. The merit award system is fair.	Agree	16	22.5%	5	9.6%	1	8.3%	23	13.0%	
	Neutral	16	22.5%	17	32.7%	7	58.3%	57	32.2%	
	Disagree	39	54.9%	30	57.7%	4	33.3%	97	54.8%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	17	23.6%	12	23.1%	2	16.7%	30	16.9%	
	Neutral	17	23.6%	15	28.8%	3	25.0%	37	20.8%	
	Disagree	38	52.8%	25	48.1%	7	58.3%	111	62.4%	
11. The leadership of my department demonstrates support for its employees.	Agree	16	22.5%	11	21.2%	4	33.3%	41	22.9%	
	Neutral	22	31.0%	16	30.8%	5	41.7%	35	19.6%	
	Disagree	33	46.5%	25	48.1%	3	25.0%	103	57.5%	
12. I have respect for and confidence in departmental leadership.	Agree	18	25.0%	12	23.1%	1	8.3%	39	21.8%	
	Neutral	20	27.8%	20	38.5%	6	50.0%	48	26.8%	
	Disagree	34	47.2%	20	38.5%	5	41.7%	92	51.4%	

Survey Items	Response Category	CORRECTIONS Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	34	47.9%	22	42.3%	7	58.3%	76	42.2%
		Neutral	9	12.7%	13	25.0%	4	33.3%	38	21.1%
		Disagree	28	39.4%	17	32.7%	1	8.3%	66	36.7%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	42	58.3%	25	48.1%	6	50.0%	67	37.4%
		Neutral	13	18.1%	6	11.5%	3	25.0%	38	21.2%
		Disagree	17	23.6%	21	40.4%	3	25.0%	74	41.3%
	15. My work unit respects cultural diversity among our staff.	Agree	53	73.6%	38	73.1%	7	58.3%	110	61.5%
		Neutral	14	19.4%	11	21.2%	5	41.7%	35	19.6%
		Disagree	5	6.9%	3	5.8%	0	0.0%	34	19.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	53	73.6%	39	75.0%	6	50.0%	111	62.0%
		Neutral	14	19.4%	10	19.2%	4	33.3%	40	22.3%
		Disagree	5	6.9%	3	5.8%	2	16.7%	28	15.6%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	50	69.4%	33	63.5%	4	33.3%	104	58.1%
		Neutral	14	19.4%	15	28.8%	8	66.7%	55	30.7%
		Disagree	8	11.1%	4	7.7%	0	0.0%	20	11.2%
	18. My work unit uses information from consumers to improve AHS services.	Agree	28	38.9%	17	32.7%	3	25.0%	53	29.8%
		Neutral	31	43.1%	25	48.1%	5	41.7%	76	42.7%
		Disagree	13	18.1%	10	19.2%	4	33.3%	49	27.5%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	35	48.6%	21	40.4%	7	58.3%	62	34.4%
		Neutral	21	29.2%	12	23.1%	3	25.0%	38	21.1%
		Disagree	16	22.2%	19	36.5%	2	16.7%	80	44.4%
	20. My work environment supports excellent customer service.	Agree	32	44.4%	24	46.2%	3	25.0%	62	34.6%
		Neutral	23	31.9%	17	32.7%	9	75.0%	69	38.5%
		Disagree	17	23.6%	11	21.2%	0	0.0%	48	26.8%
21. At work, my opinions are listened to and respected.	Agree	38	52.8%	19	36.5%	6	50.0%	76	42.2%	
	Neutral	22	30.6%	15	28.8%	3	25.0%	35	19.4%	
	Disagree	12	16.7%	18	34.6%	3	25.0%	69	38.3%	
22. Employee morale in my work unit is good.	Agree	21	29.2%	15	28.8%	4	33.3%	46	25.7%	
	Neutral	15	20.8%	10	19.2%	3	25.0%	29	16.2%	
	Disagree	36	50.0%	27	51.9%	5	41.7%	104	58.1%	
23. Independent decision-making is encouraged in my work unit.	Agree	31	43.1%	27	51.9%	5	41.7%	70	39.3%	
	Neutral	17	23.6%	11	21.2%	4	33.3%	28	15.7%	
	Disagree	24	33.3%	14	26.9%	3	25.0%	80	44.9%	
24. I often think about leaving my job.	Agree	37	51.4%	29	55.8%	6	50.0%	82	45.6%	
	Neutral	15	20.8%	9	17.3%	2	16.7%	37	20.6%	
	Disagree	20	27.8%	14	26.9%	4	33.3%	61	33.9%	

Survey Items	Response Category	CORRECTIONS Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	28	38.9%	13	25.0%	4	33.3%	49	27.4%
	Neutral	13	18.1%	9	17.3%	3	25.0%	28	15.6%
	Disagree	31	43.1%	30	57.7%	5	41.7%	102	57.0%
26. Overall, I am satisfied with the benefits I receive.	Agree	43	59.7%	26	50.0%	7	58.3%	91	50.8%
	Neutral	14	19.4%	15	28.8%	3	25.0%	29	16.2%
	Disagree	15	20.8%	11	21.2%	2	16.7%	59	33.0%
27. I receive adequate training to perform my job.	Agree	32	44.4%	13	25.0%	4	33.3%	74	41.3%
	Neutral	13	18.1%	12	23.1%	2	16.7%	33	18.4%
	Disagree	27	37.5%	27	51.9%	6	50.0%	72	40.2%
28. I have the equipment and resources I need to perform my job.	Agree	25	34.7%	23	44.2%	7	58.3%	73	41.0%
	Neutral	17	23.6%	8	15.4%	2	16.7%	22	12.4%
	Disagree	30	41.7%	21	40.4%	3	25.0%	83	46.6%
29. I have the technology support I need to perform my job.	Agree	20	27.8%	17	32.7%	4	33.3%	69	38.5%
	Neutral	19	26.4%	9	17.3%	4	33.3%	37	20.7%
	Disagree	33	45.8%	26	50.0%	4	33.3%	73	40.8%
30. My workload and responsibilities are reasonable.	Agree	30	41.7%	22	42.3%	6	50.0%	66	36.7%
	Neutral	16	22.2%	11	21.2%	4	33.3%	35	19.4%
	Disagree	26	36.1%	19	36.5%	2	16.7%	79	43.9%
31. My job makes good use of my skills and abilities.	Agree	49	68.1%	28	53.8%	8	66.7%	98	54.4%
	Neutral	8	11.1%	9	17.3%	2	16.7%	23	12.8%
	Disagree	15	20.8%	15	28.8%	2	16.7%	59	32.8%
32. My work is interesting.	Agree	64	88.9%	35	67.3%	11	91.7%	146	81.1%
	Neutral	5	6.9%	10	19.2%	1	8.3%	19	10.6%
	Disagree	3	4.2%	7	13.5%	0	0.0%	15	8.3%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	49	68.1%	20	38.5%	6	50.0%	87	48.6%
	Neutral	12	16.7%	11	21.2%	3	25.0%	32	17.9%
	Disagree	11	15.3%	21	40.4%	3	25.0%	60	33.5%
34. There are opportunities for promotion and advancement.	Agree	29	40.8%	9	17.3%	3	25.0%	65	36.3%
	Neutral	20	28.2%	10	19.2%	2	16.7%	36	20.1%
	Disagree	22	31.0%	33	63.5%	7	58.3%	78	43.6%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	33	45.8%	29	55.8%	11	91.7%	84	46.9%
	Neutral	17	23.6%	11	21.2%	0	0.0%	25	14.0%
	Disagree	22	30.6%	12	23.1%	1	8.3%	70	39.1%

Job Supports and Resources

Survey Items		Response Category	CORRECTIONS Job Type Comparisons							
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	55	76.4%	32	61.5%	11	91.7%	138	76.7%
		Neutral	12	16.7%	14	26.9%	0	0.0%	25	13.9%
		Disagree	5	6.9%	6	11.5%	1	8.3%	17	9.4%
	37. I understand the goals of AHS re-organization.	Agree	35	48.6%	17	33.3%	4	33.3%	79	44.4%
		Neutral	16	22.2%	19	37.3%	5	41.7%	50	28.1%
		Disagree	21	29.2%	15	29.4%	3	25.0%	49	27.5%
	38. I believe in the goals of AHS re-organization.	Agree	36	50.0%	15	28.8%	3	25.0%	57	31.7%
		Neutral	24	33.3%	29	55.8%	7	58.3%	84	46.7%
		Disagree	12	16.7%	8	15.4%	2	16.7%	39	21.7%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	24	33.8%	12	23.1%	3	25.0%	39	21.7%
		Neutral	33	46.5%	27	51.9%	7	58.3%	100	55.6%
		Disagree	14	19.7%	13	25.0%	2	16.7%	41	22.8%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	31	43.1%	16	30.8%	5	41.7%	48	26.8%
		Neutral	29	40.3%	26	50.0%	5	41.7%	88	49.2%
		Disagree	12	16.7%	10	19.2%	2	16.7%	43	24.0%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	13	18.1%	10	19.2%	1	8.3%	31	17.3%
		Neutral	40	55.6%	32	61.5%	7	58.3%	97	54.2%
		Disagree	19	26.4%	10	19.2%	4	33.3%	51	28.5%

Table C4. DAIL by Job Type, Response Frequency

Survey Items	Response Category	DAIL Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
1. My job duties are clear to me.	Agree	31	93.9%	33	82.5%	23	79.3%	82	82.8%
	Neutral	1	3.0%	3	7.5%	5	17.2%	10	10.1%
	Disagree	1	3.0%	4	10.0%	1	3.4%	7	7.1%
2. The job performance standards are clear to me.	Agree	28	84.8%	29	72.5%	22	75.9%	76	76.8%
	Neutral	5	15.2%	6	15.0%	6	20.7%	15	15.2%
	Disagree	0	0.0%	5	12.5%	1	3.4%	8	8.1%
3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	29	90.6%	27	67.5%	21	72.4%	65	66.3%
	Neutral	2	6.3%	4	10.0%	2	6.9%	14	14.3%
	Disagree	1	3.1%	9	22.5%	6	20.7%	19	19.4%
4. Changes in work expectations are timely and clear.	Agree	26	78.8%	21	52.5%	15	51.7%	61	62.2%
	Neutral	4	12.1%	9	22.5%	9	31.0%	21	21.4%
	Disagree	3	9.1%	10	25.0%	5	17.2%	16	16.3%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	27	81.8%	26	65.0%	23	79.3%	69	70.4%
	Neutral	3	9.1%	9	22.5%	2	6.9%	16	16.3%
	Disagree	3	9.1%	5	12.5%	4	13.8%	13	13.3%
6. I feel respected by my direct supervisor.	Agree	30	90.9%	25	62.5%	24	82.8%	77	78.6%
	Neutral	2	6.1%	9	22.5%	2	6.9%	11	11.2%
	Disagree	1	3.0%	6	15.0%	3	10.3%	10	10.2%
7. I have respect for, and confidence in, my direct supervisor.	Agree	30	90.9%	28	70.0%	23	79.3%	70	72.2%
	Neutral	3	9.1%	6	15.0%	3	10.3%	17	17.5%
	Disagree	0	0.0%	6	15.0%	3	10.3%	10	10.3%
8. I receive an annual performance evaluation each year.	Agree	23	69.7%	29	72.5%	16	55.2%	68	69.4%
	Neutral	4	12.1%	3	7.5%	5	17.2%	10	10.2%
	Disagree	6	18.2%	8	20.0%	8	27.6%	20	20.4%
9. The merit award system is fair.	Agree	9	27.3%	15	37.5%	6	20.7%	32	32.3%
	Neutral	10	30.3%	15	37.5%	16	55.2%	36	36.4%
	Disagree	14	42.4%	10	25.0%	7	24.1%	31	31.3%
10. Department leadership strives to create and maintain a positive work environment.	Agree	25	75.8%	26	65.0%	18	62.1%	58	59.2%
	Neutral	5	15.2%	5	12.5%	5	17.2%	18	18.4%
	Disagree	3	9.1%	9	22.5%	6	20.7%	22	22.4%
11. The leadership of my department demonstrates support for its employees.	Agree	23	69.7%	31	77.5%	18	62.1%	62	63.3%
	Neutral	7	21.2%	4	10.0%	7	24.1%	15	15.3%
	Disagree	3	9.1%	5	12.5%	4	13.8%	21	21.4%
12. I have respect for and confidence in departmental leadership.	Agree	25	78.1%	31	77.5%	20	69.0%	64	66.0%
	Neutral	5	15.6%	5	12.5%	6	20.7%	16	16.5%
	Disagree	2	6.3%	4	10.0%	3	10.3%	17	17.5%

Leadership and Supervision

Survey Items	Response Category	DAIL Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	14	42.4%	19	47.5%	13	44.8%	61	62.2%
		Neutral	8	24.2%	8	20.0%	7	24.1%	14	14.3%
		Disagree	11	33.3%	13	32.5%	9	31.0%	23	23.5%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	31	93.9%	22	55.0%	21	72.4%	72	73.5%
		Neutral	2	6.1%	7	17.5%	4	13.8%	9	9.2%
		Disagree	0	0.0%	11	27.5%	4	13.8%	17	17.3%
	15. My work unit respects cultural diversity among our staff.	Agree	28	84.8%	32	80.0%	20	69.0%	79	81.4%
		Neutral	4	12.1%	5	12.5%	7	24.1%	14	14.4%
		Disagree	1	3.0%	3	7.5%	2	6.9%	4	4.1%
	16. My work unit respects cultural diversity among our consumers.	Agree	30	90.9%	35	87.5%	22	75.9%	90	93.8%
		Neutral	3	9.1%	4	10.0%	5	17.2%	3	3.1%
		Disagree	0	0.0%	1	2.5%	2	6.9%	3	3.1%
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	31	93.9%	37	92.5%	26	89.7%	86	88.7%
		Neutral	2	6.1%	3	7.5%	3	10.3%	7	7.2%
		Disagree	0	0.0%	0	0.0%	0	0.0%	4	4.1%
	18. My work unit uses information from consumers to improve AHS services.	Agree	29	87.9%	29	72.5%	23	79.3%	74	75.5%
		Neutral	3	9.1%	9	22.5%	6	20.7%	14	14.3%
		Disagree	1	3.0%	2	5.0%	0	0.0%	10	10.2%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	30	90.9%	30	75.0%	20	69.0%	70	71.4%
		Neutral	2	6.1%	2	5.0%	7	24.1%	14	14.3%
		Disagree	1	3.0%	8	20.0%	2	6.9%	14	14.3%
	20. My work environment supports excellent customer service.	Agree	31	93.9%	30	75.0%	22	75.9%	82	85.4%
		Neutral	2	6.1%	7	17.5%	6	20.7%	7	7.3%
		Disagree	0	0.0%	3	7.5%	1	3.4%	7	7.3%
21. At work, my opinions are listened to and respected.	Agree	30	90.9%	25	62.5%	21	72.4%	72	73.5%	
	Neutral	1	3.0%	9	22.5%	4	13.8%	13	13.3%	
	Disagree	2	6.1%	6	15.0%	4	13.8%	13	13.3%	
22. Employee morale in my work unit is good.	Agree	22	66.7%	21	52.5%	16	55.2%	57	58.8%	
	Neutral	5	15.2%	7	17.5%	7	24.1%	18	18.6%	
	Disagree	6	18.2%	12	30.0%	6	20.7%	22	22.7%	
23. Independent decision-making is encouraged in my work unit.	Agree	25	78.1%	23	57.5%	22	75.9%	81	83.5%	
	Neutral	3	9.4%	13	32.5%	4	13.8%	5	5.2%	
	Disagree	4	12.5%	4	10.0%	3	10.3%	11	11.3%	
24. I often think about leaving my job.	Agree	8	25.0%	20	50.0%	9	31.0%	23	23.7%	
	Neutral	5	15.6%	7	17.5%	8	27.6%	19	19.6%	
	Disagree	19	59.4%	13	32.5%	12	41.4%	55	56.7%	

Survey Items	Response Category	DAIL Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	16	48.5%	19	47.5%	15	51.7%	57	58.8%
	Neutral	4	12.1%	7	17.5%	3	10.3%	20	20.6%
	Disagree	13	39.4%	14	35.0%	11	37.9%	20	20.6%
26. Overall, I am satisfied with the benefits I receive.	Agree	25	75.8%	28	71.8%	21	72.4%	70	72.2%
	Neutral	3	9.1%	5	12.8%	4	13.8%	15	15.5%
	Disagree	5	15.2%	6	15.4%	4	13.8%	12	12.4%
27. I receive adequate training to perform my job.	Agree	29	87.9%	17	42.5%	11	37.9%	76	78.4%
	Neutral	0	0.0%	13	32.5%	13	44.8%	11	11.3%
	Disagree	4	12.1%	10	25.0%	5	17.2%	10	10.3%
28. I have the equipment and resources I need to perform my job.	Agree	23	69.7%	31	77.5%	19	65.5%	62	63.9%
	Neutral	3	9.1%	5	12.5%	3	10.3%	15	15.5%
	Disagree	7	21.2%	4	10.0%	7	24.1%	20	20.6%
29. I have the technology support I need to perform my job.	Agree	24	72.7%	29	72.5%	18	62.1%	74	76.3%
	Neutral	3	9.1%	7	17.5%	3	10.3%	13	13.4%
	Disagree	6	18.2%	4	10.0%	8	27.6%	10	10.3%
30. My workload and responsibilities are reasonable.	Agree	18	54.5%	24	60.0%	13	44.8%	46	46.9%
	Neutral	4	12.1%	7	17.5%	7	24.1%	27	27.6%
	Disagree	11	33.3%	9	22.5%	9	31.0%	25	25.5%
31. My job makes good use of my skills and abilities.	Agree	27	81.8%	24	60.0%	22	75.9%	81	82.7%
	Neutral	4	12.1%	7	17.5%	4	13.8%	8	8.2%
	Disagree	2	6.1%	9	22.5%	3	10.3%	9	9.2%
32. My work is interesting.	Agree	28	87.5%	28	70.0%	27	93.1%	86	87.8%
	Neutral	4	12.5%	7	17.5%	1	3.4%	7	7.1%
	Disagree	0	0.0%	5	12.5%	1	3.4%	5	5.1%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	27	81.8%	23	57.5%	18	64.3%	73	75.3%
	Neutral	5	15.2%	10	25.0%	6	21.4%	15	15.5%
	Disagree	1	3.0%	7	17.5%	4	14.3%	9	9.3%
34. There are opportunities for promotion and advancement.	Agree	20	60.6%	13	32.5%	7	24.1%	30	30.6%
	Neutral	6	18.2%	13	32.5%	10	34.5%	28	28.6%
	Disagree	7	21.2%	14	35.0%	12	41.4%	40	40.8%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	19	57.6%	29	72.5%	24	82.8%	81	82.7%
	Neutral	9	27.3%	9	22.5%	2	6.9%	9	9.2%
	Disagree	5	15.2%	2	5.0%	3	10.3%	8	8.2%

Job Supports and Resources

Survey Items		Response Category	DAIL Job Type Comparisons							
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	33	#####	32	80.0%	27	93.1%	92	93.9%
		Neutral	0	0.0%	6	15.0%	1	3.4%	3	3.1%
		Disagree	0	0.0%	2	5.0%	1	3.4%	3	3.1%
	37. I understand the goals of AHS re-organization.	Agree	25	75.8%	26	65.0%	21	72.4%	67	69.1%
		Neutral	5	15.2%	8	20.0%	2	6.9%	16	16.5%
		Disagree	3	9.1%	6	15.0%	6	20.7%	14	14.4%
	38. I believe in the goals of AHS re-organization.	Agree	23	69.7%	21	52.5%	15	51.7%	54	55.1%
		Neutral	6	18.2%	11	27.5%	7	24.1%	29	29.6%
		Disagree	4	12.1%	8	20.0%	7	24.1%	15	15.3%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	10	30.3%	17	42.5%	10	34.5%	39	39.8%
		Neutral	16	48.5%	14	35.0%	10	34.5%	38	38.8%
		Disagree	7	21.2%	9	22.5%	9	31.0%	21	21.4%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	11	33.3%	17	42.5%	13	44.8%	48	49.5%
		Neutral	16	48.5%	12	30.0%	9	31.0%	31	32.0%
		Disagree	6	18.2%	11	27.5%	7	24.1%	18	18.6%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	5	15.2%	9	22.5%	5	17.2%	26	26.5%
		Neutral	14	42.4%	19	47.5%	13	44.8%	44	44.9%
		Disagree	14	42.4%	12	30.0%	11	37.9%	28	28.6%

Table C5. OVHA Job Type Comparisons, Response Frequency

Survey Items		Response Category	OVHA Job Type Comparisons									
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service			
			#	%	#	%	#	%	#	%		
Leadership and Supervision	1. My job duties are clear to me.	Agree	7	63.6%	13	72.2%						
		Neutral	0	0.0%	1	5.6%						
		Disagree	4	36.4%	4	22.2%						
	2. The job performance standards are clear to me.	Agree	5	45.5%	11	61.1%						
		Neutral	1	9.1%	4	22.2%						
		Disagree	5	45.5%	3	16.7%						
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	5	45.5%	9	50.0%						
		Neutral	1	9.1%	3	16.7%						
		Disagree	5	45.5%	6	33.3%						
	4. Changes in work expectations are timely and clear.	Agree	6	54.5%	5	27.8%						
		Neutral	0	0.0%	7	38.9%						
		Disagree	5	45.5%	6	33.3%						
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	7	63.6%	9	50.0%							
	Neutral	0	0.0%	4	22.2%							
	Disagree	4	36.4%	5	27.8%							
6. I feel respected by my direct supervisor.	Agree	6	54.5%	10	55.6%							
	Neutral	0	0.0%	6	33.3%							
	Disagree	5	45.5%	2	11.1%							
7. I have respect for, and confidence in, my direct supervisor.	Agree	6	54.5%	9	50.0%							
	Neutral	1	9.1%	6	33.3%							
	Disagree	4	36.4%	3	16.7%							
8. I receive an annual performance evaluation each year.	Agree	3	27.3%	9	52.9%							
	Neutral	1	9.1%	5	29.4%							
	Disagree	7	63.6%	3	17.6%							
9. The merit award system is fair.	Agree	0	0.0%	2	12.5%							
	Neutral	3	27.3%	10	62.5%							
	Disagree	8	72.7%	4	25.0%							
10. Department leadership strives to create and maintain a positive work environment.	Agree	4	36.4%	7	38.9%							
	Neutral	2	18.2%	7	38.9%							
	Disagree	5	45.5%	4	22.2%							
11. The leadership of my department demonstrates support for its employees.	Agree	3	27.3%	6	33.3%							
	Neutral	2	18.2%	7	38.9%							
	Disagree	6	54.5%	5	27.8%							
12. I have respect for and confidence in departmental leadership.	Agree	3	27.3%	10	55.6%							
	Neutral	3	27.3%	6	33.3%							
	Disagree	5	45.5%	2	11.1%							

Key: Hatch marks indicate small cell size suppression (n < 8 in cell, or in one other cell in that subgroup)

Survey Items	Response Category	OVHA Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	4	40.0%	13	72.2%				
		Neutral	3	30.0%	2	11.1%				
		Disagree	3	30.0%	3	16.7%				
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	4	40.0%	8	44.4%				
		Neutral	4	40.0%	4	22.2%				
		Disagree	2	20.0%	6	33.3%				
	15. My work unit respects cultural diversity among our staff.	Agree	5	50.0%	12	66.7%				
		Neutral	4	40.0%	5	27.8%				
		Disagree	1	10.0%	1	5.6%				
	16. My work unit respects cultural diversity among our consumers.	Agree	4	40.0%	14	77.8%				
		Neutral	5	50.0%	3	16.7%				
		Disagree	1	10.0%	1	5.6%				
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	5	50.0%	14	77.8%				
		Neutral	3	30.0%	4	22.2%				
		Disagree	2	20.0%	0	0.0%				
	18. My work unit uses information from consumers to improve AHS services.	Agree	4	44.4%	9	56.3%				
		Neutral	3	33.3%	6	37.5%				
		Disagree	2	22.2%	1	6.3%				
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	5	50.0%	9	50.0%				
		Neutral	2	20.0%	4	22.2%				
		Disagree	3	30.0%	5	27.8%				
	20. My work environment supports excellent customer service.	Agree	5	50.0%	12	66.7%				
		Neutral	2	20.0%	2	11.1%				
		Disagree	3	30.0%	4	22.2%				
21. At work, my opinions are listened to and respected.	Agree	6	60.0%	8	44.4%					
	Neutral	0	0.0%	4	22.2%					
	Disagree	4	40.0%	6	33.3%					
22. Employee morale in my work unit is good.	Agree	3	30.0%	6	33.3%					
	Neutral	2	20.0%	4	22.2%					
	Disagree	5	50.0%	8	44.4%					
23. Independent decision-making is encouraged in my work unit.	Agree	5	50.0%	9	50.0%					
	Neutral	1	10.0%	3	16.7%					
	Disagree	4	40.0%	6	33.3%					
24. I often think about leaving my job.	Agree	7	70.0%	10	55.6%					
	Neutral	2	20.0%	3	16.7%					
	Disagree	1	10.0%	5	27.8%					

