

DEPARTMENT OF SOCIAL SERVICES

CHILDREN'S DIVISION

P.O. BOX 88

JEFFERSON CITY, MISSOURI

January 23, 2007

MEMORANDUM

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

FROM: PAULA NEESE, DIRECTOR

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

DISCUSSION:

The purpose of this memorandum is to provide a summary of the statewide results from the Survey of Organizational Excellence (SOE). In May 2006, all Children's Division staff were invited to participate in this annual online employee survey. Staff input is an important piece of our success as an organization. Review the results of the survey to see where staff believes our organization is compared to last year.

Overview

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

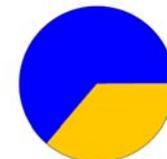
Data received from the SOE is very extensive. For purposes of this memo, the statewide data from the SOE is briefly summarized. More detailed statewide information and executive summaries for 2003, 2004, 2005 and 2006 for each circuit, worker type and program area can be found at on the Children's Division intranet site at [Survey of Organizational Excellence](#).

Who responded to the survey statewide?**Response Rate:**

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

WHAT IS INSIDE?