Survey Items	Response Category	OVHA Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	2	18.2%	10	55.6%				
	Neutral	4	36.4%	2	11.1%				
	Disagree	5	45.5%	6	33.3%				
26. Overall, I am satisfied with the benefits I receive.	Agree	7	63.6%	14	77.8%				
	Neutral	3	27.3%	4	22.2%				
	Disagree	1	9.1%	0	0.0%				
27. I receive adequate training to perform my job.	Agree	5	45.5%	6	33.3%				
	Neutral	1	9.1%	1	5.6%				
	Disagree	5	45.5%	11	61.1%				
28. I have the equipment and resources I need to perform my job.	Agree	4	36.4%	11	61.1%				
	Neutral	1	9.1%	2	11.1%				
	Disagree	6	54.5%	5	27.8%				
29. I have the technology support I need to perform my job.	Agree	4	36.4%	10	55.6%				
	Neutral	1	9.1%	3	16.7%				
	Disagree	6	54.5%	5	27.8%				
30. My workload and responsibilities are reasonable.	Agree	3	27.3%	7	38.9%				
	Neutral	4	36.4%	4	22.2%				
	Disagree	4	36.4%	7	38.9%				
31. My job makes good use of my skills and abilities.	Agree	7	63.6%	10	55.6%				
	Neutral	1	9.1%	5	27.8%				
	Disagree	3	27.3%	3	16.7%				
32. My work is interesting.	Agree	8	72.7%	10	55.6%				
	Neutral	1	9.1%	6	33.3%				
	Disagree	2	18.2%	2	11.1%				
33. My job provides me with the opportunity to learn and grow professionally.	Agree	7	63.6%	9	50.0%				
	Neutral	0	0.0%	5	27.8%				
	Disagree	4	36.4%	4	22.2%				
34. There are opportunities for promotion and advancement.	Agree	4	36.4%	6	33.3%				
	Neutral	2	18.2%	7	38.9%				
	Disagree	5	45.5%	5	27.8%				
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	6	54.5%	12	66.7%				
	Neutral	3	27.3%	5	27.8%				
	Disagree	2	18.2%	1	5.6%				

Job Supports and Resources

Survey Items		Response Category	OVHA Job Type Comparisons									
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service			
			#	%	#	%	#	%	#	%		
Work of AHS	36. My work makes a difference in people's lives.	Agree	9	81.8%	10	55.6%						
		Neutral	1	9.1%	8	44.4%						
		Disagree	1	9.1%	0	0.0%						
	37. I understand the goals of AHS re-organization.	Agree	5	45.5%	9	50.0%						
		Neutral	3	27.3%	7	38.9%						
		Disagree	3	27.3%	2	11.1%						
	38. I believe in the goals of AHS re-organization.	Agree	6	54.5%	9	50.0%						
		Neutral	2	18.2%	8	44.4%						
		Disagree	3	27.3%	1	5.6%						
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	2	18.2%	7	38.9%						
		Neutral	3	27.3%	10	55.6%						
		Disagree	6	54.5%	1	5.6%						
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	2	20.0%	9	50.0%						
		Neutral	5	50.0%	8	44.4%						
		Disagree	3	30.0%	1	5.6%						
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	2	18.2%	7	41.2%						
		Neutral	3	27.3%	7	41.2%						
		Disagree	6	54.5%	3	17.6%						

Table C 6. AHS CENTRAL OFFICE Job Type Comparisons, Response Frequency

Survey Items		Response Category	AHS CENTRAL OFFICE Job Type Comparisons									
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service			
			#	%	#	%	#	%	#	%		
Leadership and Supervision	1. My job duties are clear to me.	Agree	11	73.3%	31	63.3%						
		Neutral	2	13.3%	6	12.2%						
		Disagree	2	13.3%	12	24.5%						
	2. The job performance standards are clear to me.	Agree	9	60.0%	27	55.1%						
		Neutral	3	20.0%	9	18.4%						
		Disagree	3	20.0%	13	26.5%						
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	9	60.0%	24	49.0%						
		Neutral	1	6.7%	7	14.3%						
		Disagree	5	33.3%	18	36.7%						
	4. Changes in work expectations are timely and clear.	Agree	9	60.0%	14	28.6%						
		Neutral	0	0.0%	16	32.7%						
		Disagree	6	40.0%	19	38.8%						
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	10	66.7%	31	63.3%							
	Neutral	1	6.7%	7	14.3%							
	Disagree	4	26.7%	11	22.4%							
6. I feel respected by my direct supervisor.	Agree	9	60.0%	30	61.2%							
	Neutral	2	13.3%	12	24.5%							
	Disagree	4	26.7%	7	14.3%							
7. I have respect for, and confidence in, my direct supervisor.	Agree	8	53.3%	29	59.2%							
	Neutral	4	26.7%	13	26.5%							
	Disagree	3	20.0%	7	14.3%							
8. I receive an annual performance evaluation each year.	Agree	5	33.3%	18	38.3%							
	Neutral	4	26.7%	9	19.1%							
	Disagree	6	40.0%	20	42.6%							
9. The merit award system is fair.	Agree	4	26.7%	9	18.4%							
	Neutral	4	26.7%	16	32.7%							
	Disagree	7	46.7%	24	49.0%							
10. Department leadership strives to create and maintain a positive work environment.	Agree	6	40.0%	18	36.7%							
	Neutral	2	13.3%	10	20.4%							
	Disagree	7	46.7%	21	42.9%							
11. The leadership of my department demonstrates support for its employees.	Agree	6	40.0%	19	38.8%							
	Neutral	4	26.7%	10	20.4%							
	Disagree	5	33.3%	20	40.8%							
12. I have respect for and confidence in departmental leadership.	Agree	6	40.0%	16	32.7%							
	Neutral	2	13.3%	16	32.7%							
	Disagree	7	46.7%	17	34.7%							

Key: Hatch marks indicate small cell size suppression (n < 8 in cell, or in one other cell in that subgroup)

Survey Items	Response Category	AHS CENTRAL OFFICE Job Type Comparisons								
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	6	40.0%	23	46.9%				
		Neutral	3	20.0%	6	12.2%				
		Disagree	6	40.0%	20	40.8%				
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	12	80.0%	22	44.9%				
		Neutral	2	13.3%	10	20.4%				
		Disagree	1	6.7%	17	34.7%				
	15. My work unit respects cultural diversity among our staff.	Agree	13	86.7%	30	61.2%				
		Neutral	2	13.3%	13	26.5%				
		Disagree	0	0.0%	6	12.2%				
	16. My work unit respects cultural diversity among our consumers.	Agree	12	80.0%	31	63.3%				
		Neutral	3	20.0%	13	26.5%				
		Disagree	0	0.0%	5	10.2%				
	17. My work unit carefully takes into consideration the needs for accommodation for consumers with disabilities.	Agree	10	66.7%	33	67.3%				
		Neutral	4	26.7%	12	24.5%				
		Disagree	1	6.7%	4	8.2%				
	18. My work unit uses information from consumers to improve AHS services.	Agree	8	53.3%	14	28.6%				
		Neutral	6	40.0%	28	57.1%				
		Disagree	1	6.7%	7	14.3%				
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	12	80.0%	27	55.1%				
		Neutral	2	13.3%	8	16.3%				
		Disagree	1	6.7%	14	28.6%				
	20. My work environment supports excellent customer service.	Agree	10	66.7%	32	65.3%				
		Neutral	5	33.3%	5	10.2%				
		Disagree	0	0.0%	12	24.5%				
21. At work, my opinions are listened to and respected.	Agree	11	73.3%	26	53.1%					
	Neutral	0	0.0%	11	22.4%					
	Disagree	4	26.7%	12	24.5%					
22. Employee morale in my work unit is good.	Agree	6	40.0%	17	34.7%					
	Neutral	5	33.3%	7	14.3%					
	Disagree	4	26.7%	25	51.0%					
23. Independent decision-making is encouraged in my work unit.	Agree	12	80.0%	30	61.2%					
	Neutral	2	13.3%	6	12.2%					
	Disagree	1	6.7%	13	26.5%					
24. I often think about leaving my job.	Agree	7	46.7%	26	53.1%					
	Neutral	3	20.0%	6	12.2%					
	Disagree	5	33.3%	17	34.7%					

Survey Items	Response Category	AHS CENTRAL OFFICE Job Type Comparisons							
		Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	7	46.7%	22	44.9%				
	Neutral	2	13.3%	8	16.3%				
	Disagree	6	40.0%	19	38.8%				
26. Overall, I am satisfied with the benefits I receive.	Agree	12	80.0%	33	68.8%				
	Neutral	1	6.7%	8	16.7%				
	Disagree	2	13.3%	7	14.6%				
27. I receive adequate training to perform my job.	Agree	11	73.3%	25	51.0%				
	Neutral	2	13.3%	9	18.4%				
	Disagree	2	13.3%	15	30.6%				
28. I have the equipment and resources I need to perform my job.	Agree	10	66.7%	26	53.1%				
	Neutral	1	6.7%	12	24.5%				
	Disagree	4	26.7%	11	22.4%				
29. I have the technology support I need to perform my job.	Agree	10	66.7%	22	44.9%				
	Neutral	1	6.7%	16	32.7%				
	Disagree	4	26.7%	11	22.4%				
30. My workload and responsibilities are reasonable.	Agree	7	46.7%	21	42.9%				
	Neutral	2	13.3%	8	16.3%				
	Disagree	6	40.0%	20	40.8%				
31. My job makes good use of my skills and abilities.	Agree	11	73.3%	28	57.1%				
	Neutral	2	13.3%	10	20.4%				
	Disagree	2	13.3%	11	22.4%				
32. My work is interesting.	Agree	12	80.0%	33	67.3%				
	Neutral	3	20.0%	8	16.3%				
	Disagree	0	0.0%	8	16.3%				
33. My job provides me with the opportunity to learn and grow professionally.	Agree	11	73.3%	22	44.9%				
	Neutral	0	0.0%	10	20.4%				
	Disagree	4	26.7%	17	34.7%				
34. There are opportunities for promotion and advancement.	Agree	3	21.4%	17	34.7%				
	Neutral	6	42.9%	10	20.4%				
	Disagree	5	35.7%	22	44.9%				
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	9	60.0%	32	65.3%				
	Neutral	3	20.0%	6	12.2%				
	Disagree	3	20.0%	11	22.4%				

Job Supports and Resources

Survey Items		Response Category	AHS CENTRAL OFFICE Job Type Comparisons											
			Manager/Supervisor		Support Staff		Other Non Direct Service		Direct Service					
			#	%	#	%	#	%	#	%				
Work of AHS	36. My work makes a difference in people's lives.	Agree	14	93.3%	32	65.3%								
		Neutral	1	6.7%	15	30.6%								
		Disagree	0	0.0%	2	4.1%								
	37. I understand the goals of AHS re-organization.	Agree	7	46.7%	26	53.1%								
		Neutral	2	13.3%	12	24.5%								
		Disagree	6	40.0%	11	22.4%								
	38. I believe in the goals of AHS re-organization.	Agree	7	46.7%	16	32.7%								
		Neutral	3	20.0%	19	38.8%								
		Disagree	5	33.3%	14	28.6%								
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	7	46.7%	6	12.2%								
		Neutral	4	26.7%	24	49.0%								
		Disagree	4	26.7%	19	38.8%								
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	6	40.0%	11	22.4%								
		Neutral	4	26.7%	19	38.8%								
		Disagree	5	33.3%	19	38.8%								
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	4	26.7%	3	6.1%									
	Neutral	4	26.7%	23	46.9%									
	Disagree	7	46.7%	23	46.9%									

Table D1. Work Location: CENTRAL OFFICES Departmental Comparisons: Response Frequency

Survey Items (Abbreviated)		Response Category	CENTRAL OFFICES Departmental Comparisons											
			Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
			#	%	#	%	#	%	#	%	#	%	#	%
Leadership and Supervision	1. Job duties are clear	Agree	141	73.4%	121	74.2%	20	64.5%	60	77.9%	20	58.8%	37	60.7%
		Neutral	21	10.9%	18	11.0%	7	22.6%	9	11.7%	3	8.8%	9	14.8%
		Disagree	30	15.6%	24	14.7%	4	12.9%	8	10.4%	11	32.4%	15	24.6%
	2. Clear performance standards	Agree	125	65.1%	100	61.0%	19	61.3%	56	72.7%	18	52.9%	33	54.1%
		Neutral	36	18.8%	27	16.5%	5	16.1%	15	19.5%	6	17.6%	10	16.4%
		Disagree	31	16.1%	37	22.6%	7	22.6%	6	7.8%	10	29.4%	18	29.5%
	3. Feedback on job performance	Agree	106	55.8%	84	51.9%	15	50.0%	53	69.7%	16	47.1%	26	42.6%
		Neutral	33	17.4%	29	17.9%	3	10.0%	5	6.6%	5	14.7%	12	19.7%
		Disagree	51	26.8%	49	30.2%	12	40.0%	18	23.7%	13	38.2%	23	37.7%
	4. Changes timely & clear	Agree	85	44.7%	59	36.2%	11	36.7%	44	57.9%	12	35.3%	17	27.9%
		Neutral	49	25.8%	48	29.4%	6	20.0%	19	25.0%	6	17.6%	19	31.1%
		Disagree	56	29.5%	56	34.4%	13	43.3%	13	17.1%	16	47.1%	25	41.0%
	5. Recognition for good work	Agree	130	68.1%	102	62.6%	18	60.0%	56	73.7%	19	55.9%	34	55.7%
		Neutral	28	14.7%	24	14.7%	4	13.3%	10	13.2%	4	11.8%	10	16.4%
		Disagree	33	17.3%	37	22.7%	8	26.7%	10	13.2%	11	32.4%	17	27.9%
	6. Respected by supervisor	Agree	149	78.4%	122	74.8%	17	56.7%	59	77.6%	21	61.8%	34	55.7%
		Neutral	17	8.9%	17	10.4%	6	20.0%	8	10.5%	5	14.7%	14	23.0%
		Disagree	24	12.6%	24	14.7%	7	23.3%	9	11.8%	8	23.5%	13	21.3%
	7. Respect direct supervisor	Agree	140	74.1%	115	71.0%	17	56.7%	59	77.6%	20	58.8%	34	55.7%
		Neutral	30	15.9%	22	13.6%	7	23.3%	7	9.2%	5	14.7%	14	23.0%
		Disagree	19	10.1%	25	15.4%	6	20.0%	10	13.2%	9	26.5%	13	21.3%
	8. Receive annual performance evaluation	Agree	100	52.9%	69	42.9%	8	28.6%	43	57.3%	14	42.4%	17	28.8%
		Neutral	39	20.6%	21	13.0%	3	10.7%	11	14.7%	8	24.2%	13	22.0%
		Disagree	50	26.5%	71	44.1%	17	60.7%	21	28.0%	11	33.3%	29	49.2%
	9. Merit system is fair	Agree	40	21.3%	28	17.2%	5	16.1%	20	26.7%	3	9.4%	11	18.0%
		Neutral	84	44.7%	64	39.3%	13	41.9%	32	42.7%	16	50.0%	17	27.9%
		Disagree	64	34.0%	71	43.6%	13	41.9%	23	30.7%	13	40.6%	33	54.1%
	10. Leaders positive work environment	Agree	89	46.4%	56	34.1%	9	29.0%	51	66.2%	12	35.3%	18	29.5%
		Neutral	40	20.8%	34	20.7%	7	22.6%	13	16.9%	14	41.2%	13	21.3%
		Disagree	63	32.8%	74	45.1%	15	48.4%	13	16.9%	8	23.5%	30	49.2%
	11. Leaders support employees	Agree	82	42.9%	56	34.4%	9	30.0%	54	71.1%	14	41.2%	19	31.1%
		Neutral	42	22.0%	41	25.2%	10	33.3%	11	14.5%	7	20.6%	13	21.3%
		Disagree	67	35.1%	66	40.5%	11	36.7%	11	14.5%	13	38.2%	29	47.5%
	12. Respect depart. leadership	Agree	80	42.6%	56	34.6%	8	26.7%	59	78.7%	16	47.1%	18	29.5%
		Neutral	49	26.1%	49	30.2%	12	40.0%	10	13.3%	10	29.4%	18	29.5%
		Disagree	59	31.4%	57	35.2%	10	33.3%	6	8.0%	8	23.5%	25	41.0%

Survey Items (Abbreviated)		Response Category	CENTRAL OFFICES Departmental Comparisons											
			Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
			#	%	#	%	#	%	#	%	#	%	#	%
Work Environment	13. Physical environment satisfactory	Agree	123	64.1%	65	40.1%	13	41.9%	27	35.1%	17	51.5%	29	47.5%
		Neutral	35	18.2%	35	21.6%	9	29.0%	16	20.8%	8	24.2%	8	13.1%
		Disagree	34	17.7%	62	38.3%	9	29.0%	34	44.2%	8	24.2%	24	39.3%
	14. Mutual respect, team-work, cooperation	Agree	133	69.3%	92	56.4%	18	58.1%	52	67.5%	12	36.4%	30	49.2%
		Neutral	23	12.0%	24	14.7%	3	9.7%	11	14.3%	12	36.4%	12	19.7%
		Disagree	36	18.8%	47	28.8%	10	32.3%	14	18.2%	9	27.3%	19	31.1%
	15. Respect diversity among staff	Agree	144	75.8%	111	68.9%	17	56.7%	54	73.0%	18	54.5%	38	62.3%
		Neutral	34	17.9%	41	25.5%	9	30.0%	15	20.3%	14	42.4%	17	27.9%
		Disagree	12	6.3%	9	5.6%	4	13.3%	5	6.8%	1	3.0%	6	9.8%
	16. Respect diversity of consumers	Agree	154	81.1%	123	76.9%	21	70.0%	61	81.3%	21	63.6%	41	67.2%
		Neutral	29	15.3%	31	19.4%	5	16.7%	10	13.3%	11	33.3%	15	24.6%
		Disagree	7	3.7%	6	3.8%	4	13.3%	4	5.3%	1	3.0%	5	8.2%
	17. Accom. consumers with disabilities	Agree	143	74.9%	108	67.1%	16	53.3%	68	89.5%	19	57.6%	39	63.9%
		Neutral	41	21.5%	44	27.3%	11	36.7%	5	6.6%	10	30.3%	17	27.9%
		Disagree	7	3.7%	9	5.6%	3	10.0%	3	3.9%	4	12.1%	5	8.2%
	18. Use consumer information	Agree	115	59.9%	90	55.9%	13	41.9%	58	76.3%	17	54.8%	22	36.1%
		Neutral	60	31.3%	52	32.3%	9	29.0%	13	17.1%	10	32.3%	30	49.2%
		Disagree	17	8.9%	19	11.8%	9	29.0%	5	6.6%	4	12.9%	9	14.8%
	19. New ideas encouraged	Agree	120	62.5%	87	53.4%	13	41.9%	55	71.4%	17	51.5%	34	55.7%
		Neutral	37	19.3%	30	18.4%	8	25.8%	11	14.3%	7	21.2%	10	16.4%
		Disagree	35	18.2%	46	28.2%	10	32.3%	11	14.3%	9	27.3%	17	27.9%
	20. Excellent customer service	Agree	133	70.7%	97	60.6%	16	53.3%	58	77.3%	21	63.6%	37	60.7%
		Neutral	37	19.7%	37	23.1%	8	26.7%	12	16.0%	5	15.2%	9	14.8%
		Disagree	18	9.6%	26	16.3%	6	20.0%	5	6.7%	7	21.2%	15	24.6%
21. Opinions respected	Agree	126	65.6%	94	57.7%	17	54.8%	55	71.4%	19	57.6%	32	52.5%	
	Neutral	31	16.1%	36	22.1%	5	16.1%	10	13.0%	5	15.2%	12	19.7%	
	Disagree	35	18.2%	33	20.2%	9	29.0%	12	15.6%	9	27.3%	17	27.9%	
22. Morale is good in my work unit	Agree	78	40.8%	61	37.9%	10	32.3%	40	52.6%	10	30.3%	20	32.8%	
	Neutral	41	21.5%	30	18.6%	6	19.4%	15	19.7%	8	24.2%	12	19.7%	
	Disagree	72	37.7%	70	43.5%	15	48.4%	21	27.6%	15	45.5%	29	47.5%	
23. Decision-making is encouraged	Agree	115	60.2%	101	62.3%	11	36.7%	50	66.7%	18	54.5%	38	62.3%	
	Neutral	31	16.2%	25	15.4%	12	40.0%	13	17.3%	7	21.2%	9	14.8%	
	Disagree	45	23.6%	36	22.2%	7	23.3%	12	16.0%	8	24.2%	14	23.0%	
24. Think about leaving job	Agree	79	41.1%	68	41.7%	17	54.8%	28	36.8%	17	51.5%	33	54.1%	
	Neutral	37	19.3%	36	22.1%	5	16.1%	16	21.1%	4	12.1%	10	16.4%	
	Disagree	76	39.6%	59	36.2%	9	29.0%	32	42.1%	12	36.4%	18	29.5%	

Survey Items (Abbreviated)	Response Category	CENTRAL OFFICES Departmental Comparisons											
		Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
		#	%	#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	73	38.4%	61	37.7%	13	43.3%	34	45.9%	18	52.9%	29	47.5%
	Neutral	26	13.7%	38	23.5%	4	13.3%	14	18.9%	4	11.8%	8	13.1%
	Disagree	91	47.9%	63	38.9%	13	43.3%	26	35.1%	12	35.3%	24	39.3%
26. Satisfied with benefits	Agree	117	61.6%	95	58.6%	20	66.7%	55	74.3%	23	67.6%	40	66.7%
	Neutral	34	17.9%	39	24.1%	4	13.3%	11	14.9%	8	23.5%	9	15.0%
	Disagree	39	20.5%	28	17.3%	6	20.0%	8	10.8%	3	8.8%	11	18.3%
27. Adequate Training	Agree	101	53.2%	75	46.3%	12	40.0%	41	54.7%	13	38.2%	32	52.5%
	Neutral	35	18.4%	41	25.3%	6	20.0%	20	26.7%	2	5.9%	11	18.0%
	Disagree	54	28.4%	46	28.4%	12	40.0%	14	18.7%	19	55.9%	18	29.5%
28. Equipment & resources I need	Agree	124	65.3%	97	59.9%	15	50.0%	51	68.0%	16	47.1%	33	54.1%
	Neutral	30	15.8%	29	17.9%	7	23.3%	8	10.7%	5	14.7%	12	19.7%
	Disagree	36	18.9%	36	22.2%	8	26.7%	16	21.3%	13	38.2%	16	26.2%
29. Tech support I need	Agree	105	55.6%	101	62.3%	12	40.0%	48	64.0%	13	38.2%	31	50.8%
	Neutral	30	15.9%	23	14.2%	4	13.3%	10	13.3%	7	20.6%	16	26.2%
	Disagree	54	28.6%	38	23.5%	14	46.7%	17	22.7%	14	41.2%	14	23.0%
30. Workload is reasonable	Agree	101	52.9%	78	47.9%	17	54.8%	37	49.3%	13	38.2%	24	39.3%
	Neutral	36	18.8%	36	22.1%	6	19.4%	15	20.0%	8	23.5%	10	16.4%
	Disagree	54	28.3%	49	30.1%	8	25.8%	23	30.7%	13	38.2%	27	44.3%
31. Good use of skills and abilities	Agree	119	62.6%	98	60.5%	21	67.7%	51	67.1%	20	58.8%	33	54.1%
	Neutral	33	17.4%	24	14.8%	2	6.5%	11	14.5%	5	14.7%	13	21.3%
	Disagree	38	20.0%	40	24.7%	8	25.8%	14	18.4%	9	26.5%	15	24.6%
32. Work is interesting	Agree	155	81.2%	123	75.5%	26	83.9%	61	81.3%	22	64.7%	41	67.2%
	Neutral	27	14.1%	27	16.6%	3	9.7%	8	10.7%	8	23.5%	9	14.8%
	Disagree	9	4.7%	13	8.0%	2	6.5%	6	8.0%	4	11.8%	11	18.0%
33. Professional growth	Agree	122	64.2%	88	54.3%	17	56.7%	48	64.9%	17	50.0%	31	51.7%
	Neutral	35	18.4%	39	24.1%	5	16.7%	15	20.3%	10	29.4%	7	11.7%
	Disagree	33	17.4%	35	21.6%	8	26.7%	11	14.9%	7	20.6%	22	36.7%
34. Job advancement	Agree	55	28.9%	54	33.1%	5	16.1%	26	34.7%	13	38.2%	16	27.1%
	Neutral	57	30.0%	43	26.4%	12	38.7%	24	32.0%	12	35.3%	13	22.0%
	Disagree	78	41.1%	66	40.5%	14	45.2%	25	33.3%	9	26.5%	30	50.8%
35. Flexible balance work and personal	Agree	129	67.5%	123	75.5%	22	71.0%	54	72.0%	23	67.6%	41	67.2%
	Neutral	37	19.4%	22	13.5%	4	12.9%	14	18.7%	5	14.7%	7	11.5%
	Disagree	25	13.1%	18	11.0%	5	16.1%	7	9.3%	6	17.6%	13	21.3%

Survey Items (Abbreviated)		Response Category	CENTRAL OFFICES Departmental Comparisons											
			Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
			#	%	#	%	#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference	Agree	151	79.1%	134	82.2%	24	77.4%	66	86.8%	23	67.6%	44	72.1%
		Neutral	33	17.3%	20	12.3%	6	19.4%	7	9.2%	9	26.5%	16	26.2%
		Disagree	7	3.7%	9	5.5%	1	3.2%	3	3.9%	2	5.9%	1	1.6%
	37. Understand goals of re-org	Agree	88	46.3%	93	57.4%	11	36.7%	48	64.9%	11	32.4%	35	57.4%
		Neutral	50	26.3%	39	24.1%	9	30.0%	11	14.9%	14	41.2%	12	19.7%
		Disagree	52	27.4%	30	18.5%	10	33.3%	15	20.3%	9	26.5%	14	23.0%
	38. Believe in goals of re-org	Agree	69	36.3%	57	35.0%	14	45.2%	39	52.0%	12	35.3%	23	37.7%
		Neutral	81	42.6%	64	39.3%	10	32.3%	16	21.3%	16	47.1%	22	36.1%
		Disagree	40	21.1%	42	25.8%	7	22.6%	20	26.7%	6	17.6%	16	26.2%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	42	22.2%	33	20.2%	11	35.5%	28	37.3%	7	20.6%	14	23.0%
		Neutral	93	49.2%	77	47.2%	12	38.7%	25	33.3%	17	50.0%	25	41.0%
		Disagree	54	28.6%	53	32.5%	8	25.8%	22	29.3%	10	29.4%	22	36.1%
	40. Positive about change with re-org	Agree	52	27.5%	43	26.4%	12	38.7%	28	37.3%	10	30.3%	17	27.9%
		Neutral	73	38.6%	63	38.7%	11	35.5%	26	34.7%	16	48.5%	20	32.8%
		Disagree	64	33.9%	57	35.0%	8	25.8%	21	28.0%	7	21.2%	24	39.3%
41. Re-org has improved services	Agree	16	8.5%	10	6.2%	2	6.7%	13	17.3%	8	23.5%	6	9.8%	
	Neutral	91	48.1%	71	43.8%	18	60.0%	34	45.3%	17	50.0%	26	42.6%	
	Disagree	82	43.4%	81	50.0%	10	33.3%	28	37.3%	9	26.5%	29	47.5%	

Table D2. Work Location: FACILTIES Departmental Comparisons: Response Frequency

Survey Items		Response Category	FACILTIES Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	26	70.3%	17	73.9%	79	72.5%	6	75.0%
		Neutral	5	13.5%	2	8.7%	17	15.6%	1	12.5%
		Disagree	6	16.2%	4	17.4%	13	11.9%	1	12.5%
	2. The job performance standards are clear to me.	Agree	19	51.4%	11	47.8%	60	55.0%	4	50.0%
		Neutral	11	29.7%	5	21.7%	24	22.0%	4	50.0%
		Disagree	7	18.9%	7	30.4%	25	22.9%	0	0.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	19	51.4%	10	43.5%	43	39.8%	5	62.5%
		Neutral	7	18.9%	7	30.4%	18	16.7%	2	25.0%
		Disagree	11	29.7%	6	26.1%	47	43.5%	1	12.5%
	4. Changes in work expectations are timely and clear.	Agree	16	43.2%	9	39.1%	28	25.7%	3	37.5%
		Neutral	5	13.5%	5	21.7%	18	16.5%	3	37.5%
		Disagree	16	43.2%	9	39.1%	63	57.8%	2	25.0%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	21	56.8%	11	47.8%	45	41.3%	4	50.0%	
	Neutral	2	5.4%	6	26.1%	19	17.4%	1	12.5%	
	Disagree	14	37.8%	6	26.1%	45	41.3%	3	37.5%	
6. I feel respected by my direct supervisor.	Agree	24	64.9%	14	60.9%	61	56.0%	4	50.0%	
	Neutral	6	16.2%	3	13.0%	21	19.3%	1	12.5%	
	Disagree	7	18.9%	6	26.1%	27	24.8%	3	37.5%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	25	67.6%	17	73.9%	66	60.6%	5	62.5%	
	Neutral	4	10.8%	3	13.0%	18	16.5%	2	25.0%	
	Disagree	8	21.6%	3	13.0%	25	22.9%	1	12.5%	
8. I receive an annual performance evaluation each year.	Agree	21	58.3%	14	60.9%	49	45.4%	5	62.5%	
	Neutral	6	16.7%	4	17.4%	19	17.6%	3	37.5%	
	Disagree	9	25.0%	5	21.7%	40	37.0%	0	0.0%	
9. The merit award system is fair.	Agree	4	11.1%	2	8.7%	12	11.1%	1	12.5%	
	Neutral	16	44.4%	8	34.8%	31	28.7%	3	37.5%	
	Disagree	16	44.4%	13	56.5%	65	60.2%	4	50.0%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	11	29.7%	7	30.4%	15	13.9%	2	25.0%	
	Neutral	11	29.7%	3	13.0%	23	21.3%	2	25.0%	
	Disagree	15	40.5%	13	56.5%	70	64.8%	4	50.0%	
11. The leadership of my department demonstrates support for its employees.	Agree	10	27.0%	6	26.1%	18	16.5%	2	25.0%	
	Neutral	9	24.3%	7	30.4%	21	19.3%	3	37.5%	
	Disagree	18	48.6%	10	43.5%	70	64.2%	3	37.5%	
12. I have respect for and confidence in departmental leadership.	Agree	15	40.5%	6	26.1%	19	17.4%	1	12.5%	
	Neutral	7	18.9%	10	43.5%	26	23.9%	4	50.0%	
	Disagree	15	40.5%	7	30.4%	64	58.7%	3	37.5%	

Survey Items		Response Category	FACILTIES Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	11	29.7%	9	39.1%	45	41.3%	3	37.5%
		Neutral	7	18.9%	4	17.4%	25	22.9%	3	37.5%
		Disagree	19	51.4%	10	43.5%	39	35.8%	2	25.0%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	19	51.4%	11	47.8%	34	31.5%	4	50.0%
		Neutral	5	13.5%	1	4.3%	24	22.2%	1	12.5%
		Disagree	13	35.1%	11	47.8%	50	46.3%	3	37.5%
	15. My work unit respects cultural diversity among our staff.	Agree	23	62.2%	14	60.9%	62	56.9%	4	50.0%
		Neutral	10	27.0%	5	21.7%	27	24.8%	3	37.5%
		Disagree	4	10.8%	4	17.4%	20	18.3%	1	12.5%
	16. My work unit respects cultural diversity among our consumers.	Agree	26	70.3%	16	69.6%	61	56.0%	4	50.0%
		Neutral	7	18.9%	3	13.0%	34	31.2%	3	37.5%
		Disagree	4	10.8%	4	17.4%	14	12.8%	1	12.5%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	28	75.7%	14	60.9%	57	52.3%	3	37.5%
		Neutral	6	16.2%	7	30.4%	40	36.7%	4	50.0%
		Disagree	3	8.1%	2	8.7%	12	11.0%	1	12.5%
	18. My work unit uses information from consumers to improve AHS services.	Agree	19	51.4%	9	39.1%	22	20.2%	4	50.0%
		Neutral	13	35.1%	8	34.8%	57	52.3%	2	25.0%
		Disagree	5	13.5%	6	26.1%	30	27.5%	2	25.0%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	20	54.1%	7	30.4%	30	27.5%	4	50.0%
		Neutral	9	24.3%	10	43.5%	31	28.4%	3	37.5%
		Disagree	8	21.6%	6	26.1%	48	44.0%	1	12.5%
	20. My work environment supports excellent customer service.	Agree	17	47.2%	9	39.1%	25	22.9%	3	37.5%
		Neutral	14	38.9%	10	43.5%	47	43.1%	5	62.5%
		Disagree	5	13.9%	4	17.4%	37	33.9%	0	0.0%
21. At work, my opinions are listened to and respected.	Agree	23	62.2%	10	43.5%	34	31.2%	5	62.5%	
	Neutral	6	16.2%	5	21.7%	28	25.7%	0	0.0%	
	Disagree	8	21.6%	8	34.8%	47	43.1%	3	37.5%	
22. Employee morale in my work unit is good.	Agree	10	27.0%	7	30.4%	16	14.7%	3	37.5%	
	Neutral	7	18.9%	4	17.4%	16	14.7%	2	25.0%	
	Disagree	20	54.1%	12	52.2%	77	70.6%	3	37.5%	
23. Independent decision-making is encouraged in my work unit.	Agree	16	43.2%	12	52.2%	36	33.0%	5	62.5%	
	Neutral	8	21.6%	3	13.0%	18	16.5%	1	12.5%	
	Disagree	13	35.1%	8	34.8%	55	50.5%	2	25.0%	
24. I often think about leaving my job.	Agree	11	29.7%	8	34.8%	59	54.1%	2	25.0%	
	Neutral	11	29.7%	4	17.4%	22	20.2%	3	37.5%	
	Disagree	15	40.5%	11	47.8%	28	25.7%	3	37.5%	

Survey Items	Response Category	FACILTIES Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	9	24.3%	7	30.4%	20	18.3%	0	0.0%
	Neutral	10	27.0%	7	30.4%	22	20.2%	4	50.0%
	Disagree	18	48.6%	9	39.1%	67	61.5%	4	50.0%
26. Overall, I am satisfied with the benefits I receive.	Agree	20	54.1%	10	43.5%	48	44.0%	4	50.0%
	Neutral	5	13.5%	7	30.4%	21	19.3%	2	25.0%
	Disagree	12	32.4%	6	26.1%	40	36.7%	2	25.0%
27. I receive adequate training to perform my job.	Agree	19	51.4%	10	43.5%	41	37.6%	5	62.5%
	Neutral	3	8.1%	5	21.7%	17	15.6%	1	12.5%
	Disagree	15	40.5%	8	34.8%	51	46.8%	2	25.0%
28. I have the equipment and resources I need to perform my job.	Agree	13	35.1%	9	39.1%	44	40.4%	5	62.5%
	Neutral	5	13.5%	4	17.4%	15	13.8%	0	0.0%
	Disagree	19	51.4%	10	43.5%	50	45.9%	3	37.5%
29. I have the technology support I need to perform my job.	Agree	13	35.1%	11	47.8%	43	39.4%	4	50.0%
	Neutral	5	13.5%	5	21.7%	22	20.2%	1	12.5%
	Disagree	19	51.4%	7	30.4%	44	40.4%	3	37.5%
30. My workload and responsibilities are reasonable.	Agree	14	37.8%	8	34.8%	41	37.6%	2	25.0%
	Neutral	11	29.7%	7	30.4%	25	22.9%	5	62.5%
	Disagree	12	32.4%	8	34.8%	43	39.4%	1	12.5%
31. My job makes good use of my skills and abilities.	Agree	22	59.5%	11	47.8%	50	45.9%	5	62.5%
	Neutral	6	16.2%	4	17.4%	18	16.5%	2	25.0%
	Disagree	9	24.3%	8	34.8%	41	37.6%	1	12.5%
32. My work is interesting.	Agree	32	86.5%	17	73.9%	82	75.2%	5	62.5%
	Neutral	4	10.8%	5	21.7%	16	14.7%	2	25.0%
	Disagree	1	2.7%	1	4.3%	11	10.1%	1	12.5%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	21	56.8%	10	43.5%	52	47.7%	5	62.5%
	Neutral	5	13.5%	4	17.4%	17	15.6%	0	0.0%
	Disagree	11	29.7%	9	39.1%	40	36.7%	3	37.5%
34. There are opportunities for promotion and advancement.	Agree	10	27.0%	5	21.7%	41	37.6%	1	12.5%
	Neutral	7	18.9%	3	13.0%	22	20.2%	3	37.5%
	Disagree	20	54.1%	15	65.2%	46	42.2%	4	50.0%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	21	56.8%	13	56.5%	43	39.4%	4	50.0%
	Neutral	5	13.5%	3	13.0%	13	11.9%	1	12.5%
	Disagree	11	29.7%	7	30.4%	53	48.6%	3	37.5%

Job Supports and Resources

Survey Items		Response Category	FACILTIES Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	35	94.6%	19	82.6%	76	69.7%	7	87.5%
		Neutral	0	0.0%	1	4.3%	17	15.6%	0	0.0%
		Disagree	2	5.4%	3	13.0%	16	14.7%	1	12.5%
	37. I understand the goals of AHS re-organization.	Agree	16	43.2%	8	34.8%	30	27.8%	4	50.0%
		Neutral	7	18.9%	2	8.7%	32	29.6%	0	0.0%
		Disagree	14	37.8%	13	56.5%	46	42.6%	4	50.0%
	38. I believe in the goals of AHS re-organization.	Agree	15	40.5%	6	26.1%	26	23.9%	3	37.5%
		Neutral	14	37.8%	9	39.1%	54	49.5%	3	37.5%
		Disagree	8	21.6%	8	34.8%	29	26.6%	2	25.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	10	27.0%	5	21.7%	19	17.4%	1	12.5%
		Neutral	17	45.9%	9	39.1%	59	54.1%	5	62.5%
		Disagree	10	27.0%	9	39.1%	31	28.4%	2	25.0%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	14	37.8%	6	26.1%	28	25.9%	2	25.0%
		Neutral	13	35.1%	7	30.4%	48	44.4%	4	50.0%
		Disagree	10	27.0%	10	43.5%	32	29.6%	2	25.0%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	9	24.3%	5	21.7%	18	16.5%	1	12.5%
		Neutral	17	45.9%	7	30.4%	55	50.5%	4	50.0%
		Disagree	11	29.7%	11	47.8%	36	33.0%	3	37.5%

Table D3. Work Location: NON REGION OTHER Departmental Comparisons: Response Frequency

Survey Items	Response Category	Work Location: Non Region OTHER Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
1. My job duties are clear to me.	Agree	21	65.6%	28	77.8%	20	55.6%	18	81.8%
	Neutral	3	9.4%	3	8.3%	8	22.2%	3	13.6%
	Disagree	8	25.0%	5	13.9%	8	22.2%	1	4.5%
2. The job performance standards are clear to me.	Agree	19	59.4%	22	61.1%	21	58.3%	16	72.7%
	Neutral	6	18.8%	4	11.1%	5	13.9%	3	13.6%
	Disagree	7	21.9%	10	27.8%	10	27.8%	3	13.6%
3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	11	34.4%	19	52.8%	16	45.7%	13	59.1%
	Neutral	10	31.3%	9	25.0%	5	14.3%	2	9.1%
	Disagree	11	34.4%	8	22.2%	14	40.0%	7	31.8%
4. Changes in work expectations are timely and clear.	Agree	11	34.4%	14	38.9%	11	30.6%	10	45.5%
	Neutral	9	28.1%	8	22.2%	9	25.0%	7	31.8%
	Disagree	12	37.5%	14	38.9%	16	44.4%	5	22.7%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	17	53.1%	21	58.3%	24	66.7%	14	63.6%
	Neutral	5	15.6%	7	19.4%	5	13.9%	4	18.2%
	Disagree	10	31.3%	8	22.2%	7	19.4%	4	18.2%
6. I feel respected by my direct supervisor.	Agree	14	43.8%	24	66.7%	24	66.7%	16	72.7%
	Neutral	8	25.0%	4	11.1%	6	16.7%	2	9.1%
	Disagree	10	31.3%	8	22.2%	6	16.7%	4	18.2%
7. I have respect for, and confidence in, my direct supervisor.	Agree	14	43.8%	24	66.7%	25	69.4%	15	68.2%
	Neutral	9	28.1%	3	8.3%	2	5.6%	2	9.1%
	Disagree	9	28.1%	9	25.0%	9	25.0%	5	22.7%
8. I receive an annual performance evaluation each year.	Agree	25	78.1%	22	61.1%	16	44.4%	14	63.6%
	Neutral	2	6.3%	3	8.3%	3	8.3%	1	4.5%
	Disagree	5	15.6%	11	30.6%	17	47.2%	7	31.8%
9. The merit award system is fair.	Agree	5	15.6%	5	13.9%	7	20.6%	6	27.3%
	Neutral	13	40.6%	16	44.4%	12	35.3%	7	31.8%
	Disagree	14	43.8%	15	41.7%	15	44.1%	9	40.9%
10. Department leadership strives to create and maintain a positive work environment.	Agree	10	31.3%	10	27.8%	7	19.4%	12	54.5%
	Neutral	6	18.8%	10	27.8%	11	30.6%	3	13.6%
	Disagree	16	50.0%	16	44.4%	18	50.0%	7	31.8%
11. The leadership of my department demonstrates support for its employees.	Agree	12	37.5%	15	41.7%	8	22.9%	13	59.1%
	Neutral	10	31.3%	8	22.2%	15	42.9%	4	18.2%
	Disagree	10	31.3%	13	36.1%	12	34.3%	5	22.7%
12. I have respect for and confidence in departmental leadership.	Agree	12	37.5%	11	30.6%	7	19.4%	13	59.1%
	Neutral	8	25.0%	10	27.8%	14	38.9%	4	18.2%
	Disagree	12	37.5%	15	41.7%	15	41.7%	5	22.7%

Leadership and Supervision

Survey Items	Response Category	Work Location: Non Region OTHER Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	18	56.3%	19	52.8%	15	41.7%	14	63.6%
		Neutral	2	6.3%	3	8.3%	6	16.7%	3	13.6%
		Disagree	12	37.5%	14	38.9%	15	41.7%	5	22.7%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	17	53.1%	22	61.1%	24	66.7%	15	68.2%
		Neutral	4	12.5%	5	13.9%	7	19.4%	4	18.2%
		Disagree	11	34.4%	9	25.0%	5	13.9%	3	13.6%
	15. My work unit respects cultural diversity among our staff.	Agree	22	68.8%	28	77.8%	30	83.3%	18	81.8%
		Neutral	8	25.0%	3	8.3%	4	11.1%	4	18.2%
		Disagree	2	6.3%	5	13.9%	2	5.6%	0	0.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	27	84.4%	28	77.8%	30	83.3%	20	90.9%
		Neutral	4	12.5%	6	16.7%	5	13.9%	2	9.1%
		Disagree	1	3.1%	2	5.6%	1	2.8%	0	0.0%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	23	71.9%	26	72.2%	25	69.4%	19	86.4%
		Neutral	6	18.8%	8	22.2%	10	27.8%	3	13.6%
		Disagree	3	9.4%	2	5.6%	1	2.8%	0	0.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	18	56.3%	20	55.6%	14	40.0%	15	68.2%
		Neutral	10	31.3%	11	30.6%	15	42.9%	5	22.7%
		Disagree	4	12.5%	5	13.9%	6	17.1%	2	9.1%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	15	46.9%	19	52.8%	21	58.3%	13	59.1%
		Neutral	5	15.6%	7	19.4%	10	27.8%	3	13.6%
		Disagree	12	37.5%	10	27.8%	5	13.9%	6	27.3%
	20. My work environment supports excellent customer service.	Agree	22	68.8%	23	63.9%	20	55.6%	18	81.8%
		Neutral	5	15.6%	7	19.4%	13	36.1%	2	9.1%
		Disagree	5	15.6%	6	16.7%	3	8.3%	2	9.1%
21. At work, my opinions are listened to and respected.	Agree	14	43.8%	20	55.6%	21	58.3%	15	68.2%	
	Neutral	8	25.0%	7	19.4%	12	33.3%	4	18.2%	
	Disagree	10	31.3%	9	25.0%	3	8.3%	3	13.6%	
22. Employee morale in my work unit is good.	Agree	13	40.6%	13	36.1%	16	45.7%	8	36.4%	
	Neutral	3	9.4%	8	22.2%	10	28.6%	8	36.4%	
	Disagree	16	50.0%	15	41.7%	9	25.7%	6	27.3%	
23. Independent decision-making is encouraged in my work unit.	Agree	16	50.0%	22	62.9%	20	55.6%	17	77.3%	
	Neutral	3	9.4%	5	14.3%	4	11.1%	1	4.5%	
	Disagree	13	40.6%	8	22.9%	12	33.3%	4	18.2%	
24. I often think about leaving my job.	Agree	12	37.5%	15	41.7%	16	44.4%	5	22.7%	
	Neutral	6	18.8%	5	13.9%	4	11.1%	6	27.3%	
	Disagree	14	43.8%	16	44.4%	16	44.4%	11	50.0%	

Survey Items	Response Category	Work Location: Non Region OTHER Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	8	25.0%	13	36.1%	12	33.3%	14	63.6%
	Neutral	8	25.0%	5	13.9%	7	19.4%	4	18.2%
	Disagree	16	50.0%	18	50.0%	17	47.2%	4	18.2%
26. Overall, I am satisfied with the benefits I receive.	Agree	16	50.0%	18	50.0%	15	41.7%	16	72.7%
	Neutral	9	28.1%	7	19.4%	7	19.4%	2	9.1%
	Disagree	7	21.9%	11	30.6%	14	38.9%	4	18.2%
27. I receive adequate training to perform my job.	Agree	14	43.8%	16	44.4%	13	36.1%	18	81.8%
	Neutral	4	12.5%	6	16.7%	5	13.9%	2	9.1%
	Disagree	14	43.8%	14	38.9%	18	50.0%	2	9.1%
28. I have the equipment and resources I need to perform my job.	Agree	10	31.3%	16	44.4%	11	30.6%	11	50.0%
	Neutral	5	15.6%	1	2.8%	5	13.9%	5	22.7%
	Disagree	17	53.1%	19	52.8%	20	55.6%	6	27.3%
29. I have the technology support I need to perform my job.	Agree	13	40.6%	15	41.7%	9	25.0%	14	63.6%
	Neutral	4	12.5%	7	19.4%	11	30.6%	5	22.7%
	Disagree	15	46.9%	14	38.9%	16	44.4%	3	13.6%
30. My workload and responsibilities are reasonable.	Agree	11	34.4%	11	30.6%	12	33.3%	11	50.0%
	Neutral	12	37.5%	10	27.8%	9	25.0%	5	22.7%
	Disagree	9	28.1%	15	41.7%	15	41.7%	6	27.3%
31. My job makes good use of my skills and abilities.	Agree	19	59.4%	25	69.4%	22	61.1%	17	77.3%
	Neutral	5	15.6%	4	11.1%	5	13.9%	3	13.6%
	Disagree	8	25.0%	7	19.4%	9	25.0%	2	9.1%
32. My work is interesting.	Agree	27	84.4%	31	86.1%	31	86.1%	19	86.4%
	Neutral	3	9.4%	2	5.6%	2	5.6%	2	9.1%
	Disagree	2	6.3%	3	8.3%	3	8.3%	1	4.5%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	19	59.4%	21	58.3%	20	55.6%	16	72.7%
	Neutral	7	21.9%	6	16.7%	11	30.6%	4	18.2%
	Disagree	6	18.8%	9	25.0%	5	13.9%	2	9.1%
34. There are opportunities for promotion and advancement.	Agree	9	28.1%	10	27.8%	13	36.1%	7	31.8%
	Neutral	6	18.8%	9	25.0%	10	27.8%	6	27.3%
	Disagree	17	53.1%	17	47.2%	13	36.1%	9	40.9%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	18	56.3%	23	63.9%	17	48.6%	18	81.8%
	Neutral	4	12.5%	4	11.1%	6	17.1%	1	4.5%
	Disagree	10	31.3%	9	25.0%	12	34.3%	3	13.6%

Job Supports and Resources

Survey Items		Response Category	Work Location: Non Region OTHER Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	28	87.5%	27	75.0%	28	77.8%	21	95.5%
		Neutral	2	6.3%	6	16.7%	6	16.7%	0	0.0%
		Disagree	2	6.3%	3	8.3%	2	5.6%	1	4.5%
	37. I understand the goals of AHS re-organization.	Agree	18	56.3%	15	41.7%	15	41.7%	12	54.5%
		Neutral	11	34.4%	11	30.6%	12	33.3%	5	22.7%
		Disagree	3	9.4%	10	27.8%	9	25.0%	5	22.7%
	38. I believe in the goals of AHS re-organization.	Agree	11	34.4%	9	25.0%	11	30.6%	8	36.4%
		Neutral	17	53.1%	20	55.6%	20	55.6%	8	36.4%
		Disagree	4	12.5%	7	19.4%	5	13.9%	6	27.3%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	6	18.8%	8	22.2%	6	17.1%	7	31.8%
		Neutral	17	53.1%	21	58.3%	21	60.0%	7	31.8%
		Disagree	9	28.1%	7	19.4%	8	22.9%	8	36.4%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	11	34.4%	10	27.8%	10	27.8%	11	50.0%
		Neutral	15	46.9%	17	47.2%	22	61.1%	5	22.7%
		Disagree	6	18.8%	9	25.0%	4	11.1%	6	27.3%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	5	15.6%	8	22.2%	3	8.3%	5	22.7%
		Neutral	17	53.1%	15	41.7%	24	66.7%	6	27.3%
		Disagree	10	31.3%	13	36.1%	9	25.0%	11	50.0%

Table D4. Work Location: REGIONS (COMBINED) Departmental Comparisons

Survey Items (Abbreviated)		Response Category	REGIONS (COMBINED) Departmental Comparisons											
			Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
			#	%	#	%	#	%	#	%	#	%	#	%
Leadership and Supervision	1. Job duties are clear	Agree	249	78.1%	277	82.7%	175	72.3%	102	89.5%	16	84.2%	19	76.0%
		Neutral	31	9.7%	35	10.4%	35	14.5%	6	5.3%	1	5.3%	2	8.0%
		Disagree	39	12.2%	23	6.9%	32	13.2%	6	5.3%	2	10.5%	4	16.0%
	2. Clear performance standards	Agree	217	68.0%	241	72.2%	146	60.3%	91	79.8%	11	57.9%	15	60.0%
		Neutral	52	16.3%	48	14.4%	48	19.8%	16	14.0%	6	31.6%	5	20.0%
		Disagree	50	15.7%	45	13.5%	48	19.8%	7	6.1%	2	10.5%	5	20.0%
	3. Feedback on job performance	Agree	171	53.8%	190	56.7%	111	46.3%	82	71.9%	10	52.6%	13	52.0%
		Neutral	58	18.2%	57	17.0%	38	15.8%	18	15.8%	4	21.1%	3	12.0%
		Disagree	89	28.0%	88	26.3%	91	37.9%	14	12.3%	5	26.3%	9	36.0%
	4. Changes timely & clear	Agree	152	47.6%	129	38.4%	70	28.9%	78	68.4%	8	42.1%	12	48.0%
		Neutral	70	21.9%	82	24.4%	55	22.7%	18	15.8%	5	26.3%	4	16.0%
		Disagree	97	30.4%	125	37.2%	117	48.3%	18	15.8%	6	31.6%	9	36.0%
5. Recognition for good work	Agree	193	60.7%	202	60.1%	124	51.2%	81	71.1%	11	57.9%	14	56.0%	
	Neutral	53	16.7%	61	18.2%	33	13.6%	16	14.0%	1	5.3%	1	4.0%	
	Disagree	72	22.6%	73	21.7%	85	35.1%	17	14.9%	7	36.8%	10	40.0%	
6. Respected by supervisor	Agree	226	71.1%	224	66.9%	141	58.3%	88	77.2%	11	57.9%	15	60.0%	
	Neutral	40	12.6%	55	16.4%	48	19.8%	16	14.0%	3	15.8%	3	12.0%	
	Disagree	52	16.4%	56	16.7%	53	21.9%	10	8.8%	5	26.3%	7	28.0%	
7. Respect direct supervisor	Agree	223	69.9%	216	64.5%	140	57.9%	85	75.2%	12	63.2%	15	60.0%	
	Neutral	48	15.0%	62	18.5%	44	18.2%	21	18.6%	3	15.8%	4	16.0%	
	Disagree	48	15.0%	57	17.0%	58	24.0%	7	6.2%	4	21.1%	6	24.0%	
8. Receive annual performance evaluation	Agree	213	67.2%	197	58.8%	108	45.0%	88	77.2%	12	63.2%	16	64.0%	
	Neutral	45	14.2%	51	15.2%	35	14.6%	12	10.5%	5	26.3%	4	16.0%	
	Disagree	59	18.6%	87	26.0%	97	40.4%	14	12.3%	2	10.5%	5	20.0%	
9. Merit system is fair	Agree	69	22.0%	78	23.4%	31	13.0%	41	36.0%	3	15.8%	7	28.0%	
	Neutral	126	40.1%	121	36.3%	74	31.1%	38	33.3%	5	26.3%	7	28.0%	
	Disagree	119	37.9%	134	40.2%	133	55.9%	35	30.7%	11	57.9%	11	44.0%	
10. Leaders positive work environment	Agree	136	42.6%	116	34.5%	41	17.1%	73	64.0%	6	31.6%	8	32.0%	
	Neutral	81	25.4%	89	26.5%	58	24.2%	20	17.5%	5	26.3%	7	28.0%	
	Disagree	102	32.0%	131	39.0%	141	58.8%	21	18.4%	8	42.1%	10	40.0%	
11. Leaders support employees	Agree	138	43.1%	125	37.2%	52	21.5%	75	65.8%	7	36.8%	9	36.0%	
	Neutral	84	26.3%	96	28.6%	55	22.7%	20	17.5%	4	21.1%	6	24.0%	
	Disagree	98	30.6%	115	34.2%	135	55.8%	19	16.7%	8	42.1%	10	40.0%	
12. Respect depart. leadership	Agree	140	43.8%	120	35.8%	52	21.5%	79	69.9%	9	47.4%	9	36.0%	
	Neutral	91	28.4%	100	29.9%	66	27.3%	18	15.9%	4	21.1%	7	28.0%	
	Disagree	89	27.8%	115	34.3%	124	51.2%	16	14.2%	6	31.6%	9	36.0%	

Survey Items (Abbreviated)	Response Category	REGIONS (COMBINED) Departmental Comparisons												
		Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office		
		#	%	#	%	#	%	#	%	#	%	#	%	
Work Environment	13. Physical environment satisfactory	Agree	191	59.9%	190	56.9%	107	44.4%	75	66.4%	7	38.9%	11	44.0%
		Neutral	45	14.1%	41	12.3%	47	19.5%	17	15.0%	7	38.9%	7	28.0%
		Disagree	83	26.0%	103	30.8%	87	36.1%	21	18.6%	4	22.2%	7	28.0%
	14. Mutual respect, team-work, cooperation	Agree	202	63.1%	201	60.0%	97	40.1%	87	77.0%	10	55.6%	12	48.0%
		Neutral	52	16.3%	53	15.8%	47	19.4%	8	7.1%	4	22.2%	6	24.0%
		Disagree	66	20.6%	81	24.2%	98	40.5%	18	15.9%	4	22.2%	7	28.0%
	15. Respect diversity among staff	Agree	238	74.6%	257	76.7%	156	64.5%	95	84.1%	12	66.7%	19	76.0%
		Neutral	59	18.5%	49	14.6%	50	20.7%	14	12.4%	4	22.2%	4	16.0%
		Disagree	22	6.9%	29	8.7%	36	14.9%	4	3.5%	2	11.1%	2	8.0%
	16. Respect diversity of consumers	Agree	259	81.4%	271	81.1%	155	64.3%	106	94.6%	11	61.1%	18	72.0%
		Neutral	44	13.8%	45	13.5%	53	22.0%	4	3.6%	5	27.8%	6	24.0%
		Disagree	15	4.7%	18	5.4%	33	13.7%	2	1.8%	2	11.1%	1	4.0%
	17. Accom. consumers with disabilities	Agree	243	76.2%	252	75.2%	147	60.7%	103	91.2%	11	61.1%	18	72.0%
		Neutral	68	21.3%	63	18.8%	70	28.9%	9	8.0%	7	38.9%	6	24.0%
		Disagree	8	2.5%	20	6.0%	25	10.3%	1	0.9%	0	0.0%	1	4.0%
	18. Use consumer information	Agree	204	63.9%	187	56.0%	77	32.2%	93	82.3%	10	55.6%	10	40.0%
		Neutral	86	27.0%	98	29.3%	105	43.9%	15	13.3%	7	38.9%	11	44.0%
		Disagree	29	9.1%	49	14.7%	57	23.8%	5	4.4%	1	5.6%	4	16.0%
	19. New ideas encouraged	Agree	195	60.9%	175	52.2%	88	36.4%	92	81.4%	10	55.6%	14	56.0%
		Neutral	63	19.7%	81	24.2%	55	22.7%	11	9.7%	4	22.2%	5	20.0%
		Disagree	62	19.4%	79	23.6%	99	40.9%	10	8.8%	4	22.2%	6	24.0%
	20. Excellent customer service	Agree	233	72.8%	210	62.7%	90	37.2%	98	86.7%	9	50.0%	14	56.0%
		Neutral	57	17.8%	67	20.0%	88	36.4%	9	8.0%	6	33.3%	6	24.0%
		Disagree	30	9.4%	58	17.3%	64	26.4%	6	5.3%	3	16.7%	5	20.0%
21. Opinions respected	Agree	212	66.5%	188	56.1%	97	40.1%	88	77.9%	9	50.0%	14	56.0%	
	Neutral	50	15.7%	75	22.4%	65	26.9%	15	13.3%	4	22.2%	4	16.0%	
	Disagree	57	17.9%	72	21.5%	80	33.1%	10	8.8%	5	27.8%	7	28.0%	
22. Morale is good in my work unit	Agree	142	44.4%	119	35.7%	56	23.2%	78	69.0%	8	44.4%	9	36.0%	
	Neutral	62	19.4%	68	20.4%	44	18.3%	13	11.5%	2	11.1%	4	16.0%	
	Disagree	116	36.3%	146	43.8%	141	58.5%	22	19.5%	8	44.4%	12	48.0%	
23. Decision-making is encouraged	Agree	186	58.1%	183	54.6%	100	41.5%	95	84.1%	10	55.6%	17	68.0%	
	Neutral	61	19.1%	65	19.4%	45	18.7%	11	9.7%	3	16.7%	2	8.0%	
	Disagree	73	22.8%	87	26.0%	96	39.8%	7	6.2%	5	27.8%	6	24.0%	
24. Think about leaving job	Agree	105	32.8%	131	39.6%	116	47.9%	31	27.7%	7	38.9%	12	48.0%	
	Neutral	80	25.0%	67	20.2%	51	21.1%	16	14.3%	4	22.2%	4	16.0%	
	Disagree	135	42.2%	133	40.2%	75	31.0%	65	58.0%	7	38.9%	9	36.0%	

Survey Items (Abbreviated)	Response Category	REGIONS (COMBINED) Departmental Comparisons											
		Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
		#	%	#	%	#	%	#	%	#	%	#	%
25. Salary is fair	Agree	134	42.1%	151	44.9%	66	27.3%	67	58.8%	6	31.6%	9	36.0%
	Neutral	50	15.7%	56	16.7%	47	19.4%	19	16.7%	7	36.8%	5	20.0%
	Disagree	134	42.1%	129	38.4%	129	53.3%	28	24.6%	6	31.6%	11	44.0%
26. Satisfied with benefits	Agree	217	68.2%	216	64.3%	120	49.6%	81	71.7%	11	57.9%	17	68.0%
	Neutral	52	16.4%	63	18.8%	47	19.4%	14	12.4%	5	26.3%	5	20.0%
	Disagree	49	15.4%	57	17.0%	75	31.0%	18	15.9%	3	15.8%	3	12.0%
27. Adequate Training	Agree	205	64.3%	163	48.5%	89	36.8%	88	77.2%	12	63.2%	16	64.0%
	Neutral	55	17.2%	85	25.3%	47	19.4%	13	11.4%	0	0.0%	3	12.0%
	Disagree	59	18.5%	88	26.2%	106	43.8%	13	11.4%	7	36.8%	6	24.0%
28. Equipment & resources I need	Agree	193	60.5%	158	47.2%	96	39.8%	84	73.7%	10	52.6%	15	60.0%
	Neutral	50	15.7%	67	20.0%	34	14.1%	13	11.4%	2	10.5%	3	12.0%
	Disagree	76	23.8%	110	32.8%	111	46.1%	17	14.9%	7	36.8%	7	28.0%
29. Tech support I need	Agree	182	57.2%	178	53.0%	80	33.1%	95	83.3%	11	57.9%	15	60.0%
	Neutral	47	14.8%	72	21.4%	56	23.1%	11	9.6%	3	15.8%	4	16.0%
	Disagree	89	28.0%	86	25.6%	106	43.8%	8	7.0%	5	26.3%	6	24.0%
30. Workload is reasonable	Agree	172	53.9%	118	35.2%	89	36.8%	58	50.9%	6	31.6%	9	36.0%
	Neutral	64	20.1%	63	18.8%	54	22.3%	27	23.7%	6	31.6%	6	24.0%
	Disagree	83	26.0%	154	46.0%	99	40.9%	29	25.4%	7	36.8%	10	40.0%
31. Good use of skills and abilities	Agree	225	70.5%	237	70.7%	136	56.2%	94	82.5%	11	57.9%	17	68.0%
	Neutral	42	13.2%	49	14.6%	34	14.0%	11	9.6%	4	21.1%	4	16.0%
	Disagree	52	16.3%	49	14.6%	72	29.8%	9	7.9%	4	21.1%	4	16.0%
32. Work is interesting	Agree	252	78.8%	287	85.4%	193	79.8%	97	85.1%	12	63.2%	18	72.0%
	Neutral	50	15.6%	42	12.5%	28	11.6%	13	11.4%	5	26.3%	6	24.0%
	Disagree	18	5.6%	7	2.1%	21	8.7%	4	3.5%	2	10.5%	1	4.0%
33. Professional growth	Agree	198	62.1%	224	66.7%	119	49.2%	88	77.2%	12	63.2%	14	56.0%
	Neutral	67	21.0%	64	19.0%	50	20.7%	18	15.8%	2	10.5%	5	20.0%
	Disagree	54	16.9%	48	14.3%	73	30.2%	8	7.0%	5	26.3%	6	24.0%
34. Job advancement	Agree	83	25.9%	133	39.6%	83	34.6%	43	37.7%	7	36.8%	8	32.0%
	Neutral	84	26.3%	90	26.8%	46	19.2%	30	26.3%	5	26.3%	7	28.0%
	Disagree	153	47.8%	113	33.6%	111	46.3%	41	36.0%	7	36.8%	10	40.0%
35. Flexible balance work and personal	Agree	223	69.9%	210	62.5%	115	47.7%	92	80.7%	10	52.6%	15	60.0%
	Neutral	46	14.4%	53	15.8%	42	17.4%	13	11.4%	5	26.3%	4	16.0%
	Disagree	50	15.7%	73	21.7%	84	34.9%	9	7.9%	4	21.1%	6	24.0%

Survey Items (Abbreviated)		Response Category	REGIONS (COMBINED) Departmental Comparisons											
			Health		DCF		Corrections		DAIL		OVHA		AHS Cent. Office	
			#	%	#	%	#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference	Agree	273	85.8%	313	93.2%	177	73.1%	108	94.7%	14	73.7%	20	80.0%
		Neutral	34	10.7%	17	5.1%	39	16.1%	4	3.5%	3	15.8%	3	12.0%
		Disagree	11	3.5%	6	1.8%	26	10.7%	2	1.8%	2	10.5%	2	8.0%
	37. Understand goals of re-org	Agree	177	55.5%	184	54.8%	108	44.8%	83	72.8%	11	57.9%	10	40.0%
		Neutral	83	26.0%	85	25.3%	70	29.0%	19	16.7%	6	31.6%	9	36.0%
		Disagree	59	18.5%	67	19.9%	63	26.1%	12	10.5%	2	10.5%	6	24.0%
	38. Believe in goals of re-org	Agree	141	44.2%	137	40.8%	81	33.5%	69	60.5%	8	42.1%	6	24.0%
		Neutral	126	39.5%	135	40.2%	113	46.7%	33	28.9%	9	47.4%	12	48.0%
		Disagree	52	16.3%	64	19.0%	48	19.8%	12	10.5%	2	10.5%	7	28.0%
	39. Goals of re-org are achievable in 3-5 yrs	Agree	92	28.8%	88	26.3%	58	24.0%	45	39.5%	5	26.3%	3	12.0%
		Neutral	158	49.5%	161	48.1%	132	54.5%	50	43.9%	12	63.2%	15	60.0%
		Disagree	69	21.6%	86	25.7%	52	21.5%	19	16.7%	2	10.5%	7	28.0%
	40. Positive about change with re-org	Agree	118	37.3%	114	33.9%	73	30.3%	55	48.7%	9	47.4%	5	20.0%
		Neutral	135	42.7%	131	39.0%	111	46.1%	40	35.4%	7	36.8%	11	44.0%
		Disagree	63	19.9%	91	27.1%	57	23.7%	18	15.9%	3	15.8%	9	36.0%
	41. Re-org has improved services	Agree	49	15.4%	48	14.3%	49	20.2%	29	25.4%	6	31.6%	2	8.0%
		Neutral	164	51.4%	133	39.6%	125	51.7%	55	48.2%	8	42.1%	12	48.0%
		Disagree	106	33.2%	155	46.1%	68	28.1%	30	26.3%	5	26.3%	11	44.0%

Table E1. BRATTLEBORO DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	BRATTLEBORO Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	10	100.0%	10	100.0%	7	70.0%	8	100.0%
		Neutral	0	0.0%	0	0.0%	1	10.0%	0	0.0%
		Disagree	0	0.0%	0	0.0%	2	20.0%	0	0.0%
	2. The job performance standards are clear to me.	Agree	8	80.0%	7	70.0%	5	50.0%	7	87.5%
		Neutral	2	20.0%	3	30.0%	3	30.0%	1	12.5%
		Disagree	0	0.0%	0	0.0%	2	20.0%	0	0.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	7	70.0%	8	80.0%	4	40.0%	7	87.5%
		Neutral	2	20.0%	0	0.0%	2	20.0%	0	0.0%
		Disagree	1	10.0%	2	20.0%	4	40.0%	1	12.5%
	4. Changes in work expectations are timely and clear.	Agree	7	70.0%	4	40.0%	0	0.0%	6	75.0%
		Neutral	2	20.0%	3	30.0%	4	40.0%	1	12.5%
		Disagree	1	10.0%	3	30.0%	6	60.0%	1	12.5%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	7	70.0%	7	70.0%	4	40.0%	7	87.5%	
	Neutral	2	20.0%	1	10.0%	3	30.0%	0	0.0%	
	Disagree	1	10.0%	2	20.0%	3	30.0%	1	12.5%	
6. I feel respected by my direct supervisor.	Agree	7	70.0%	8	80.0%	4	40.0%	7	87.5%	
	Neutral	1	10.0%	0	0.0%	2	20.0%	0	0.0%	
	Disagree	2	20.0%	2	20.0%	4	40.0%	1	12.5%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	9	90.0%	8	80.0%	5	50.0%	7	87.5%	
	Neutral	0	0.0%	0	0.0%	2	20.0%	0	0.0%	
	Disagree	1	10.0%	2	20.0%	3	30.0%	1	12.5%	
8. I receive an annual performance evaluation each year.	Agree	7	70.0%	7	70.0%	2	20.0%	6	75.0%	
	Neutral	2	20.0%	1	10.0%	2	20.0%	1	12.5%	
	Disagree	1	10.0%	2	20.0%	6	60.0%	1	12.5%	
9. The merit award system is fair.	Agree	3	30.0%	6	60.0%	2	20.0%	3	37.5%	
	Neutral	5	50.0%	2	20.0%	1	10.0%	3	37.5%	
	Disagree	2	20.0%	2	20.0%	7	70.0%	2	25.0%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	8	80.0%	8	80.0%	1	10.0%	7	87.5%	
	Neutral	1	10.0%	0	0.0%	3	30.0%	0	0.0%	
	Disagree	1	10.0%	2	20.0%	6	60.0%	1	12.5%	
11. The leadership of my department demonstrates support for its employees.	Agree	7	70.0%	7	70.0%	2	20.0%	7	87.5%	
	Neutral	2	20.0%	2	20.0%	2	20.0%	0	0.0%	
	Disagree	1	10.0%	1	10.0%	6	60.0%	1	12.5%	
12. I have respect for and confidence in departmental leadership.	Agree	8	80.0%	6	60.0%	3	30.0%	7	87.5%	
	Neutral	1	10.0%	3	30.0%	1	10.0%	0	0.0%	
	Disagree	1	10.0%	1	10.0%	6	60.0%	1	12.5%	

Survey Items		Response Category	BRATTLEBORO Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	2	20.0%	5	50.0%	1	10.0%	7	87.5%
		Neutral	1	10.0%	2	20.0%	2	20.0%	0	0.0%
		Disagree	7	70.0%	3	30.0%	7	70.0%	1	12.5%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	7	70.0%	6	60.0%	4	40.0%	7	87.5%
		Neutral	2	20.0%	1	10.0%	4	40.0%	1	12.5%
		Disagree	1	10.0%	3	30.0%	2	20.0%	0	0.0%
	15. My work unit respects cultural diversity among our staff.	Agree	10	100.0%	6	60.0%	7	70.0%	8	100.0%
		Neutral	0	0.0%	3	30.0%	1	10.0%	0	0.0%
		Disagree	0	0.0%	1	10.0%	2	20.0%	0	0.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	9	90.0%	8	80.0%	6	60.0%	8	100.0%
		Neutral	1	10.0%	2	20.0%	2	20.0%	0	0.0%
		Disagree	0	0.0%	0	0.0%	2	20.0%	0	0.0%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	7	70.0%	8	80.0%	7	70.0%	7	87.5%
		Neutral	3	30.0%	2	20.0%	3	30.0%	1	12.5%
		Disagree	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	8	80.0%	8	80.0%	2	20.0%	6	75.0%
		Neutral	2	20.0%	1	10.0%	5	50.0%	2	25.0%
		Disagree	0	0.0%	1	10.0%	3	30.0%	0	0.0%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	7	70.0%	8	80.0%	5	50.0%	8	100.0%
		Neutral	3	30.0%	0	0.0%	1	10.0%	0	0.0%
		Disagree	0	0.0%	2	20.0%	4	40.0%	0	0.0%
	20. My work environment supports excellent customer service.	Agree	9	90.0%	7	70.0%	5	50.0%	7	87.5%
		Neutral	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		Disagree	1	10.0%	3	30.0%	5	50.0%	1	12.5%
21. At work, my opinions are listened to and respected.	Agree	9	90.0%	7	70.0%	5	50.0%	7	87.5%	
	Neutral	1	10.0%	2	20.0%	2	20.0%	1	12.5%	
	Disagree	0	0.0%	1	10.0%	3	30.0%	0	0.0%	
22. Employee morale in my work unit is good.	Agree	8	80.0%	6	60.0%	4	40.0%	7	87.5%	
	Neutral	1	10.0%	1	10.0%	2	20.0%	0	0.0%	
	Disagree	1	10.0%	3	30.0%	4	40.0%	1	12.5%	
23. Independent decision-making is encouraged in my work unit.	Agree	5	50.0%	7	70.0%	7	70.0%	7	87.5%	
	Neutral	4	40.0%	0	0.0%	1	10.0%	0	0.0%	
	Disagree	1	10.0%	3	30.0%	2	20.0%	1	12.5%	
24. I often think about leaving my job.	Agree	2	20.0%	5	50.0%	5	50.0%	1	12.5%	
	Neutral	2	20.0%	3	30.0%	4	40.0%	0	0.0%	
	Disagree	6	60.0%	2	20.0%	1	10.0%	7	87.5%	

Survey Items		Response Category	BRATTLEBORO Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree	4	40.0%	5	50.0%	1	10.0%	6	75.0%
		Neutral	2	20.0%	2	20.0%	2	20.0%	0	0.0%
		Disagree	4	40.0%	3	30.0%	7	70.0%	2	25.0%
	26. Overall, I am satisfied with the benefits I receive.	Agree	6	60.0%	6	60.0%	5	50.0%	5	62.5%
		Neutral	1	10.0%	3	30.0%	0	0.0%	1	12.5%
		Disagree	3	30.0%	1	10.0%	5	50.0%	2	25.0%
	27. I receive adequate training to perform my job.	Agree	9	90.0%	7	70.0%	2	20.0%	8	100.0%
		Neutral	0	0.0%	2	20.0%	1	10.0%	0	0.0%
		Disagree	1	10.0%	1	10.0%	7	70.0%	0	0.0%
	28. I have the equipment and resources I need to perform my job.	Agree	8	80.0%	7	70.0%	1	10.0%	6	75.0%
		Neutral	1	10.0%	1	10.0%	2	20.0%	0	0.0%
		Disagree	1	10.0%	2	20.0%	7	70.0%	2	25.0%
	29. I have the technology support I need to perform my job.	Agree	6	60.0%	6	60.0%	3	30.0%	6	75.0%
		Neutral	1	10.0%	1	10.0%	0	0.0%	0	0.0%
		Disagree	3	30.0%	3	30.0%	7	70.0%	2	25.0%
30. My workload and responsibilities are reasonable.	Agree	7	70.0%	7	70.0%	2	20.0%	6	75.0%	
	Neutral	2	20.0%	1	10.0%	3	30.0%	2	25.0%	
	Disagree	1	10.0%	2	20.0%	5	50.0%	0	0.0%	
31. My job makes good use of my skills and abilities.	Agree	7	70.0%	8	80.0%	6	60.0%	7	87.5%	
	Neutral	3	30.0%	1	10.0%	1	10.0%	1	12.5%	
	Disagree	0	0.0%	1	10.0%	3	30.0%	0	0.0%	
32. My work is interesting.	Agree	9	90.0%	8	80.0%	10	100.0%	8	100.0%	
	Neutral	1	10.0%	1	10.0%	0	0.0%	0	0.0%	
	Disagree	0	0.0%	1	10.0%	0	0.0%	0	0.0%	
33. My job provides me with the opportunity to learn and grow professionally.	Agree	7	70.0%	8	80.0%	4	40.0%	7	87.5%	
	Neutral	3	30.0%	1	10.0%	3	30.0%	1	12.5%	
	Disagree	0	0.0%	1	10.0%	3	30.0%	0	0.0%	
34. There are opportunities for promotion and advancement.	Agree	4	40.0%	5	50.0%	3	30.0%	5	62.5%	
	Neutral	3	30.0%	2	20.0%	1	10.0%	2	25.0%	
	Disagree	3	30.0%	3	30.0%	6	60.0%	1	12.5%	
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	6	60.0%	8	80.0%	6	60.0%	7	87.5%	
	Neutral	3	30.0%	0	0.0%	1	10.0%	0	0.0%	
	Disagree	1	10.0%	2	20.0%	3	30.0%	1	12.5%	

Survey Items		Response Category	BRATTLEBORO Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	9	100.0%	8	80.0%	8	80.0%	8	100.0%
		Neutral	0	0.0%	2	20.0%	1	10.0%	0	0.0%
		Disagree	0	0.0%	0	0.0%	1	10.0%	0	0.0%
	37. I understand the goals of AHS re-organization.	Agree	5	55.6%	6	60.0%	5	50.0%	4	50.0%
		Neutral	4	44.4%	3	30.0%	2	20.0%	2	25.0%
		Disagree	0	0.0%	1	10.0%	3	30.0%	2	25.0%
	38. I believe in the goals of AHS re-organization.	Agree	5	55.6%	4	40.0%	4	40.0%	4	50.0%
		Neutral	4	44.4%	4	40.0%	3	30.0%	4	50.0%
		Disagree	0	0.0%	2	20.0%	3	30.0%	0	0.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	4	44.4%	3	30.0%	1	10.0%	3	37.5%
		Neutral	3	33.3%	5	50.0%	4	40.0%	2	25.0%
		Disagree	2	22.2%	2	20.0%	5	50.0%	3	37.5%
40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	5	55.6%	4	40.0%	2	20.0%	5	62.5%	
	Neutral	4	44.4%	3	30.0%	5	50.0%	2	25.0%	
	Disagree	0	0.0%	3	30.0%	3	30.0%	1	12.5%	
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	1	11.1%	3	30.0%	3	30.0%	1	12.5%	
	Neutral	6	66.7%	4	40.0%	4	40.0%	5	62.5%	
	Disagree	2	22.2%	3	30.0%	3	30.0%	2	25.0%	

Table E2. BARRE DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	BARRE by DEPARTMENT							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	12	66.7%	26	89.7%	14	87.5%	8	72.7%
		Neutral	3	16.7%	2	6.9%	2	12.5%	1	9.1%
		Disagree	3	16.7%	1	3.4%	0	0.0%	2	18.2%
	2. The job performance standards are clear to me.	Agree	12	66.7%	21	72.4%	11	68.8%	7	63.6%
		Neutral	3	16.7%	3	10.3%	2	12.5%	2	18.2%
		Disagree	3	16.7%	5	17.2%	3	18.8%	2	18.2%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	7	38.9%	13	44.8%	8	50.0%	6	54.5%
		Neutral	3	16.7%	5	17.2%	3	18.8%	2	18.2%
		Disagree	8	44.4%	11	37.9%	5	31.3%	3	27.3%
	4. Changes in work expectations are timely and clear.	Agree	6	33.3%	8	27.6%	4	25.0%	8	72.7%
		Neutral	5	27.8%	5	17.2%	6	37.5%	1	9.1%
		Disagree	7	38.9%	16	55.2%	6	37.5%	2	18.2%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	9	50.0%	14	48.3%	9	56.3%	6	54.5%	
	Neutral	6	33.3%	9	31.0%	1	6.3%	3	27.3%	
	Disagree	3	16.7%	6	20.7%	6	37.5%	2	18.2%	
6. I feel respected by my direct supervisor.	Agree	11	61.1%	17	60.7%	11	68.8%	8	72.7%	
	Neutral	4	22.2%	5	17.9%	3	18.8%	3	27.3%	
	Disagree	3	16.7%	6	21.4%	2	12.5%	0	0.0%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	10	55.6%	14	50.0%	8	50.0%	7	63.6%	
	Neutral	4	22.2%	6	21.4%	5	31.3%	4	36.4%	
	Disagree	4	22.2%	8	28.6%	3	18.8%	0	0.0%	
8. I receive an annual performance evaluation each year.	Agree	7	38.9%	15	51.7%	12	75.0%	7	63.6%	
	Neutral	3	16.7%	3	10.3%	2	12.5%	2	18.2%	
	Disagree	8	44.4%	11	37.9%	2	12.5%	2	18.2%	
9. The merit award system is fair.	Agree	4	23.5%	6	20.7%	2	13.3%	4	36.4%	
	Neutral	8	47.1%	9	31.0%	6	40.0%	4	36.4%	
	Disagree	5	29.4%	14	48.3%	7	46.7%	3	27.3%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	9	50.0%	2	6.9%	3	18.8%	6	54.5%	
	Neutral	4	22.2%	11	37.9%	5	31.3%	2	18.2%	
	Disagree	5	27.8%	16	55.2%	8	50.0%	3	27.3%	
11. The leadership of my department demonstrates support for its employees.	Agree	10	55.6%	4	13.8%	3	18.8%	8	72.7%	
	Neutral	3	16.7%	8	27.6%	5	31.3%	1	9.1%	
	Disagree	5	27.8%	17	58.6%	8	50.0%	2	18.2%	
12. I have respect for and confidence in departmental leadership.	Agree	7	38.9%	5	17.2%	3	18.8%	8	80.0%	
	Neutral	6	33.3%	6	20.7%	4	25.0%	1	10.0%	
	Disagree	5	27.8%	18	62.1%	9	56.3%	1	10.0%	

Survey Items	Response Category	BARRE by DEPARTMENT								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	17	94.4%	23	82.1%	12	75.0%	9	81.8%
		Neutral	1	5.6%	1	3.6%	2	12.5%	1	9.1%
		Disagree			4	14.3%	2	12.5%	1	9.1%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	13	72.2%	12	42.9%	10	62.5%	8	72.7%
		Neutral	3	16.7%	6	21.4%	3	18.8%	1	9.1%
		Disagree	2	11.1%	10	35.7%	3	18.8%	2	18.2%
	15. My work unit respects cultural diversity among our staff.	Agree	12	70.6%	19	67.9%	10	62.5%	10	90.9%
		Neutral	5	29.4%	7	25.0%	4	25.0%	1	9.1%
		Disagree			2	7.1%	2	12.5%	0	0.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	16	88.9%	22	78.6%	12	75.0%	11	100.0%
		Neutral	1	5.6%	4	14.3%	3	18.8%	0	0.0%
		Disagree	1	5.6%	2	7.1%	1	6.3%	0	0.0%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	14	77.8%	19	67.9%	11	68.8%	10	90.9%
		Neutral	3	16.7%	8	28.6%	5	31.3%	1	9.1%
		Disagree	1	5.6%	1	3.6%	0	0.0%	0	0.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	14	77.8%	9	32.1%	5	33.3%	8	72.7%
		Neutral	3	16.7%	14	50.0%	8	53.3%	3	27.3%
		Disagree	1	5.6%	5	17.9%	2	13.3%	0	0.0%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	11	61.1%	13	46.4%	8	50.0%	9	81.8%
		Neutral	3	16.7%	6	21.4%	5	31.3%	1	9.1%
		Disagree	4	22.2%	9	32.1%	3	18.8%	1	9.1%
	20. My work environment supports excellent customer service.	Agree	14	77.8%	16	57.1%	8	50.0%	10	90.9%
		Neutral	3	16.7%	6	21.4%	6	37.5%	0	0.0%
		Disagree	1	5.6%	6	21.4%	2	12.5%	1	9.1%
21. At work, my opinions are listened to and respected.	Agree	11	61.1%	12	42.9%	7	43.8%	9	81.8%	
	Neutral	3	16.7%	6	21.4%	5	31.3%	1	9.1%	
	Disagree	4	22.2%	10	35.7%	4	25.0%	1	9.1%	
22. Employee morale in my work unit is good.	Agree	10	55.6%	7	25.0%	5	31.3%	9	81.8%	
	Neutral	3	16.7%	1	3.6%	5	31.3%	1	9.1%	
	Disagree	5	27.8%	20	71.4%	6	37.5%	1	9.1%	
23. Independent decision-making is encouraged in my work unit.	Agree	14	77.8%	11	39.3%	6	37.5%	10	90.9%	
	Neutral	3	16.7%	6	21.4%	5	31.3%	1	9.1%	
	Disagree	1	5.6%	11	39.3%	5	31.3%	0	0.0%	
24. I often think about leaving my job.	Agree	6	33.3%	12	42.9%	6	37.5%	3	27.3%	
	Neutral	6	33.3%	6	21.4%	4	25.0%	0	0.0%	
	Disagree	6	33.3%	10	35.7%	6	37.5%	8	72.7%	

Survey Items	Response Category	BARRE by DEPARTMENT							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	8	44.4%	12	41.4%	5	31.3%	7	63.6%
	Neutral	3	16.7%	5	17.2%	4	25.0%	2	18.2%
	Disagree	7	38.9%	12	41.4%	7	43.8%	2	18.2%
26. Overall, I am satisfied with the benefits I receive.	Agree	15	83.3%	19	65.5%	10	62.5%	8	72.7%
	Neutral	2	11.1%	5	17.2%	3	18.8%	1	9.1%
	Disagree	1	5.6%	5	17.2%	3	18.8%	2	18.2%
27. I receive adequate training to perform my job.	Agree	11	61.1%	13	44.8%	8	50.0%	6	54.5%
	Neutral	3	16.7%	7	24.1%	3	18.8%	3	27.3%
	Disagree	4	22.2%	9	31.0%	5	31.3%	2	18.2%
28. I have the equipment and resources I need to perform my job.	Agree	9	50.0%	14	48.3%	9	56.3%	10	90.9%
	Neutral	3	16.7%	2	6.9%	3	18.8%	1	9.1%
	Disagree	6	33.3%	13	44.8%	4	25.0%	0	0.0%
29. I have the technology support I need to perform my job.	Agree	11	61.1%	13	44.8%	5	31.3%	11	100.0%
	Neutral	4	22.2%	4	13.8%	5	31.3%	0	0.0%
	Disagree	3	16.7%	12	41.4%	6	37.5%		
30. My workload and responsibilities are reasonable.	Agree	12	66.7%	13	44.8%	4	25.0%	7	63.6%
	Neutral	4	22.2%	3	10.3%	3	18.8%	4	36.4%
	Disagree	2	11.1%	13	44.8%	9	56.3%	0	0.0%
31. My job makes good use of my skills and abilities.	Agree	14	77.8%	22	75.9%	11	68.8%	10	90.9%
	Neutral	1	5.6%	5	17.2%	1	6.3%	1	9.1%
	Disagree	3	16.7%	2	6.9%	4	25.0%	0	0.0%
32. My work is interesting.	Agree	17	94.4%	25	86.2%	15	93.8%	11	100.0%
	Neutral	0	0.0%	4	13.8%	1	6.3%	0	0.0%
	Disagree	1	5.6%	0	0.0%	0	0.0%	0	0.0%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	12	66.7%	19	65.5%	10	62.5%	9	81.8%
	Neutral	2	11.1%	5	17.2%	1	6.3%	2	18.2%
	Disagree	4	22.2%	5	17.2%	5	31.3%	0	0.0%
34. There are opportunities for promotion and advancement.	Agree	5	27.8%	11	37.9%	4	25.0%	4	36.4%
	Neutral	6	33.3%	6	20.7%	4	25.0%	5	45.5%
	Disagree	7	38.9%	12	41.4%	8	50.0%	2	18.2%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	17	94.4%	14	48.3%	8	50.0%	10	90.9%
	Neutral	0	0.0%	7	24.1%	5	31.3%	1	9.1%
	Disagree	1	5.6%	8	27.6%	3	18.8%	0	0.0%

Job Supports and Resources

Survey Items		Response Category	BARRE by DEPARTMENT							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	15	83.3%	29	100.0%	15	93.8%	11	100.0%
		Neutral	3	16.7%	0	0.0%	1	6.3%	0	0.0%
		Disagree	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	37. I understand the goals of AHS re-organization.	Agree	10	55.6%	20	69.0%	11	68.8%	8	72.7%
		Neutral	5	27.8%	6	20.7%	4	25.0%	3	27.3%
		Disagree	3	16.7%	3	10.3%	1	6.3%	0	0.0%
	38. I believe in the goals of AHS re-organization.	Agree	10	55.6%	13	44.8%	9	56.3%	8	72.7%
		Neutral	6	33.3%	12	41.4%	3	18.8%	3	27.3%
		Disagree	2	11.1%	4	13.8%	4	25.0%	0	0.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	3	16.7%	7	24.1%	7	43.8%	6	54.5%
		Neutral	9	50.0%	15	51.7%	7	43.8%	5	45.5%
		Disagree	6	33.3%	7	24.1%	2	12.5%	0	0.0%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	5	27.8%	8	27.6%	6	37.5%	7	63.6%
		Neutral	10	55.6%	15	51.7%	7	43.8%	4	36.4%
		Disagree	3	16.7%	6	20.7%	3	18.8%	0	0.0%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	4	22.2%	3	10.3%	5	31.3%	4	36.4%
		Neutral	8	44.4%	15	51.7%	6	37.5%	7	63.6%
		Disagree	6	33.3%	11	37.9%	5	31.3%	0	0.0%

Table E3. BENNINGTON DISTRICT Departmental Comparisons: Response Frequency

Survey Items		Response Category	BENNINGTON Departmental Comparisons									
			Health		DCF		Corrections		DAIL			
			#	%	#	%	#	%	#	%		
Leadership and Supervision	1. My job duties are clear to me.	Agree	8	72.7%	21	87.5%						
		Neutral	0	0.0%	0	0.0%						
		Disagree	3	27.3%	3	12.5%						
	2. The job performance standards are clear to me.	Agree	8	72.7%	18	75.0%						
		Neutral	0	0.0%	1	4.2%						
		Disagree	3	27.3%	5	20.8%						
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	6	54.5%	12	50.0%						
		Neutral	3	27.3%	3	12.5%						
		Disagree	2	18.2%	9	37.5%						
	4. Changes in work expectations are timely and clear.	Agree	5	45.5%	12	50.0%						
		Neutral	2	18.2%	6	25.0%						
		Disagree	4	36.4%	6	25.0%						
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	6	54.5%	9	37.5%							
	Neutral	3	27.3%	9	37.5%							
	Disagree	2	18.2%	6	25.0%							
6. I feel respected by my direct supervisor.	Agree	8	72.7%	15	62.5%							
	Neutral	1	9.1%	4	16.7%							
	Disagree	2	18.2%	5	20.8%							
7. I have respect for, and confidence in, my direct supervisor.	Agree	6	54.5%	12	50.0%							
	Neutral	2	18.2%	8	33.3%							
	Disagree	3	27.3%	4	16.7%							
8. I receive an annual performance evaluation each year.	Agree	10	90.9%	13	56.5%							
	Neutral	0	0.0%	3	13.0%							
	Disagree	1	9.1%	7	30.4%							
9. The merit award system is fair.	Agree	3	27.3%	5	20.8%							
	Neutral	5	45.5%	10	41.7%							
	Disagree	3	27.3%	9	37.5%							
10. Department leadership strives to create and maintain a positive work environment.	Agree	5	45.5%	12	50.0%							
	Neutral	1	9.1%	5	20.8%							
	Disagree	5	45.5%	7	29.2%							
11. The leadership of my department demonstrates support for its employees.	Agree	3	27.3%	10	41.7%							
	Neutral	3	27.3%	6	25.0%							
	Disagree	5	45.5%	8	33.3%							
12. I have respect for and confidence in departmental leadership.	Agree	3	27.3%	11	45.8%							
	Neutral	4	36.4%	8	33.3%							
	Disagree	4	36.4%	5	20.8%							

Key:
Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)

Survey Items		Response Category	BENNINGTON Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	9	81.8%	19	79.2%				
		Neutral	1	9.1%	3	12.5%				
		Disagree	1	9.1%	2	8.3%				
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	6	54.5%	11	45.8%				
		Neutral	3	27.3%	9	37.5%				
		Disagree	2	18.2%	4	16.7%				
	15. My work unit respects cultural diversity among our staff.	Agree	8	72.7%	18	75.0%				
		Neutral	1	9.1%	4	16.7%				
		Disagree	2	18.2%	2	8.3%				
	16. My work unit respects cultural diversity among our consumers.	Agree	8	72.7%	20	83.3%				
		Neutral	0	0.0%	3	12.5%				
		Disagree	3	27.3%	1	4.2%				
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	10	90.9%	20	83.3%				
		Neutral	1	9.1%	3	12.5%				
		Disagree	0	0.0%	1	4.2%				
	18. My work unit uses information from consumers to improve AHS services.	Agree	5	45.5%	15	62.5%				
		Neutral	5	45.5%	8	33.3%				
		Disagree	1	9.1%	1	4.2%				
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	4	36.4%	10	41.7%				
		Neutral	4	36.4%	6	25.0%				
		Disagree	3	27.3%	8	33.3%				
	20. My work environment supports excellent customer service.	Agree	8	72.7%	19	79.2%				
		Neutral	2	18.2%	2	8.3%				
		Disagree	1	9.1%	3	12.5%				
21. At work, my opinions are listened to and respected.	Agree	4	36.4%	12	50.0%					
	Neutral	4	36.4%	8	33.3%					
	Disagree	3	27.3%	4	16.7%					
22. Employee morale in my work unit is good.	Agree	4	36.4%	9	37.5%					
	Neutral	4	36.4%	6	25.0%					
	Disagree	3	27.3%	9	37.5%					
23. Independent decision-making is encouraged in my work unit.	Agree	5	45.5%	11	45.8%					
	Neutral	3	27.3%	6	25.0%					
	Disagree	3	27.3%	7	29.2%					
24. I often think about leaving my job.	Agree	5	45.5%	7	29.2%					
	Neutral	4	36.4%	4	16.7%					
	Disagree	2	18.2%	13	54.2%					

Survey Items		Response Category	BENNINGTON Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree	8	72.7%	19	79.2%				
		Neutral	1	9.1%	1	4.2%				
		Disagree	2	18.2%	4	16.7%				
	26. Overall, I am satisfied with the benefits I receive.	Agree	8	72.7%	21	87.5%				
		Neutral	2	18.2%	3	12.5%				
		Disagree	1	9.1%	0	0.0%				
	27. I receive adequate training to perform my job.	Agree	5	45.5%	9	37.5%				
		Neutral	3	27.3%	10	41.7%				
		Disagree	3	27.3%	5	20.8%				
	28. I have the equipment and resources I need to perform my job.	Agree	4	36.4%	16	66.7%				
		Neutral	4	36.4%	3	12.5%				
		Disagree	3	27.3%	5	20.8%				
	29. I have the technology support I need to perform my job.	Agree	7	63.6%	17	70.8%				
		Neutral	4	36.4%	4	16.7%				
		Disagree	0	0.0%	3	12.5%				
	30. My workload and responsibilities are reasonable.	Agree	4	36.4%	7	29.2%				
		Neutral	2	18.2%	7	29.2%				
		Disagree	5	45.5%	10	41.7%				
	31. My job makes good use of my skills and abilities.	Agree	5	45.5%	18	75.0%				
		Neutral	0	0.0%	4	16.7%				
		Disagree	6	54.5%	2	8.3%				
	32. My work is interesting.	Agree	8	72.7%	19	79.2%				
		Neutral	1	9.1%	4	16.7%				
		Disagree	2	18.2%	1	4.2%				
	33. My job provides me with the opportunity to learn and grow professionally.	Agree	4	36.4%	16	66.7%				
		Neutral	4	36.4%	5	20.8%				
		Disagree	3	27.3%	3	12.5%				
	34. There are opportunities for promotion and advancement.	Agree	3	27.3%	9	37.5%				
		Neutral	3	27.3%	7	29.2%				
		Disagree	5	45.5%	8	33.3%				
	35. There is sufficient flexibility in my job to balance work and personal life.	Agree	9	81.8%	18	75.0%				
		Neutral	1	9.1%	3	12.5%				
		Disagree	1	9.1%	3	12.5%				

Survey Items		Response Category	BENNINGTON Departmental Comparisons											
			Health		DCF		Corrections		DAIL					
			#	%	#	%	#	%	#	%				
Work of AHS	36. My work makes a difference in people's lives.	Agree	10	90.9%	21	87.5%								
		Neutral	1	9.1%	3	12.5%								
		Disagree	0	0.0%	0	0.0%								
	37. I understand the goals of AHS re-organization.	Agree	8	72.7%	16	66.7%								
		Neutral	2	18.2%	6	25.0%								
		Disagree	1	9.1%	2	8.3%								
	38. I believe in the goals of AHS re-organization.	Agree	8	72.7%	15	62.5%								
		Neutral	2	18.2%	6	25.0%								
		Disagree	1	9.1%	3	12.5%								
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	7	63.6%	10	41.7%								
		Neutral	4	36.4%	9	37.5%								
		Disagree	0	0.0%	5	20.8%								
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	7	63.6%	13	54.2%								
		Neutral	3	27.3%	8	33.3%								
		Disagree	1	9.1%	3	12.5%								
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	2	18.2%	7	29.2%									
	Neutral	6	54.5%	6	25.0%									
	Disagree	3	27.3%	11	45.8%									

Table E4. BURLINGTON DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	BURLINGTON Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	122	77.2%	58	70.7%	28	63.6%	20	95.2%
		Neutral	12	7.6%	16	19.5%	6	13.6%	1	4.8%
		Disagree	24	15.2%	8	9.8%	10	22.7%	0	0.0%
	2. The job performance standards are clear to me.	Agree	101	63.9%	52	63.4%	26	59.1%	18	85.7%
		Neutral	27	17.1%	14	17.1%	6	13.6%	3	14.3%
		Disagree	30	19.0%	16	19.5%	12	27.3%	0	0.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	81	51.6%	41	50.0%	21	47.7%	16	76.2%
		Neutral	26	16.6%	20	24.4%	1	2.3%	4	19.0%
		Disagree	50	31.8%	21	25.6%	22	50.0%	1	4.8%
	4. Changes in work expectations are timely and clear.	Agree	67	42.4%	24	28.9%	15	34.1%	15	71.4%
		Neutral	39	24.7%	23	27.7%	4	9.1%	2	9.5%
		Disagree	52	32.9%	36	43.4%	25	56.8%	4	19.0%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	93	58.9%	50	60.2%	24	54.5%	16	76.2%	
	Neutral	26	16.5%	13	15.7%	3	6.8%	3	14.3%	
	Disagree	39	24.7%	20	24.1%	17	38.6%	2	9.5%	
6. I feel respected by my direct supervisor.	Agree	112	70.9%	57	68.7%	26	59.1%	18	85.7%	
	Neutral	18	11.4%	12	14.5%	4	9.1%	2	9.5%	
	Disagree	28	17.7%	14	16.9%	14	31.8%	1	4.8%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	106	67.1%	53	63.9%	23	52.3%	16	76.2%	
	Neutral	25	15.8%	15	18.1%	6	13.6%	4	19.0%	
	Disagree	27	17.1%	15	18.1%	15	34.1%	1	4.8%	
8. I receive an annual performance evaluation each year.	Agree	101	64.3%	38	45.8%	19	43.2%	18	85.7%	
	Neutral	24	15.3%	14	16.9%	9	20.5%	2	9.5%	
	Disagree	32	20.4%	31	37.3%	16	36.4%	1	4.8%	
9. The merit award system is fair.	Agree	26	16.6%	9	11.0%	6	13.6%	8	38.1%	
	Neutral	59	37.6%	26	31.7%	14	31.8%	7	33.3%	
	Disagree	72	45.9%	47	57.3%	24	54.5%	6	28.6%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	64	40.5%	25	30.1%	10	22.7%	15	71.4%	
	Neutral	40	25.3%	20	24.1%	9	20.5%	3	14.3%	
	Disagree	54	34.2%	38	45.8%	25	56.8%	3	14.3%	
11. The leadership of my department demonstrates support for its employees.	Agree	65	41.1%	29	34.9%	9	20.5%	13	61.9%	
	Neutral	42	26.6%	20	24.1%	10	22.7%	5	23.8%	
	Disagree	51	32.3%	34	41.0%	25	56.8%	3	14.3%	
12. I have respect for and confidence in departmental leadership.	Agree	63	39.9%	28	34.1%	8	18.2%	13	61.9%	
	Neutral	48	30.4%	21	25.6%	13	29.5%	5	23.8%	
	Disagree	47	29.7%	33	40.2%	23	52.3%	3	14.3%	

Survey Items		Response Category	BURLINGTON Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	92	58.2%	26	31.7%	21	47.7%	12	60.0%
		Neutral	26	16.5%	8	9.8%	11	25.0%	3	15.0%
		Disagree	40	25.3%	48	58.5%	12	27.3%	5	25.0%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	94	59.5%	44	53.0%	20	45.5%	16	80.0%
		Neutral	21	13.3%	9	10.8%	2	4.5%	1	5.0%
		Disagree	43	27.2%	30	36.1%	22	50.0%	3	15.0%
	15. My work unit respects cultural diversity among our staff.	Agree	116	73.4%	63	75.9%	30	68.2%	16	80.0%
		Neutral	34	21.5%	8	9.6%	8	18.2%	4	20.0%
		Disagree	8	5.1%	12	14.5%	6	13.6%	0	0.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	124	78.5%	67	80.7%	32	72.7%	19	95.0%
		Neutral	30	19.0%	10	12.0%	7	15.9%	1	5.0%
		Disagree	4	2.5%	6	7.2%	5	11.4%	0	0.0%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	115	72.8%	63	75.9%	27	61.4%	20	100.0%
		Neutral	40	25.3%	13	15.7%	11	25.0%	0	0.0%
		Disagree	3	1.9%	7	8.4%	6	13.6%	0	0.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	96	60.8%	49	59.0%	21	47.7%	18	90.0%
		Neutral	47	29.7%	18	21.7%	13	29.5%	2	10.0%
		Disagree	15	9.5%	16	19.3%	10	22.7%	0	0.0%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	98	62.0%	38	45.8%	16	36.4%	17	85.0%
		Neutral	24	15.2%	20	24.1%	8	18.2%	1	5.0%
		Disagree	36	22.8%	25	30.1%	20	45.5%	2	10.0%
	20. My work environment supports excellent customer service.	Agree	113	71.5%	40	48.2%	17	38.6%	17	85.0%
		Neutral	26	16.5%	18	21.7%	14	31.8%	1	5.0%
		Disagree	19	12.0%	25	30.1%	13	29.5%	2	10.0%
21. At work, my opinions are listened to and respected.	Agree	105	66.9%	40	48.2%	15	34.1%	16	80.0%	
	Neutral	19	12.1%	21	25.3%	12	27.3%	3	15.0%	
	Disagree	33	21.0%	22	26.5%	17	38.6%	1	5.0%	
22. Employee morale in my work unit is good.	Agree	64	40.5%	23	28.0%	12	27.3%	13	65.0%	
	Neutral	29	18.4%	15	18.3%	6	13.6%	1	5.0%	
	Disagree	65	41.1%	44	53.7%	26	59.1%	6	30.0%	
23. Independent decision-making is encouraged in my work unit.	Agree	97	61.4%	43	51.8%	18	41.9%	17	85.0%	
	Neutral	20	12.7%	17	20.5%	5	11.6%	2	10.0%	
	Disagree	41	25.9%	23	27.7%	20	46.5%	1	5.0%	
24. I often think about leaving my job.	Agree	56	35.4%	42	51.2%	24	54.5%	2	10.0%	
	Neutral	38	24.1%	13	15.9%	7	15.9%	2	10.0%	
	Disagree	64	40.5%	27	32.9%	13	29.5%	16	80.0%	

Survey Items		Response Category	BURLINGTON Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree	51	32.5%	27	32.5%	8	18.2%	11	52.4%
		Neutral	27	17.2%	11	13.3%	10	22.7%	5	23.8%
		Disagree	79	50.3%	45	54.2%	26	59.1%	5	23.8%
	26. Overall, I am satisfied with the benefits I receive.	Agree	101	64.3%	42	50.6%	19	43.2%	17	81.0%
		Neutral	31	19.7%	19	22.9%	13	29.5%	2	9.5%
		Disagree	25	15.9%	22	26.5%	12	27.3%	2	9.5%
	27. I receive adequate training to perform my job.	Agree	99	62.7%	31	37.3%	15	34.1%	15	71.4%
		Neutral	25	15.8%	23	27.7%	9	20.5%	4	19.0%
		Disagree	34	21.5%	29	34.9%	20	45.5%	2	9.5%
	28. I have the equipment and resources I need to perform my job.	Agree	103	65.2%	27	32.5%	17	38.6%	13	61.9%
		Neutral	21	13.3%	20	24.1%	5	11.4%	4	19.0%
		Disagree	34	21.5%	36	43.4%	22	50.0%	4	19.0%
	29. I have the technology support I need to perform my job.	Agree	89	56.3%	34	41.0%	12	27.3%	17	81.0%
		Neutral	19	12.0%	21	25.3%	7	15.9%	3	14.3%
		Disagree	50	31.6%	28	33.7%	25	56.8%	1	4.8%
	30. My workload and responsibilities are reasonable.	Agree	85	53.8%	24	28.9%	18	40.9%	11	52.4%
		Neutral	26	16.5%	14	16.9%	6	13.6%	2	9.5%
		Disagree	47	29.7%	45	54.2%	20	45.5%	8	38.1%
	31. My job makes good use of my skills and abilities.	Agree	112	71.3%	55	67.1%	20	45.5%	18	85.7%
		Neutral	19	12.1%	10	12.2%	4	9.1%	1	4.8%
		Disagree	26	16.6%	17	20.7%	20	45.5%	2	9.5%
	32. My work is interesting.	Agree	118	74.7%	71	85.5%	34	77.3%	17	81.0%
		Neutral	29	18.4%	12	14.5%	5	11.4%	3	14.3%
		Disagree	11	7.0%	0	0.0%	5	11.4%	1	4.8%
	33. My job provides me with the opportunity to learn and grow professionally.	Agree	100	63.7%	48	57.8%	20	45.5%	19	90.5%
		Neutral	33	21.0%	21	25.3%	11	25.0%	2	9.5%
		Disagree	24	15.3%	14	16.9%	13	29.5%	0	0.0%
	34. There are opportunities for promotion and advancement.	Agree	38	24.1%	28	33.7%	10	22.7%	7	33.3%
		Neutral	40	25.3%	16	19.3%	11	25.0%	7	33.3%
		Disagree	80	50.6%	39	47.0%	23	52.3%	7	33.3%
	35. There is sufficient flexibility in my job to balance work and personal life.	Agree	108	68.4%	52	62.7%	21	47.7%	16	76.2%
		Neutral	24	15.2%	8	9.6%	7	15.9%	3	14.3%
		Disagree	26	16.5%	23	27.7%	16	36.4%	2	9.5%

Survey Items		Response Category	BURLINGTON Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	128	81.0%	74	89.2%	34	77.3%	19	90.5%
		Neutral	22	13.9%	6	7.2%	6	13.6%	1	4.8%
		Disagree	8	5.1%	3	3.6%	4	9.1%	1	4.8%
	37. I understand the goals of AHS re-organization.	Agree	84	53.2%	42	50.6%	23	52.3%	11	52.4%
		Neutral	42	26.6%	19	22.9%	13	29.5%	6	28.6%
		Disagree	32	20.3%	22	26.5%	8	18.2%	4	19.0%
	38. I believe in the goals of AHS re-organization.	Agree	60	38.0%	29	34.9%	14	31.8%	7	33.3%
		Neutral	67	42.4%	36	43.4%	21	47.7%	9	42.9%
		Disagree	31	19.6%	18	21.7%	9	20.5%	5	23.8%
	39. I believe the goals of AHS re-organization are achievable within 3 5 years.	Agree	34	21.5%	18	22.0%	13	29.5%	4	19.0%
		Neutral	83	52.5%	39	47.6%	21	47.7%	14	66.7%
		Disagree	41	25.9%	25	30.5%	10	22.7%	3	14.3%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	44	28.0%	21	25.3%	14	31.8%	6	28.6%
		Neutral	72	45.9%	34	41.0%	20	45.5%	10	47.6%
		Disagree	41	26.1%	28	33.7%	10	22.7%	5	23.8%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	19	12.0%	7	8.4%	9	20.5%	2	9.5%
		Neutral	82	51.9%	35	42.2%	23	52.3%	12	57.1%
		Disagree	57	36.1%	41	49.4%	12	27.3%	7	33.3%

Table E5. HARTFORD DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	HARTFORD Departmental Comparisons									
			Health		DCF		Corrections		DAIL			
			#	%	#	%	#	%	#	%		
Leadership and Supervision	1. My job duties are clear to me.	Agree	4	44.4%	8	88.9%						
		Neutral	2	22.2%	0	0.0%						
		Disagree	3	33.3%	1	11.1%						
	2. The job performance standards are clear to me.	Agree	5	55.6%	6	66.7%						
		Neutral	1	11.1%	1	11.1%						
		Disagree	3	33.3%	2	22.2%						
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	1	11.1%	6	66.7%						
		Neutral	3	33.3%	0	0.0%						
		Disagree	5	55.6%	3	33.3%						
	4. Changes in work expectations are timely and clear.	Agree	3	33.3%	4	44.4%						
		Neutral	1	11.1%	3	33.3%						
		Disagree	5	55.6%	2	22.2%						
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	2	22.2%	6	66.7%							
	Neutral	2	22.2%	1	11.1%							
	Disagree	5	55.6%	2	22.2%							
6. I feel respected by my direct supervisor.	Agree	2	22.2%	6	66.7%							
	Neutral	2	22.2%	0	0.0%							
	Disagree	5	55.6%	3	33.3%							
7. I have respect for, and confidence in, my direct supervisor.	Agree	2	22.2%	6	66.7%							
	Neutral	4	44.4%	0	0.0%							
	Disagree	3	33.3%	3	33.3%							
8. I receive an annual performance evaluation each year.	Agree	3	33.3%	7	77.8%							
	Neutral	4	44.4%	2	22.2%							
	Disagree	2	22.2%	0	0.0%							
9. The merit award system is fair.	Agree	2	22.2%	2	22.2%							
	Neutral	2	22.2%	3	33.3%							
	Disagree	5	55.6%	4	44.4%							
10. Department leadership strives to create and maintain a positive work environment.	Agree	2	22.2%	4	44.4%							
	Neutral	3	33.3%	2	22.2%							
	Disagree	4	44.4%	3	33.3%							
11. The leadership of my department demonstrates support for its employees.	Agree	2	22.2%	4	44.4%							
	Neutral	4	44.4%	2	22.2%							
	Disagree	3	33.3%	3	33.3%							
12. I have respect for and confidence in departmental leadership.	Agree	2	22.2%	2	22.2%							
	Neutral	3	33.3%	5	55.6%							
	Disagree	4	44.4%	2	22.2%							

Key:
Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)

Survey Items	Response Category	HARTFORD Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	1	11.1%	1	11.1%				
		Neutral	1	11.1%	2	22.2%				
		Disagree	7	77.8%	6	66.7%				
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	2	22.2%	4	44.4%				
		Neutral	1	11.1%	3	33.3%				
		Disagree	6	66.7%	2	22.2%				
	15. My work unit respects cultural diversity among our staff.	Agree	4	44.4%	7	77.8%				
		Neutral	2	22.2%	2	22.2%				
		Disagree	3	33.3%	0	0.0%				
	16. My work unit respects cultural diversity among our consumers.	Agree	8	88.9%	9	100.0%				
		Neutral	0	0.0%	0	0.0%				
		Disagree	1	11.1%	0	0.0%				
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	8	88.9%	7	77.8%				
		Neutral	0	0.0%	0	0.0%				
		Disagree	1	11.1%	2	22.2%				
	18. My work unit uses information from consumers to improve AHS services.	Agree	3	33.3%	4	44.4%				
		Neutral	4	44.4%	4	44.4%				
		Disagree	2	22.2%	1	11.1%				
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	2	22.2%	5	55.6%				
		Neutral	1	11.1%	3	33.3%				
		Disagree	6	66.7%	1	11.1%				
	20. My work environment supports excellent customer service.	Agree	5	55.6%	7	77.8%				
		Neutral	3	33.3%	2	22.2%				
		Disagree	1	11.1%	0	0.0%				
21. At work, my opinions are listened to and respected.	Agree	2	22.2%	7	77.8%					
	Neutral	2	22.2%	1	11.1%					
	Disagree	5	55.6%	1	11.1%					
22. Employee morale in my work unit is good.	Agree	1	11.1%	2	22.2%					
	Neutral	1	11.1%	1	11.1%					
	Disagree	7	77.8%	6	66.7%					
23. Independent decision-making is encouraged in my work unit.	Agree	3	33.3%	6	66.7%					
	Neutral	1	11.1%	0	0.0%					
	Disagree	5	55.6%	3	33.3%					
24. I often think about leaving my job.	Agree	7	77.8%	3	33.3%					
	Neutral	1	11.1%	2	22.2%					
	Disagree	1	11.1%	4	44.4%					

Survey Items		Response Category	HARTFORD Departmental Comparisons									
			Health		DCF		Corrections		DAIL			
			#	%	#	%	#	%	#	%		
Work of AHS	36. My work makes a difference in people's lives.	Agree	9	#####	8	88.9%						
		Neutral	0	0.0%	1	11.1%						
		Disagree	0	0.0%	0	0.0%						
	37. I understand the goals of AHS re-organization.	Agree	3	33.3%	5	55.6%						
		Neutral	5	55.6%	1	11.1%						
		Disagree	1	11.1%	3	33.3%						
	38. I believe in the goals of AHS re-organization.	Agree	3	33.3%	3	33.3%						
		Neutral	6	66.7%	5	55.6%						
		Disagree	0	0.0%	1	11.1%						
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	4	44.4%	3	33.3%						
		Neutral	4	44.4%	5	55.6%						
		Disagree	1	11.1%	1	11.1%						
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	3	33.3%	3	33.3%						
		Neutral	6	66.7%	4	44.4%						
		Disagree	0	0.0%	2	22.2%						
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	3	33.3%	1	11.1%						
		Neutral	3	33.3%	4	44.4%						
		Disagree	3	33.3%	4	44.4%						

Table E6. MIDDLEBURYDISTRICT Departmental Comparisons: Frequency of Response

Survey Items	Response Category	MIDDLEBURY Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Leadership and Supervision	1. My job duties are clear to me.	Agree	6	54.5%	17	85.0%				
		Neutral	3	27.3%	1	5.0%				
		Disagree	2	18.2%	2	10.0%				
	2. The job performance standards are clear to me.	Agree	6	54.5%	16	80.0%				
		Neutral	2	18.2%	1	5.0%				
		Disagree	3	27.3%	3	15.0%				
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	4	36.4%	10	50.0%				
		Neutral	3	27.3%	5	25.0%				
		Disagree	4	36.4%	5	25.0%				
	4. Changes in work expectations are timely and clear.	Agree	5	45.5%	5	25.0%				
		Neutral	1	9.1%	4	20.0%				
		Disagree	5	45.5%	11	55.0%				
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	9	81.8%	14	70.0%					
	Neutral	0	0.0%	1	5.0%					
	Disagree	2	18.2%	5	25.0%					
6. I feel respected by my direct supervisor.	Agree	8	72.7%	11	55.0%					
	Neutral	2	18.2%	8	40.0%					
	Disagree	1	9.1%	1	5.0%					
7. I have respect for, and confidence in, my direct supervisor.	Agree	8	72.7%	12	60.0%					
	Neutral	1	9.1%	5	25.0%					
	Disagree	2	18.2%	3	15.0%					
8. I receive an annual performance evaluation each year.	Agree	10	90.9%	13	65.0%					
	Neutral	1	9.1%	2	10.0%					
	Disagree	0	0.0%	5	25.0%					
9. The merit award system is fair.	Agree	2	18.2%	7	36.8%					
	Neutral	4	36.4%	8	42.1%					
	Disagree	5	45.5%	4	21.1%					
10. Department leadership strives to create and maintain a positive work environment.	Agree	4	36.4%	5	25.0%					
	Neutral	1	9.1%	5	25.0%					
	Disagree	6	54.5%	10	50.0%					
11. The leadership of my department demonstrates support for its employees.	Agree	4	36.4%	3	15.0%					
	Neutral	3	27.3%	11	55.0%					
	Disagree	4	36.4%	6	30.0%					
12. I have respect for and confidence in departmental leadership.	Agree	4	36.4%	6	30.0%					
	Neutral	4	36.4%	7	35.0%					
	Disagree	3	27.3%	7	35.0%					

Key:
Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)

Survey Items	Response Category	MIDDLEBURY Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	8	72.7%	2	10.0%				
		Neutral	0	0.0%	2	10.0%				
		Disagree	3	27.3%	16	80.0%				
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	10	90.9%	13	65.0%				
		Neutral	0	0.0%	4	20.0%				
		Disagree	1	9.1%	3	15.0%				
	15. My work unit respects cultural diversity among our staff.	Agree	10	90.9%	16	80.0%				
		Neutral	0	0.0%	4	20.0%				
		Disagree	1	9.1%	0	0.0%				
	16. My work unit respects cultural diversity among our consumers.	Agree	11	100.0%	16	80.0%				
		Neutral	0	0.0%	4	20.0%				
		Disagree	0	0.0%	0	0.0%				
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	10	90.9%	10	50.0%				
		Neutral	1	9.1%	8	40.0%				
		Disagree	0	0.0%	2	10.0%				
	18. My work unit uses information from consumers to improve AHS services.	Agree	8	72.7%	8	40.0%				
		Neutral	2	18.2%	8	40.0%				
		Disagree	1	9.1%	4	20.0%				
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	9	81.8%	7	35.0%				
		Neutral	0	0.0%	7	35.0%				
		Disagree	2	18.2%	6	30.0%				
	20. My work environment supports excellent customer service.	Agree	11	100.0%	13	65.0%				
		Neutral	0	0.0%	4	20.0%				
		Disagree	0	0.0%	3	15.0%				
21. At work, my opinions are listened to and respected.	Agree	8	72.7%	11	55.0%					
	Neutral	1	9.1%	7	35.0%					
	Disagree	2	18.2%	2	10.0%					
22. Employee morale in my work unit is good.	Agree	8	72.7%	7	35.0%					
	Neutral	1	9.1%	5	25.0%					
	Disagree	2	18.2%	8	40.0%					
23. Independent decision-making is encouraged in my work unit.	Agree	9	81.8%	13	65.0%					
	Neutral	1	9.1%	4	20.0%					
	Disagree	1	9.1%	3	15.0%					
24. I often think about leaving my job.	Agree	2	18.2%	9	47.4%					
	Neutral	4	36.4%	3	15.8%					
	Disagree	5	45.5%	7	36.8%					

Survey Items	Response Category	MIDDLEBURY Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree	7	63.6%	7	35.0%				
		Neutral	0	0.0%	4	20.0%				
		Disagree	4	36.4%	9	45.0%				
	26. Overall, I am satisfied with the benefits I receive.	Agree	9	81.8%	15	75.0%				
		Neutral	2	18.2%	3	15.0%				
		Disagree	0	0.0%	2	10.0%				
	27. I receive adequate training to perform my job.	Agree	7	63.6%	9	45.0%				
		Neutral	3	27.3%	7	35.0%				
		Disagree	1	9.1%	4	20.0%				
	28. I have the equipment and resources I need to perform my job.	Agree	8	72.7%	6	30.0%				
		Neutral	2	18.2%	4	20.0%				
		Disagree	1	9.1%	10	50.0%				
	29. I have the technology support I need to perform my job.	Agree	8	72.7%	7	35.0%				
		Neutral	2	18.2%	6	30.0%				
		Disagree	1	9.1%	7	35.0%				
	30. My workload and responsibilities are reasonable.	Agree	9	81.8%	7	36.8%				
		Neutral	1	9.1%	3	15.8%				
		Disagree	1	9.1%	9	47.4%				
	31. My job makes good use of my skills and abilities.	Agree	7	63.6%	12	60.0%				
		Neutral	2	18.2%	4	20.0%				
		Disagree	2	18.2%	4	20.0%				
	32. My work is interesting.	Agree	9	81.8%	16	80.0%				
		Neutral	2	18.2%	4	20.0%				
		Disagree	0	0.0%	0	0.0%				
	33. My job provides me with the opportunity to learn and grow professionally.	Agree	6	54.5%	16	80.0%				
		Neutral	3	27.3%	3	15.0%				
		Disagree	2	18.2%	1	5.0%				
	34. There are opportunities for promotion and advancement.	Agree	3	27.3%	5	25.0%				
		Neutral	1	9.1%	10	50.0%				
		Disagree	7	63.6%	5	25.0%				
	35. There is sufficient flexibility in my job to balance work and personal life.	Agree	10	90.9%	15	75.0%				
		Neutral	1	9.1%	3	15.0%				
		Disagree	0	0.0%	2	10.0%				

Survey Items		Response Category	MIDDLEBURY Departmental Comparisons										
			Health		DCF		Corrections		DAIL				
			#	%	#	%	#	%	#	%			
Work of AHS	36. My work makes a difference in people's lives.	Agree	11	100.0%	20	#####							
		Neutral	0	0.0%	0	0.0%							
		Disagree	0	0.0%	0	0.0%							
	37. I understand the goals of AHS re-organization.	Agree	5	45.5%	13	65.0%							
		Neutral	3	27.3%	5	25.0%							
		Disagree	3	27.3%	2	10.0%							
	38. I believe in the goals of AHS re-organization.	Agree	5	45.5%	6	30.0%							
		Neutral	4	36.4%	11	55.0%							
		Disagree	2	18.2%	3	15.0%							
	39. I believe the goals of AHS re-organization are achievable within 3 5 years.	Agree	5	45.5%	4	20.0%							
		Neutral	4	36.4%	10	50.0%							
		Disagree	2	18.2%	6	30.0%							
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	4	36.4%	4	20.0%							
		Neutral	5	45.5%	10	50.0%							
		Disagree	2	18.2%	6	30.0%							
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	2	18.2%	1	5.0%							
		Neutral	5	45.5%	7	35.0%							
		Disagree	4	36.4%	12	60.0%							

Table E7. MORRISVILLE DISTRICT Departmental Comparisons: Frequency of Response

Survey Items	Response Category	MORRISVILLE Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
1. My job duties are clear to me.	Agree	8	72.7%	16	84.2%				
	Neutral	3	27.3%	1	5.3%				
	Disagree	0	0.0%	2	10.5%				
2. The job performance standards are clear to me.	Agree	9	81.8%	15	78.9%				
	Neutral	2	18.2%	2	10.5%				
	Disagree	0	0.0%	2	10.5%				
3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	7	63.6%	13	68.4%				
	Neutral	3	27.3%	1	5.3%				
	Disagree	1	9.1%	5	26.3%				
4. Changes in work expectations are timely and clear.	Agree	4	36.4%	9	47.4%				
	Neutral	5	45.5%	5	26.3%				
	Disagree	2	18.2%	5	26.3%				
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	7	63.6%	13	68.4%				
	Neutral	2	18.2%	1	5.3%				
	Disagree	2	18.2%	5	26.3%				
6. I feel respected by my direct supervisor.	Agree	8	72.7%	14	73.7%				
	Neutral	2	18.2%	1	5.3%				
	Disagree	1	9.1%	4	21.1%				
7. I have respect for, and confidence in, my direct supervisor.	Agree	8	72.7%	14	73.7%				
	Neutral	3	27.3%	2	10.5%				
	Disagree	0	0.0%	3	15.8%				
8. I receive an annual performance evaluation each year.	Agree	11	100.0%	11	57.9%				
	Neutral	0	0.0%	6	31.6%				
	Disagree	0	0.0%	2	10.5%				
9. The merit award system is fair.	Agree	1	9.1%	4	21.1%				
	Neutral	7	63.6%	6	31.6%				
	Disagree	3	27.3%	9	47.4%				
10. Department leadership strives to create and maintain a positive work environment.	Agree	5	45.5%	8	42.1%				
	Neutral	5	45.5%	8	42.1%				
	Disagree	1	9.1%	3	15.8%				
11. The leadership of my department demonstrates support for its employees.	Agree	5	45.5%	11	57.9%				
	Neutral	5	45.5%	4	21.1%				
	Disagree	1	9.1%	4	21.1%				
12. I have respect for and confidence in departmental leadership.	Agree	5	45.5%	9	47.4%				
	Neutral	5	45.5%	5	26.3%				
	Disagree	1	9.1%	5	26.3%				

Key:
Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)

Leadership and Supervision

Survey Items	Response Category	MORRISVILLE Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	5	45.5%	15	78.9%				
		Neutral	2	18.2%	0	0.0%				
		Disagree	4	36.4%	4	21.1%				
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	7	63.6%	15	78.9%				
		Neutral	3	27.3%	0	0.0%				
		Disagree	1	9.1%	4	21.1%				
	15. My work unit respects cultural diversity among our staff.	Agree	8	72.7%	16	84.2%				
		Neutral	3	27.3%	1	5.3%				
		Disagree	0	0.0%	2	10.5%				
	16. My work unit respects cultural diversity among our consumers.	Agree	9	81.8%	16	84.2%				
		Neutral	2	18.2%	1	5.3%				
		Disagree	0	0.0%	2	10.5%				
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	7	63.6%	17	89.5%				
		Neutral	4	36.4%	2	10.5%				
		Disagree	0	0.0%	0	0.0%				
	18. My work unit uses information from consumers to improve AHS services.	Agree	7	63.6%	12	63.2%				
		Neutral	3	27.3%	6	31.6%				
		Disagree	1	9.1%	1	5.3%				
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	7	63.6%	12	63.2%				
		Neutral	3	27.3%	2	10.5%				
		Disagree	1	9.1%	5	26.3%				
	20. My work environment supports excellent customer service.	Agree	7	63.6%	13	68.4%				
		Neutral	2	18.2%	4	21.1%				
		Disagree	2	18.2%	2	10.5%				
21. At work, my opinions are listened to and respected.	Agree	8	72.7%	12	63.2%					
	Neutral	3	27.3%	2	10.5%					
	Disagree	0	0.0%	5	26.3%					
22. Employee morale in my work unit is good.	Agree	5	45.5%	12	63.2%					
	Neutral	3	27.3%	3	15.8%					
	Disagree	3	27.3%	4	21.1%					
23. Independent decision-making is encouraged in my work unit.	Agree	5	45.5%	10	52.6%					
	Neutral	5	45.5%	2	10.5%					
	Disagree	1	9.1%	7	36.8%					
24. I often think about leaving my job.	Agree	2	18.2%	6	31.6%					
	Neutral	4	36.4%	5	26.3%					
	Disagree	5	45.5%	8	42.1%					

Survey Items	Response Category	MORRISVILLE Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	7	63.6%	8	42.1%				
	Neutral	0	0.0%	3	15.8%				
	Disagree	4	36.4%	8	42.1%				
26. Overall, I am satisfied with the benefits I receive.	Agree	10	90.9%	14	73.7%				
	Neutral	1	9.1%	3	15.8%				
	Disagree	0	0.0%	2	10.5%				
27. I receive adequate training to perform my job.	Agree	8	72.7%	11	57.9%				
	Neutral	3	27.3%	3	15.8%				
	Disagree	0	0.0%	5	26.3%				
28. I have the equipment and resources I need to perform my job.	Agree	6	54.5%	9	47.4%				
	Neutral	5	45.5%	4	21.1%				
	Disagree	0	0.0%	6	31.6%				
29. I have the technology support I need to perform my job.	Agree	5	45.5%	11	57.9%				
	Neutral	3	27.3%	1	5.3%				
	Disagree	3	27.3%	7	36.8%				
30. My workload and responsibilities are reasonable.	Agree	6	54.5%	10	52.6%				
	Neutral	4	36.4%	3	15.8%				
	Disagree	1	9.1%	6	31.6%				
31. My job makes good use of my skills and abilities.	Agree	6	54.5%	15	78.9%				
	Neutral	3	27.3%	2	10.5%				
	Disagree	2	18.2%	2	10.5%				
32. My work is interesting.	Agree	6	54.5%	18	94.7%				
	Neutral	3	27.3%	1	5.3%				
	Disagree	2	18.2%	0	0.0%				
33. My job provides me with the opportunity to learn and grow professionally.	Agree	4	36.4%	12	63.2%				
	Neutral	5	45.5%	5	26.3%				
	Disagree	2	18.2%	2	10.5%				
34. There are opportunities for promotion and advancement.	Agree	0	0.0%	7	36.8%				
	Neutral	3	27.3%	4	21.1%				
	Disagree	8	72.7%	8	42.1%				
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	9	81.8%	11	57.9%				
	Neutral	1	9.1%	3	15.8%				
	Disagree	1	9.1%	5	26.3%				

Job Supports and Resources

Survey Items		Response Category	MORRISVILLE Departmental Comparisons									
			Health		DCF		Corrections		DAIL			
			#	%	#	%	#	%	#	%		
Work of AHS	36. My work makes a difference in people's lives.	Agree	8	72.7%	19	100.0%						
		Neutral	2	18.2%	0	0.0%						
		Disagree	1	9.1%	0	0.0%						
	37. I understand the goals of AHS re-organization.	Agree	5	45.5%	10	52.6%						
		Neutral	3	27.3%	5	26.3%						
		Disagree	3	27.3%	4	21.1%						
	38. I believe in the goals of AHS re-organization.	Agree	5	45.5%	8	42.1%						
		Neutral	3	27.3%	7	36.8%						
		Disagree	3	27.3%	4	21.1%						
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	3	27.3%	5	26.3%						
		Neutral	7	63.6%	8	42.1%						
		Disagree	1	9.1%	6	31.6%						
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	3	27.3%	9	47.4%						
		Neutral	6	54.5%	7	36.8%						
		Disagree	2	18.2%	3	15.8%						
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	3	27.3%	7	36.8%						
		Neutral	6	54.5%	6	31.6%						
		Disagree	2	18.2%	6	31.6%						

Table E8. NEWPORT DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	NEWPORT Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree			20	83.3%	15	83.3%		
		Neutral			3	12.5%	2	11.1%		
		Disagree			1	4.2%	1	5.6%		
	2. The job performance standards are clear to me.	Agree			16	66.7%	11	61.1%		
		Neutral			5	20.8%	4	22.2%		
		Disagree			3	12.5%	3	16.7%		
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree			13	54.2%	6	33.3%		
		Neutral			2	8.3%	4	22.2%		
		Disagree			9	37.5%	8	44.4%		
	4. Changes in work expectations are timely and clear.	Agree			5	20.8%	6	33.3%		
		Neutral			6	25.0%	7	38.9%		
		Disagree			13	54.2%	5	27.8%		
5. My direct supervisor gives me recognition or praise for doing good work.	Agree			11	45.8%	8	44.4%			
	Neutral			6	25.0%	5	27.8%			
	Disagree			7	29.2%	5	27.8%			
6. I feel respected by my direct supervisor.	Agree			12	50.0%	10	55.6%			
	Neutral			5	20.8%	8	44.4%			
	Disagree			7	29.2%	0	0.0%			
7. I have respect for, and confidence in, my direct supervisor.	Agree			13	54.2%	12	66.7%			
	Neutral			4	16.7%	3	16.7%			
	Disagree			7	29.2%	3	16.7%			
8. I receive an annual performance evaluation each year.	Agree			20	83.3%	10	55.6%			
	Neutral			1	4.2%	1	5.6%			
	Disagree			3	12.5%	7	38.9%			
9. The merit award system is fair.	Agree			11	45.8%	2	11.1%			
	Neutral			7	29.2%	8	44.4%			
	Disagree			6	25.0%	8	44.4%			
10. Department leadership strives to create and maintain a positive work environment.	Agree			6	25.0%	4	22.2%			
	Neutral			7	29.2%	5	27.8%			
	Disagree			11	45.8%	9	50.0%			
11. The leadership of my department demonstrates support for its employees.	Agree			9	37.5%	3	16.7%			
	Neutral			5	20.8%	7	38.9%			
	Disagree			10	41.7%	8	44.4%			
12. I have respect for and confidence in departmental leadership.	Agree			6	25.0%	5	27.8%			
	Neutral			6	25.0%	6	33.3%			
	Disagree			12	50.0%	7	38.9%			

Key:
Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)

Survey Items	Response Category	NEWPORT Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree			22	91.7%	10	55.6%		
		Neutral			1	4.2%	6	33.3%		
		Disagree			1	4.2%	2	11.1%		
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree			12	50.0%	6	33.3%		
		Neutral			5	20.8%	2	11.1%		
		Disagree			7	29.2%	10	55.6%		
	15. My work unit respects cultural diversity among our staff.	Agree			18	75.0%	12	66.7%		
		Neutral			3	12.5%	2	11.1%		
		Disagree			3	12.5%	4	22.2%		
	16. My work unit respects cultural diversity among our consumers.	Agree			18	75.0%	10	55.6%		
		Neutral			4	16.7%	6	33.3%		
		Disagree			2	8.3%	2	11.1%		
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree			16	66.7%	11	61.1%		
		Neutral			4	16.7%	5	27.8%		
		Disagree			4	16.7%	2	11.1%		
	18. My work unit uses information from consumers to improve AHS services.	Agree			9	37.5%	7	38.9%		
		Neutral			7	29.2%	9	50.0%		
		Disagree			8	33.3%	2	11.1%		
	19. My work unit has an open atmosphere that encourages new ideas.	Agree			11	45.8%	5	27.8%		
		Neutral			5	20.8%	1	5.6%		
		Disagree			8	33.3%	12	66.7%		
	20. My work environment supports excellent customer service.	Agree			14	58.3%	6	33.3%		
		Neutral			5	20.8%	8	44.4%		
		Disagree			5	20.8%	4	22.2%		
21. At work, my opinions are listened to and respected.	Agree			8	33.3%	6	33.3%			
	Neutral			9	37.5%	6	33.3%			
	Disagree			7	29.2%	6	33.3%			
22. Employee morale in my work unit is good.	Agree			4	16.7%	4	22.2%			
	Neutral			6	25.0%	3	16.7%			
	Disagree			14	58.3%	11	61.1%			
23. Independent decision-making is encouraged in my work unit.	Agree			8	33.3%	5	27.8%			
	Neutral			7	29.2%	5	27.8%			
	Disagree			9	37.5%	8	44.4%			
24. I often think about leaving my job.	Agree			10	41.7%	6	33.3%			
	Neutral			8	33.3%	4	22.2%			
	Disagree			6	25.0%	8	44.4%			

Survey Items	Response Category	NEWPORT Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree			12	50.0%	7	38.9%		
	Neutral			2	8.3%	1	5.6%		
	Disagree			10	41.7%	10	55.6%		
26. Overall, I am satisfied with the benefits I receive.	Agree			15	62.5%	11	61.1%		
	Neutral			3	12.5%	3	16.7%		
	Disagree			6	25.0%	4	22.2%		
27. I receive adequate training to perform my job.	Agree			7	29.2%	7	38.9%		
	Neutral			2	8.3%	2	11.1%		
	Disagree			15	62.5%	9	50.0%		
28. I have the equipment and resources I need to perform my job.	Agree			11	45.8%	6	33.3%		
	Neutral			4	16.7%	1	5.6%		
	Disagree			9	37.5%	11	61.1%		
29. I have the technology support I need to perform my job.	Agree			12	50.0%	5	27.8%		
	Neutral			6	25.0%	4	22.2%		
	Disagree			6	25.0%	9	50.0%		
30. My workload and responsibilities are reasonable.	Agree			7	29.2%	4	22.2%		
	Neutral			2	8.3%	5	27.8%		
	Disagree			15	62.5%	9	50.0%		
31. My job makes good use of my skills and abilities.	Agree			11	45.8%	8	44.4%		
	Neutral			5	20.8%	6	33.3%		
	Disagree			8	33.3%	4	22.2%		
32. My work is interesting.	Agree			18	75.0%	13	72.2%		
	Neutral			4	16.7%	3	16.7%		
	Disagree			2	8.3%	2	11.1%		
33. My job provides me with the opportunity to learn and grow professionally.	Agree			14	58.3%	7	38.9%		
	Neutral			4	16.7%	6	33.3%		
	Disagree			6	25.0%	5	27.8%		
34. There are opportunities for promotion and advancement.	Agree			8	33.3%	7	38.9%		
	Neutral			6	25.0%	5	27.8%		
	Disagree			10	41.7%	6	33.3%		
35. There is sufficient flexibility in my job to balance work and personal life.	Agree			11	45.8%	6	33.3%		
	Neutral			8	33.3%	6	33.3%		
	Disagree			5	20.8%	6	33.3%		

Job Supports and Resources

Survey Items		Response Category	NEWPORT Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree			20	83.3%	13	72.2%		
		Neutral			3	12.5%	2	11.1%		
		Disagree			1	4.2%	3	16.7%		
	37. I understand the goals of AHS re-organization.	Agree			9	37.5%	8	44.4%		
		Neutral			7	29.2%	4	22.2%		
		Disagree			8	33.3%	6	33.3%		
	38. I believe in the goals of AHS re-organization.	Agree			6	25.0%	6	33.3%		
		Neutral			11	45.8%	11	61.1%		
		Disagree			7	29.2%	1	5.6%		
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree			3	12.5%	4	22.2%		
		Neutral			13	54.2%	12	66.7%		
		Disagree			8	33.3%	2	11.1%		
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree			4	16.7%	8	47.1%		
		Neutral			10	41.7%	6	35.3%		
		Disagree			10	41.7%	3	17.6%		
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree			0	0.0%	4	22.2%			
	Neutral			5	20.8%	12	66.7%			
	Disagree			19	79.2%	2	11.1%			

Table E9. RUTLAND DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	RUTLAND DISTRICT Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	23	88.5%	35	87.5%	21	72.4%	16	80.0%
		Neutral	3	11.5%	3	7.5%	3	10.3%	2	10.0%
		Disagree	0	0.0%	2	5.0%	5	17.2%	2	10.0%
	2. The job performance standards are clear to me.	Agree	20	76.9%	34	85.0%	18	62.1%	15	75.0%
		Neutral	4	15.4%	3	7.5%	4	13.8%	1	5.0%
		Disagree	2	7.7%	3	7.5%	7	24.1%	4	20.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	22	84.6%	24	60.0%	10	35.7%	13	65.0%
		Neutral	1	3.8%	8	20.0%	6	21.4%	3	15.0%
		Disagree	3	11.5%	8	20.0%	12	42.9%	4	20.0%
	4. Changes in work expectations are timely and clear.	Agree	19	73.1%	24	60.0%	8	27.6%	14	70.0%
		Neutral	5	19.2%	8	20.0%	5	17.2%	2	10.0%
		Disagree	2	7.7%	8	20.0%	16	55.2%	4	20.0%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	21	80.8%	26	65.0%	14	48.3%	13	65.0%	
	Neutral	2	7.7%	8	20.0%	4	13.8%	2	10.0%	
	Disagree	3	11.5%	6	15.0%	11	37.9%	5	25.0%	
6. I feel respected by my direct supervisor.	Agree	21	80.8%	25	62.5%	16	55.2%	15	75.0%	
	Neutral	4	15.4%	10	25.0%	8	27.6%	2	10.0%	
	Disagree	1	3.8%	5	12.5%	5	17.2%	3	15.0%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	23	88.5%	28	70.0%	14	48.3%	14	70.0%	
	Neutral	3	11.5%	8	20.0%	8	27.6%	3	15.0%	
	Disagree	0	0.0%	4	10.0%	7	24.1%	3	15.0%	
8. I receive an annual performance evaluation each year.	Agree	24	92.3%	27	67.5%	11	37.9%	15	75.0%	
	Neutral	1	3.8%	7	17.5%	2	6.9%	2	10.0%	
	Disagree	1	3.8%	6	15.0%	16	55.2%	3	15.0%	
9. The merit award system is fair.	Agree	10	38.5%	8	20.0%	3	10.3%	5	25.0%	
	Neutral	8	30.8%	15	37.5%	7	24.1%	4	20.0%	
	Disagree	8	30.8%	17	42.5%	19	65.5%	11	55.0%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	14	53.8%	17	42.5%	8	27.6%	9	45.0%	
	Neutral	6	23.1%	10	25.0%	4	13.8%	6	30.0%	
	Disagree	6	23.1%	13	32.5%	17	58.6%	5	25.0%	
11. The leadership of my department demonstrates support for its employees.	Agree	13	50.0%	18	45.0%	10	34.5%	11	55.0%	
	Neutral	7	26.9%	12	30.0%	6	20.7%	5	25.0%	
	Disagree	6	23.1%	10	25.0%	13	44.8%	4	20.0%	
12. I have respect for and confidence in departmental leadership.	Agree	17	65.4%	20	50.0%	9	31.0%	11	55.0%	
	Neutral	2	7.7%	8	20.0%	6	20.7%	5	25.0%	
	Disagree	7	26.9%	12	30.0%	14	48.3%	4	20.0%	

Survey Items	Response Category	RUTLAND DISTRICT Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	14	53.8%	30	75.0%	7	24.1%	14	70.0%
		Neutral	3	11.5%	3	7.5%	3	10.3%	2	10.0%
		Disagree	9	34.6%	7	17.5%	19	65.5%	4	20.0%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	19	73.1%	28	70.0%	12	41.4%	13	65.0%
		Neutral	3	11.5%	5	12.5%	5	17.2%	1	5.0%
		Disagree	4	15.4%	7	17.5%	12	41.4%	6	30.0%
	15. My work unit respects cultural diversity among our staff.	Agree	20	76.9%	35	87.5%	19	65.5%	17	85.0%
		Neutral	5	19.2%	1	2.5%	4	13.8%	2	10.0%
		Disagree	1	3.8%	4	10.0%	6	20.7%	1	5.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	22	84.6%	36	90.0%	16	55.2%	19	95.0%
		Neutral	4	15.4%	3	7.5%	7	24.1%	0	0.0%
		Disagree	0	0.0%	1	2.5%	6	20.7%	1	5.0%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	21	80.8%	32	80.0%	15	51.7%	18	90.0%
		Neutral	4	15.4%	6	15.0%	10	34.5%	2	10.0%
		Disagree	1	3.8%	2	5.0%	4	13.8%	0	0.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	18	69.2%	29	72.5%	7	24.1%	16	80.0%
		Neutral	6	23.1%	7	17.5%	13	44.8%	1	5.0%
		Disagree	2	7.7%	4	10.0%	9	31.0%	3	15.0%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	16	61.5%	25	62.5%	11	37.9%	14	70.0%
		Neutral	8	30.8%	8	20.0%	10	34.5%	2	10.0%
		Disagree	2	7.7%	7	17.5%	8	27.6%	4	20.0%
	20. My work environment supports excellent customer service.	Agree	18	69.2%	28	70.0%	6	20.7%	18	90.0%
		Neutral	7	26.9%	7	17.5%	17	58.6%	1	5.0%
		Disagree	1	3.8%	5	12.5%	6	20.7%	1	5.0%
21. At work, my opinions are listened to and respected.	Agree	20	76.9%	27	67.5%	15	51.7%	15	75.0%	
	Neutral	5	19.2%	6	15.0%	7	24.1%	2	10.0%	
	Disagree	1	3.8%	7	17.5%	7	24.1%	3	15.0%	
22. Employee morale in my work unit is good.	Agree	14	53.8%	20	50.0%	7	24.1%	11	55.0%	
	Neutral	3	11.5%	5	12.5%	6	20.7%	2	10.0%	
	Disagree	9	34.6%	15	37.5%	16	55.2%	7	35.0%	
23. Independent decision-making is encouraged in my work unit.	Agree	13	50.0%	28	70.0%	12	41.4%	16	80.0%	
	Neutral	6	23.1%	8	20.0%	6	20.7%	3	15.0%	
	Disagree	7	26.9%	4	10.0%	11	37.9%	1	5.0%	
24. I often think about leaving my job.	Agree	6	23.1%	10	25.0%	12	41.4%	6	30.0%	
	Neutral	7	26.9%	7	17.5%	6	20.7%	4	20.0%	
	Disagree	13	50.0%	23	57.5%	11	37.9%	10	50.0%	

Survey Items	Response Category	RUTLAND DISTRICT Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	10	38.5%	17	42.5%	13	44.8%	9	45.0%
	Neutral	4	15.4%	6	15.0%	3	10.3%	3	15.0%
	Disagree	12	46.2%	17	42.5%	13	44.8%	8	40.0%
26. Overall, I am satisfied with the benefits I receive.	Agree	19	73.1%	27	67.5%	17	58.6%	14	70.0%
	Neutral	1	3.8%	6	15.0%	4	13.8%	1	5.0%
	Disagree	6	23.1%	7	17.5%	8	27.6%	5	25.0%
27. I receive adequate training to perform my job.	Agree	19	73.1%	29	72.5%	13	44.8%	17	85.0%
	Neutral	4	15.4%	7	17.5%	8	27.6%	1	5.0%
	Disagree	3	11.5%	4	10.0%	8	27.6%	2	10.0%
28. I have the equipment and resources I need to perform my job.	Agree	17	65.4%	27	69.2%	14	48.3%	16	80.0%
	Neutral	3	11.5%	7	17.9%	8	27.6%	3	15.0%
	Disagree	6	23.1%	5	12.8%	7	24.1%	1	5.0%
29. I have the technology support I need to perform my job.	Agree	17	68.0%	32	80.0%	12	41.4%	19	95.0%
	Neutral	3	12.0%	4	10.0%	6	20.7%	1	5.0%
	Disagree	5	20.0%	4	10.0%	11	37.9%	0	0.0%
30. My workload and responsibilities are reasonable.	Agree	14	53.8%	12	30.0%	13	44.8%	9	45.0%
	Neutral	5	19.2%	7	17.5%	7	24.1%	5	25.0%
	Disagree	7	26.9%	21	52.5%	9	31.0%	6	30.0%
31. My job makes good use of my skills and abilities.	Agree	23	88.5%	33	82.5%	19	65.5%	17	85.0%
	Neutral	2	7.7%	2	5.0%	5	17.2%	0	0.0%
	Disagree	1	3.8%	5	12.5%	5	17.2%	3	15.0%
32. My work is interesting.	Agree	25	96.2%	36	90.0%	22	75.9%	17	85.0%
	Neutral	1	3.8%	2	5.0%	5	17.2%	2	10.0%
	Disagree	0	0.0%	2	5.0%	2	6.9%	1	5.0%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	20	76.9%	29	72.5%	17	58.6%	17	85.0%
	Neutral	3	11.5%	6	15.0%	4	13.8%	0	0.0%
	Disagree	3	11.5%	5	12.5%	8	27.6%	3	15.0%
34. There are opportunities for promotion and advancement.	Agree	10	38.5%	23	57.5%	8	28.6%	9	45.0%
	Neutral	6	23.1%	10	25.0%	1	3.6%	2	10.0%
	Disagree	10	38.5%	7	17.5%	19	67.9%	9	45.0%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	19	73.1%	30	75.0%	19	67.9%	15	75.0%
	Neutral	3	11.5%	6	15.0%	3	10.7%	3	15.0%
	Disagree	4	15.4%	4	10.0%	6	21.4%	2	10.0%

Survey Items		Response Category	RUTLAND DISTRICT Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	25	96.2%	40	100.0%	19	65.5%	19	95.0%
		Neutral		0.0%	0	0.0%	8	27.6%	1	5.0%
		Disagree	1	3.8%	0	0.0%	2	6.9%	0	0.0%
	37. I understand the goals of AHS re-organization.	Agree	14	53.8%	21	52.5%	10	35.7%	14	70.0%
		Neutral	9	34.6%	14	35.0%	10	35.7%	4	20.0%
		Disagree	3	11.5%	5	12.5%	8	28.6%	2	10.0%
	38. I believe in the goals of AHS re-organization.	Agree	10	38.5%	16	40.0%	7	24.1%	10	50.0%
		Neutral	11	42.3%	14	35.0%	15	51.7%	7	35.0%
		Disagree	5	19.2%	10	25.0%	7	24.1%	3	15.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	8	30.8%	10	25.0%	5	17.2%	8	40.0%
		Neutral	14	53.8%	18	45.0%	20	69.0%	8	40.0%
		Disagree	4	15.4%	12	30.0%	4	13.8%	4	20.0%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	9	34.6%	13	32.5%	6	20.7%	9	45.0%
		Neutral	9	34.6%	12	30.0%	16	55.2%	6	30.0%
		Disagree	8	30.8%	15	37.5%	7	24.1%	5	25.0%
	41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	4	15.4%	6	15.0%	3	10.3%	6	30.0%
		Neutral	11	42.3%	13	32.5%	13	44.8%	7	35.0%
		Disagree	11	42.3%	21	52.5%	13	44.8%	7	35.0%

Table E10. SPRINGFIELD DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	SPRINGFIELD Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree	14	77.8%	23	82.1%	23	67.6%	18	90.0%
		Neutral	2	11.1%	4	14.3%	7	20.6%	1	5.0%
		Disagree	2	11.1%	1	3.6%	4	11.8%	1	5.0%
	2. The job performance standards are clear to me.	Agree	14	77.8%	19	67.9%	21	61.8%	15	75.0%
		Neutral	4	22.2%	8	28.6%	10	29.4%	5	25.0%
		Disagree	0	0.0%	1	3.6%	3	8.8%	0	0.0%
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree	12	66.7%	16	57.1%	14	42.4%	10	50.0%
		Neutral	4	22.2%	8	28.6%	8	24.2%	7	35.0%
		Disagree	2	11.1%	4	14.3%	11	33.3%	3	15.0%
	4. Changes in work expectations are timely and clear.	Agree	12	66.7%	9	32.1%	10	29.4%	13	65.0%
		Neutral	1	5.6%	8	28.6%	8	23.5%	4	20.0%
		Disagree	5	27.8%	11	39.3%	16	47.1%	3	15.0%
5. My direct supervisor gives me recognition or praise for doing good work.	Agree	14	77.8%	22	78.6%	17	50.0%	14	70.0%	
	Neutral	2	11.1%	3	10.7%	4	11.8%	2	10.0%	
	Disagree	2	11.1%	3	10.7%	13	38.2%	4	20.0%	
6. I feel respected by my direct supervisor.	Agree	14	77.8%	22	78.6%	18	52.9%	13	65.0%	
	Neutral	2	11.1%	1	3.6%	11	32.4%	3	15.0%	
	Disagree	2	11.1%	5	17.9%	5	14.7%	4	20.0%	
7. I have respect for, and confidence in, my direct supervisor.	Agree	16	88.9%	19	67.9%	22	64.7%	14	73.7%	
	Neutral	1	5.6%	4	14.3%	6	17.6%	4	21.1%	
	Disagree	1	5.6%	5	17.9%	6	17.6%	1	5.3%	
8. I receive an annual performance evaluation each year.	Agree	10	55.6%	20	71.4%	12	37.5%	14	70.0%	
	Neutral	5	27.8%	5	17.9%	6	18.8%	2	10.0%	
	Disagree	3	16.7%	3	10.7%	14	43.8%	4	20.0%	
9. The merit award system is fair.	Agree	5	29.4%	8	29.6%	7	21.9%	10	50.0%	
	Neutral	9	52.9%	13	48.1%	13	40.6%	6	30.0%	
	Disagree	3	17.6%	6	22.2%	12	37.5%	4	20.0%	
10. Department leadership strives to create and maintain a positive work environment.	Agree	7	38.9%	12	42.9%	3	8.8%	13	65.0%	
	Neutral	6	33.3%	7	25.0%	11	32.4%	2	10.0%	
	Disagree	5	27.8%	9	32.1%	20	58.8%	5	25.0%	
11. The leadership of my department demonstrates support for its employees.	Agree	11	61.1%	12	42.9%	8	23.5%	14	70.0%	
	Neutral	3	16.7%	9	32.1%	7	20.6%	1	5.0%	
	Disagree	4	22.2%	7	25.0%	19	55.9%	5	25.0%	
12. I have respect for and confidence in departmental leadership.	Agree	12	66.7%	9	32.1%	8	23.5%	14	70.0%	
	Neutral	3	16.7%	11	39.3%	11	32.4%	2	10.0%	
	Disagree	3	16.7%	8	28.6%	15	44.1%	4	20.0%	

Survey Items	Response Category	SPRINGFIELD Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree	11	61.1%	18	64.3%	16	47.1%	13	65.0%
		Neutral	5	27.8%	6	21.4%	10	29.4%	4	20.0%
		Disagree	2	11.1%	4	14.3%	8	23.5%	3	15.0%
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree	12	66.7%	21	75.0%	8	23.5%	15	75.0%
		Neutral	4	22.2%	2	7.1%	8	23.5%	2	10.0%
		Disagree	2	11.1%	5	17.9%	18	52.9%	3	15.0%
	15. My work unit respects cultural diversity among our staff.	Agree	15	83.3%	19	67.9%	18	52.9%	17	85.0%
		Neutral	2	11.1%	8	28.6%	11	32.4%	2	10.0%
		Disagree	1	5.6%	1	3.6%	5	14.7%	1	5.0%
	16. My work unit respects cultural diversity among our consumers.	Agree	14	82.4%	19	70.4%	20	60.6%	17	85.0%
		Neutral	2	11.8%	6	22.2%	9	27.3%	2	10.0%
		Disagree	1	5.9%	2	7.4%	4	12.1%	1	5.0%
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree	14	77.8%	19	67.9%	21	61.8%	16	80.0%
		Neutral	4	22.2%	9	32.1%	12	35.3%	4	20.0%
		Disagree	0	0.0%	0	0.0%	1	2.9%	0	0.0%
	18. My work unit uses information from consumers to improve AHS services.	Agree	14	82.4%	16	59.3%	7	21.9%	16	80.0%
		Neutral	2	11.8%	7	25.9%	18	56.3%	3	15.0%
		Disagree	1	5.9%	4	14.8%	7	21.9%	1	5.0%
	19. My work unit has an open atmosphere that encourages new ideas.	Agree	13	72.2%	15	53.6%	8	23.5%	15	75.0%
		Neutral	4	22.2%	10	35.7%	12	35.3%	3	15.0%
		Disagree	1	5.6%	3	10.7%	14	41.2%	2	10.0%
	20. My work environment supports excellent customer service.	Agree	13	72.2%	19	67.9%	10	29.4%	16	80.0%
		Neutral	5	27.8%	7	25.0%	17	50.0%	3	15.0%
		Disagree	0	0.0%	2	7.1%	7	20.6%	1	5.0%
21. At work, my opinions are listened to and respected.	Agree	14	77.8%	18	64.3%	8	23.5%	15	75.0%	
	Neutral	1	5.6%	5	17.9%	10	29.4%	1	5.0%	
	Disagree	3	16.7%	5	17.9%	16	47.1%	4	20.0%	
22. Employee morale in my work unit is good.	Agree	8	44.4%	13	46.4%	3	8.8%	14	70.0%	
	Neutral	5	27.8%	6	21.4%	5	14.7%	2	10.0%	
	Disagree	5	27.8%	9	32.1%	26	76.5%	4	20.0%	
23. Independent decision-making is encouraged in my work unit.	Agree	11	61.1%	17	60.7%	15	44.1%	17	85.0%	
	Neutral	4	22.2%	7	25.0%	6	17.6%	0	0.0%	
	Disagree	3	16.7%	4	14.3%	13	38.2%	3	15.0%	
24. I often think about leaving my job.	Agree	3	16.7%	7	25.0%	17	50.0%	5	26.3%	
	Neutral	6	33.3%	8	28.6%	6	17.6%	6	31.6%	
	Disagree	9	50.0%	13	46.4%	11	32.4%	8	42.1%	

Survey Items	Response Category	SPRINGFIELD Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree	9	50.0%	11	39.3%	6	17.6%	12	60.0%
	Neutral	3	16.7%	10	35.7%	7	20.6%	4	20.0%
	Disagree	6	33.3%	7	25.0%	21	61.8%	4	20.0%
26. Overall, I am satisfied with the benefits I receive.	Agree	10	55.6%	18	64.3%	13	38.2%	14	70.0%
	Neutral	5	27.8%	5	17.9%	9	26.5%	3	15.0%
	Disagree	3	16.7%	5	17.9%	12	35.3%	3	15.0%
27. I receive adequate training to perform my job.	Agree	12	66.7%	14	50.0%	9	26.5%	15	75.0%
	Neutral	2	11.1%	8	28.6%	4	11.8%	1	5.0%
	Disagree	4	22.2%	6	21.4%	21	61.8%	4	20.0%
28. I have the equipment and resources I need to perform my job.	Agree	8	44.4%	12	42.9%	11	32.4%	17	85.0%
	Neutral	4	22.2%	9	32.1%	7	20.6%	1	5.0%
	Disagree	6	33.3%	7	25.0%	16	47.1%	2	10.0%
29. I have the technology support I need to perform my job.	Agree	10	55.6%	17	60.7%	11	32.4%	16	80.0%
	Neutral	2	11.1%	7	25.0%	12	35.3%	2	10.0%
	Disagree	6	33.3%	4	14.3%	11	32.4%	2	10.0%
30. My workload and responsibilities are reasonable.	Agree	6	33.3%	7	25.0%	12	35.3%	10	50.0%
	Neutral	6	33.3%	11	39.3%	11	32.4%	6	30.0%
	Disagree	6	33.3%	10	35.7%	11	32.4%	4	20.0%
31. My job makes good use of my skills and abilities.	Agree	10	55.6%	17	60.7%	17	50.0%	13	65.0%
	Neutral	4	22.2%	8	28.6%	8	23.5%	4	20.0%
	Disagree	4	22.2%	3	10.7%	9	26.5%	3	15.0%
32. My work is interesting.	Agree	12	66.7%	23	82.1%	26	76.5%	15	75.0%
	Neutral	5	27.8%	4	14.3%	4	11.8%	4	20.0%
	Disagree	1	5.6%	1	3.6%	4	11.8%	1	5.0%
33. My job provides me with the opportunity to learn and grow professionally.	Agree	8	44.4%	16	57.1%	17	50.0%	10	50.0%
	Neutral	2	11.1%	6	21.4%	6	17.6%	6	30.0%
	Disagree	8	44.4%	6	21.4%	11	32.4%	4	20.0%
34. There are opportunities for promotion and advancement.	Agree	7	38.9%	13	46.4%	16	47.1%	6	30.0%
	Neutral	3	16.7%	8	28.6%	5	14.7%	4	20.0%
	Disagree	8	44.4%	7	25.0%	13	38.2%	10	50.0%
35. There is sufficient flexibility in my job to balance work and personal life.	Agree	12	66.7%	16	57.1%	10	29.4%	17	85.0%
	Neutral	1	5.6%	3	10.7%	3	8.8%	0	0.0%
	Disagree	5	27.8%	9	32.1%	21	61.8%	3	15.0%

Job Supports and Resources

Survey Items		Response Category	SPRINGFIELD Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree	16	88.9%	26	92.9%	26	76.5%	19	95.0%
		Neutral	1	5.6%	1	3.6%	2	5.9%	0	0.0%
		Disagree	1	5.6%	1	3.6%	6	17.6%	1	5.0%
	37. I understand the goals of AHS re-organization.	Agree	9	50.0%	13	46.4%	8	23.5%	15	75.0%
		Neutral	5	27.8%	7	25.0%	11	32.4%	2	10.0%
		Disagree	4	22.2%	8	28.6%	15	44.1%	3	15.0%
	38. I believe in the goals of AHS re-organization.	Agree	6	33.3%	11	39.3%	5	14.7%	13	65.0%
		Neutral	9	50.0%	10	35.7%	20	58.8%	5	25.0%
		Disagree	3	16.7%	7	25.0%	9	26.5%	2	10.0%
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree	5	27.8%	7	25.0%	4	11.8%	8	40.0%
		Neutral	10	55.6%	14	50.0%	21	61.8%	9	45.0%
		Disagree	3	16.7%	7	25.0%	9	26.5%	3	15.0%
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree	8	47.1%	12	42.9%	7	20.6%	12	63.2%
		Neutral	7	41.2%	9	32.1%	18	52.9%	5	26.3%
		Disagree	2	11.8%	7	25.0%	9	26.5%	2	10.5%
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree	2	11.1%	2	7.1%	3	8.8%	8	40.0%	
	Neutral	13	72.2%	18	64.3%	21	61.8%	8	40.0%	
	Disagree	3	16.7%	8	28.6%	10	29.4%	4	20.0%	

Table E11. ST. ALBANS DISTRICT Departmental Comparisons: Frequency of Response

Survey Items		Response Category	ST. ALBANS Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree			23	79.3%	27	77.1%		
		Neutral			4	13.8%	5	14.3%		
		Disagree			2	6.9%	3	8.6%		
	2. The job performance standards are clear to me.	Agree			20	71.4%	22	62.9%		
		Neutral			4	14.3%	5	14.3%		
		Disagree			4	14.3%	8	22.9%		
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree			17	58.6%	22	62.9%		
		Neutral			4	13.8%	3	8.6%		
		Disagree			8	27.6%	10	28.6%		
	4. Changes in work expectations are timely and clear.	Agree			13	44.8%	12	34.3%		
		Neutral			5	17.2%	6	17.1%		
		Disagree			11	37.9%	17	48.6%		
5. My direct supervisor gives me recognition or praise for doing good work.	Agree			16	55.2%	20	57.1%			
	Neutral			4	13.8%	4	11.4%			
	Disagree			9	31.0%	11	31.4%			
6. I feel respected by my direct supervisor.	Agree			22	75.9%	21	60.0%			
	Neutral			3	10.3%	5	14.3%			
	Disagree			4	13.8%	9	25.7%			
7. I have respect for, and confidence in, my direct supervisor.	Agree			22	75.9%	22	62.9%			
	Neutral			4	13.8%	7	20.0%			
	Disagree			3	10.3%	6	17.1%			
8. I receive an annual performance evaluation each year.	Agree			13	44.8%	27	77.1%			
	Neutral			4	13.8%	3	8.6%			
	Disagree			12	41.4%	5	14.3%			
9. The merit award system is fair.	Agree			6	20.7%	5	14.7%			
	Neutral			13	44.8%	8	23.5%			
	Disagree			10	34.5%	21	61.8%			
10. Department leadership strives to create and maintain a positive work environment.	Agree			6	20.7%	5	14.3%			
	Neutral			9	31.0%	9	25.7%			
	Disagree			14	48.3%	21	60.0%			
11. The leadership of my department demonstrates support for its employees.	Agree			7	24.1%	7	20.0%			
	Neutral			10	34.5%	7	20.0%			
	Disagree			12	41.4%	21	60.0%			
12. I have respect for and confidence in departmental leadership.	Agree			7	24.1%	6	17.1%			
	Neutral			13	44.8%	11	31.4%			
	Disagree			9	31.0%	18	51.4%			

Key:
Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)

Survey Items	Response Category	ST. ALBANS Departmental Comparisons								
		Health		DCF		Corrections		DAIL		
		#	%	#	%	#	%	#	%	
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree			19	65.5%	13	38.2%		
		Neutral			6	20.7%	5	14.7%		
		Disagree			4	13.8%	16	47.1%		
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree			19	65.5%	11	31.4%		
		Neutral			4	13.8%	10	28.6%		
		Disagree			6	20.7%	14	40.0%		
	15. My work unit respects cultural diversity among our staff.	Agree			22	75.9%	24	68.6%		
		Neutral			5	17.2%	8	22.9%		
		Disagree			2	6.9%	3	8.6%		
	16. My work unit respects cultural diversity among our consumers.	Agree			24	82.8%	23	65.7%		
		Neutral			4	13.8%	7	20.0%		
		Disagree			1	3.4%	5	14.3%		
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree			24	82.8%	24	68.6%		
		Neutral			5	17.2%	9	25.7%		
		Disagree			0	0.0%	2	5.7%		
	18. My work unit uses information from consumers to improve AHS services.	Agree			14	48.3%	12	34.3%		
		Neutral			13	44.8%	14	40.0%		
		Disagree			2	6.9%	9	25.7%		
	19. My work unit has an open atmosphere that encourages new ideas.	Agree			16	55.2%	13	37.1%		
		Neutral			9	31.0%	9	25.7%		
		Disagree			4	13.8%	13	37.1%		
	20. My work environment supports excellent customer service.	Agree			20	69.0%	15	42.9%		
		Neutral			6	20.7%	12	34.3%		
		Disagree			3	10.3%	8	22.9%		
21. At work, my opinions are listened to and respected.	Agree			21	72.4%	16	45.7%			
	Neutral			1	3.4%	7	20.0%			
	Disagree			7	24.1%	12	34.3%			
22. Employee morale in my work unit is good.	Agree			9	32.1%	7	20.6%			
	Neutral			8	28.6%	5	14.7%			
	Disagree			11	39.3%	22	64.7%			
23. Independent decision-making is encouraged in my work unit.	Agree			18	62.1%	13	37.1%			
	Neutral			1	3.4%	5	14.3%			
	Disagree			10	34.5%	17	48.6%			
24. I often think about leaving my job.	Agree			14	50.0%	15	42.9%			
	Neutral			3	10.7%	7	20.0%			
	Disagree			11	39.3%	13	37.1%			

Survey Items	Response Category	ST. ALBANS Departmental Comparisons							
		Health		DCF		Corrections		DAIL	
		#	%	#	%	#	%	#	%
25. My salary is fair considering my duties and responsibilities.	Agree			15	51.7%	5	14.3%		
	Neutral			5	17.2%	6	17.1%		
	Disagree			9	31.0%	24	68.6%		
26. Overall, I am satisfied with the benefits I receive.	Agree			17	58.6%	12	34.3%		
	Neutral			7	24.1%	5	14.3%		
	Disagree			5	17.2%	18	51.4%		
27. I receive adequate training to perform my job.	Agree			14	48.3%	14	40.0%		
	Neutral			6	20.7%	7	20.0%		
	Disagree			9	31.0%	14	40.0%		
28. I have the equipment and resources I need to perform my job.	Agree			12	41.4%	14	40.0%		
	Neutral			6	20.7%	3	8.6%		
	Disagree			11	37.9%	18	51.4%		
29. I have the technology support I need to perform my job.	Agree			12	41.4%	15	42.9%		
	Neutral			9	31.0%	10	28.6%		
	Disagree			8	27.6%	10	28.6%		
30. My workload and responsibilities are reasonable.	Agree			7	24.1%	17	48.6%		
	Neutral			7	24.1%	3	8.6%		
	Disagree			15	51.7%	15	42.9%		
31. My job makes good use of my skills and abilities.	Agree			23	79.3%	19	54.3%		
	Neutral			3	10.3%	4	11.4%		
	Disagree			3	10.3%	12	34.3%		
32. My work is interesting.	Agree			27	93.1%	29	82.9%		
	Neutral			2	6.9%	4	11.4%		
	Disagree					2	5.7%		
33. My job provides me with the opportunity to learn and grow professionally.	Agree			23	79.3%	15	42.9%		
	Neutral			4	13.8%	8	22.9%		
	Disagree			2	6.9%	12	34.3%		
34. There are opportunities for promotion and advancement.	Agree			13	44.8%	17	50.0%		
	Neutral			8	27.6%	6	17.6%		
	Disagree			8	27.6%	11	32.4%		
35. There is sufficient flexibility in my job to balance work and personal life.	Agree			14	48.3%	13	37.1%		
	Neutral			6	20.7%	5	14.3%		
	Disagree			9	31.0%	17	48.6%		

Job Supports and Resources

Survey Items		Response Category	ST. ALBANS Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree			27	93.1%	28	80.0%		
		Neutral			1	3.4%	6	17.1%		
		Disagree			1	3.4%	1	2.9%		
	37. I understand the goals of AHS re-organization.	Agree			17	58.6%	13	37.1%		
		Neutral			6	20.7%	9	25.7%		
		Disagree			6	20.7%	13	37.1%		
	38. I believe in the goals of AHS re-organization.	Agree			16	55.2%	10	28.6%		
		Neutral			10	34.5%	20	57.1%		
		Disagree			3	10.3%	5	14.3%		
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree			11	37.9%	7	20.0%		
		Neutral			13	44.8%	23	65.7%		
		Disagree			5	17.2%	5	14.3%		
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree			13	44.8%	11	31.4%		
		Neutral			11	37.9%	16	45.7%		
		Disagree			5	17.2%	8	22.9%		
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree			5	17.2%	8	22.9%			
	Neutral			13	44.8%	18	51.4%			
	Disagree			11	37.9%	9	25.7%			

Table E12. ST. JOHNSBURY DISTRICT Departmental Comparisons: Response Frequency

Survey Items		Response Category	ST. JOHNSBURY Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Leadership and Supervision	1. My job duties are clear to me.	Agree			18	94.7%	28	70.0%		
		Neutral			1	5.3%	7	17.5%		
		Disagree			0	0.0%	5	12.5%		
	2. The job performance standards are clear to me.	Agree			15	78.9%	21	52.5%	Key: Hatch marks indicate small cell size suppression (n < 8 in cell, or in subgroup member cell)	
		Neutral			3	15.8%	12	30.0%		
		Disagree			1	5.3%	7	17.5%		
	3. My direct supervisor gives me useful and timely feedback on my job performance.	Agree			15	78.9%	16	40.0%		
		Neutral			1	5.3%	10	25.0%		
		Disagree			3	15.8%	14	35.0%		
	4. Changes in work expectations are timely and clear.	Agree			11	57.9%	10	25.0%		
		Neutral			5	26.3%	11	27.5%		
		Disagree			3	15.8%	19	47.5%		
5. My direct supervisor gives me recognition or praise for doing good work.	Agree			12	63.2%	19	47.5%			
	Neutral			5	26.3%	7	17.5%			
	Disagree			2	10.5%	14	35.0%			
6. I feel respected by my direct supervisor.	Agree			13	68.4%	24	60.0%			
	Neutral			6	31.6%	4	10.0%			
	Disagree			0	0.0%	12	30.0%			
7. I have respect for, and confidence in, my direct supervisor.	Agree			13	68.4%	22	55.0%			
	Neutral			6	31.6%	4	10.0%			
	Disagree			0	0.0%	14	35.0%			
8. I receive an annual performance evaluation each year.	Agree			11	57.9%	12	30.0%			
	Neutral			3	15.8%	7	17.5%			
	Disagree			5	26.3%	21	52.5%			
9. The merit award system is fair.	Agree			5	26.3%	2	5.0%			
	Neutral			8	42.1%	13	32.5%			
	Disagree			6	31.6%	25	62.5%			
10. Department leadership strives to create and maintain a positive work environment.	Agree			9	47.4%	3	7.9%			
	Neutral			5	26.3%	9	23.7%			
	Disagree			5	26.3%	26	68.4%			
11. The leadership of my department demonstrates support for its employees.	Agree			9	47.4%	6	15.0%			
	Neutral			7	36.8%	6	15.0%			
	Disagree			3	15.8%	28	70.0%			
12. I have respect for and confidence in departmental leadership.	Agree			9	47.4%	6	15.0%			
	Neutral			7	36.8%	9	22.5%			
	Disagree			3	15.8%	25	62.5%			

Survey Items		Response Category	ST. JOHNSBURY Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work Environment	13. The physical environment of my primary worksite is satisfactory.	Agree			9	47.4%	22	55.0%		
		Neutral			6	31.6%	5	12.5%		
		Disagree			4	21.1%	13	32.5%		
	14. A spirit of mutual respect, team work and cooperation exists in my work unit.	Agree			14	73.7%	19	47.5%		
		Neutral			5	26.3%	9	22.5%		
		Disagree			0	0.0%	12	30.0%		
	15. My work unit respects cultural diversity among our staff.	Agree			16	84.2%	25	62.5%		
		Neutral			3	15.8%	9	22.5%		
		Disagree			0	0.0%	6	15.0%		
	16. My work unit respects cultural diversity among our consumers.	Agree			14	73.7%	26	65.0%		
		Neutral			4	21.1%	8	20.0%		
		Disagree			1	5.3%	6	15.0%		
	17. My work unit carefully considers the needs for accommodation for consumers with disabilities.	Agree			15	78.9%	23	57.5%		
		Neutral			3	15.8%	11	27.5%		
		Disagree			1	5.3%	6	15.0%		
	18. My work unit uses information from consumers to improve AHS services.	Agree			14	73.7%	11	27.5%		
		Neutral			3	15.8%	19	47.5%		
		Disagree			2	10.5%	10	25.0%		
	19. My work unit has an open atmosphere that encourages new ideas.	Agree			14	73.7%	16	40.0%		
		Neutral			4	21.1%	7	17.5%		
		Disagree			1	5.3%	17	42.5%		
	20. My work environment supports excellent customer service.	Agree			13	68.4%	15	37.5%		
		Neutral			5	26.3%	12	30.0%		
		Disagree			1	5.3%	13	32.5%		
21. At work, my opinions are listened to and respected.	Agree			11	57.9%	16	40.0%			
	Neutral			7	36.8%	13	32.5%			
	Disagree			1	5.3%	11	27.5%			
22. Employee morale in my work unit is good.	Agree			6	31.6%	10	25.0%			
	Neutral			10	52.6%	8	20.0%			
	Disagree			3	15.8%	22	55.0%			
23. Independent decision-making is encouraged in my work unit.	Agree			9	47.4%	19	47.5%			
	Neutral			7	36.8%	6	15.0%			
	Disagree			3	15.8%	15	37.5%			
24. I often think about leaving my job.	Agree			6	33.3%	21	52.5%			
	Neutral			5	27.8%	9	22.5%			
	Disagree			7	38.9%	10	25.0%			

Survey Items		Response Category	ST. JOHNSBURY Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Job Supports and Resources	25. My salary is fair considering my duties and responsibilities.	Agree			13	68.4%	15	37.5%		
		Neutral			5	26.3%	12	30.0%		
		Disagree			1	5.3%	13	32.5%		
	26. Overall, I am satisfied with the benefits I receive.	Agree			15	78.9%	24	60.0%		
		Neutral			3	15.8%	8	20.0%		
		Disagree			1	5.3%	8	20.0%		
	27. I receive adequate training to perform my job.	Agree			14	73.7%	16	40.0%		
		Neutral			5	26.3%	9	22.5%		
		Disagree			0	0.0%	15	37.5%		
	28. I have the equipment and resources I need to perform my job.	Agree			11	57.9%	18	46.2%		
		Neutral			4	21.1%	5	12.8%		
		Disagree			4	21.1%	16	41.0%		
	29. I have the technology support I need to perform my job.	Agree			11	57.9%	13	32.5%		
		Neutral			6	31.6%	10	25.0%		
		Disagree			2	10.5%	17	42.5%		
	30. My workload and responsibilities are reasonable.	Agree			11	57.9%	14	35.0%		
		Neutral			4	21.1%	12	30.0%		
		Disagree			4	21.1%	14	35.0%		
	31. My job makes good use of my skills and abilities.	Agree			15	78.9%	25	62.5%		
		Neutral			3	15.8%	4	10.0%		
		Disagree			1	5.3%	11	27.5%		
	32. My work is interesting.	Agree			16	84.2%	32	80.0%		
		Neutral			3	15.8%	6	15.0%		
		Disagree			0	0.0%	2	5.0%		
	33. My job provides me with the opportunity to learn and grow professionally.	Agree			13	68.4%	22	55.0%		
		Neutral			4	21.1%	8	20.0%		
		Disagree			2	10.5%	10	25.0%		
	34. There are opportunities for promotion and advancement.	Agree			6	31.6%	13	32.5%		
		Neutral			9	47.4%	8	20.0%		
		Disagree			4	21.1%	19	47.5%		
	35. There is sufficient flexibility in my job to balance work and personal life.	Agree			12	63.2%	24	60.0%		
		Neutral			4	21.1%	6	15.0%		
		Disagree			3	15.8%	10	25.0%		

Survey Items		Response Category	ST. JOHNSBURY Departmental Comparisons							
			Health		DCF		Corrections		DAIL	
			#	%	#	%	#	%	#	%
Work of AHS	36. My work makes a difference in people's lives.	Agree			19	100.0%	24	60.0%		
		Neutral			0	0.0%	10	25.0%		
		Disagree			0	0.0%	6	15.0%		
	37. I understand the goals of AHS re-organization.	Agree			12	63.2%	22	55.0%		
		Neutral			5	26.3%	13	32.5%		
		Disagree			2	10.5%	5	12.5%		
	38. I believe in the goals of AHS re-organization.	Agree			10	52.6%	18	45.0%		
		Neutral			7	36.8%	16	40.0%		
		Disagree			2	10.5%	6	15.0%		
	39. I believe the goals of AHS re-organization are achievable within 3-5 years.	Agree			7	36.8%	10	25.0%		
		Neutral			10	52.6%	21	52.5%		
		Disagree			2	10.5%	9	22.5%		
	40. I feel positive about the possibilities for change with the AHS re-organization.	Agree			10	52.6%	12	30.0%		
		Neutral			7	36.8%	19	47.5%		
		Disagree			2	10.5%	9	22.5%		
41. Thinking about the implementation of re-organization so far, I think re-organization has helped to improve consumer services.	Agree			6	31.6%	9	22.5%			
	Neutral			6	31.6%	23	57.5%			
	Disagree			7	36.8%	8	20.0%			

Table F1. Response Rates: Departments by Division

Departmental Divisions			
Respondent Group	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)
Department of Health (Health)	512	731	70.0%
Community Public Health	152	216	70.4%
Health Improvement	46	77	59.7%
Health Surveillance	78	113	69.0%
Alcohol and Drug Abuse	21	33	63.6%
Mental Health	84	209	40.2%
Other	131	83	157.8%
Department of Children and Families (DCF)	548	903	60.7%
Economic Services	197	353	55.8%
Child Support	52	116	44.8%
Child Development	31	39	79.5%
Family Services	187	319	58.6%
Field Services	8	14	57.1%
Other	73	62	117.7%
Department of Corrections (DOC)	334	1136	29.4%
Facilities	145	746	19.4%
Community Services	129	311	41.5%
Other	60	79	75.9%
Department of Disabilities, Aging & Independent Living (DAIL)	212	262	80.9%
Vocational Rehabilitation	109	133	82.0%
Disability and Aging Services	47	74	63.5%
DBVI	9	13	69.2%
Licensing and Protection	14	31	45.2%
Other	33	11	300.0%
Office of Vermont Health Access (OVHA)	57	40	142.5%
Health Access/Medicaid	31	40	77.5%
Other	26	0	n/a
AHS Central Office	88	173	50.9%
IT	22	31	71.0%
Business	20	97	20.6%
Other	46	45	102.2%
Did not identify a department or office	99	...	n/a
Total Staff by Department	1501	3245	46.3%

In order to assure anonymity of respondents, staff-identifying information did not accompany their on-line survey submissions. Staff affiliation information was gathered through self-selection of response categories on page 3 of the survey. As such, the response rate percentages may not be accurate due to multiple submissions by staff or incorrect selection of choices on page 3.

Table F2. Response Rates: Departments by Job Type

Respondent Group	Manager/Supervisor			Support Staff			Other Non Direct Service (Policy, Planning, etc)			Direct Service		
	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)
Department of Health (Health)	114	120	95.0%	121	119	101.7%	93	220	42.3%	155	272	57.0%
Department of Children and Families (DCF)	114	188	60.6%	108	156	69.2%	42	177	23.7%	256	382	67.0%
Department of Corrections (DOC)	72	173	41.6%	53	90	58.9%	12	42	28.6%	180	831	21.7%
Department of Disabilities, Aging & Independent Living (DAIL)	33	43	76.7%	40	40	100.0%	29	66	43.9%	99	110	90.0%
Office of Vermont Health Access (OVHA)	11	12	91.7%	18	6	300.0%	< 8*	16	n/a	< 8*	6	n/a
Central Office	15	17	88.2%	49	140	35.0%	< 8*	16	n/a	< 8	0	n/a

< 8 = less than 8 respondents

< 8* = cell information suppressed because one other sub group in set has less than 8 respondents

In order to assure anonymity of respondents, staff-identifying information did not accompany their on-line survey submissions. Staff affiliation information was gathered through self-selection of response categories on page 3 of the survey. As such, the response rate percentages may not be accurate due to multiple submissions by staff or incorrect selection of choices on page 3.

Table F3. Response Rates: Work Location by Department

Respondent Group	Health			DCF			Corrections			DAIL			OVHA			AHS Central Office		
	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)
Non Region-Based																		
Central Offices	192	342	56.1%	164	318	51.6%	31	65	47.7%	77	104	74.0%	34	40	85.0%	61	173	35.3%
Facilities	37	177	20.9%	23	34	67.6%	109	0	n/a	8	0	n/a	< 8	0	n/a	< 8	n/a	n/a
Other	32	0	n/a	36	0	n/a	36	0	n/a	22	23	95.7%	< 8	0	n/a	< 8	n/a	n/a
Regions (combined)	317	212	149.5%	334	551	60.6%	243	325	74.8%	113	158	71.5%	n/a	n/a	n/a	n/a	n/a	n/a
Total Staff by Work Location	578	731	79.1%	557	903	61.7%	419	390	107.4%	220	285	77.2%	45	40	112.5%	72	173	41.6%

In order to assure anonymity of respondents, staff-identifying information did not accompany their on-line survey submissions. Staff affiliation information was gathered through self-selection of response categories on page 3 of the survey. As such, the response rate percentages may not be accurate due to multiple submissions by staff or incorrect selection of choices on page 3.

Table F4. Response Rates: Regions by Department

Region-Based Staff by Region	Health			DCF			Corrections			DAIL		
Respondent Group	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)	Completed Surveys (#)	AHS Staff (#)	Response Rate (%)
Brattleboro[1]	10	18	55.6%	10	30	33.3%	10	26	38.5%	8	6	133.3%
Barre	18	25	72.0%	29	54	53.7%	16	36	44.4%	11	15	73.3%
Bennington	11	16	68.8%	24	41	58.5%	< 8*	32	n/a	< 8	7	n/a
Burlington	158	27	585.2%	83	123	67.5%	44	81	54.3%	21	24	87.5%
Hartford	9	17	52.9%	9	31	29.0%	< 8	31	n/a	< 8	9	n/a
Middlebury	11	12	91.7%	20	22	90.9%	< 8	6	n/a	< 8	6	n/a
Morrisville	11	17	64.7%	19	28	67.9%	< 8	4	n/a	< 8	5	n/a
Newport	< 8*	13	n/a	24	29	82.8%	18	13	138.5%	< 8	7	n/a
Rutland	26	26	100.0%	40	67	59.7%	29	42	69.0%	20	28	71.4%
Springfield	18	12	150.0%	28	45	62.2%	34	0	n/a	20	15	133.3%
St. Albans	< 8*	17	n/a	29	49	59.2%	35	21	166.7%	< 8	7	n/a
St. Johnsbury	< 8*	12	n/a	19	32	59.4%	40	33	121.2%	< 8	6	n/a
Total Region-Based Staff	272	212	128.3%	334	551	60.6%	243	325	74.8%	113	158	71.5%

< 8 = less than 8 respondents

< 8* = cell information suppressed because one other sub group in set has less than 8 respondents

In order to assure anonymity of respondents, staff-identifying information did not accompany their on-line survey submissions. Staff affiliation information was gathered through self-selection of response categories on page 3 of the survey. As such, the response rate percentages may not be accurate due to multiple submissions by staff or incorrect selection of choices on page 3.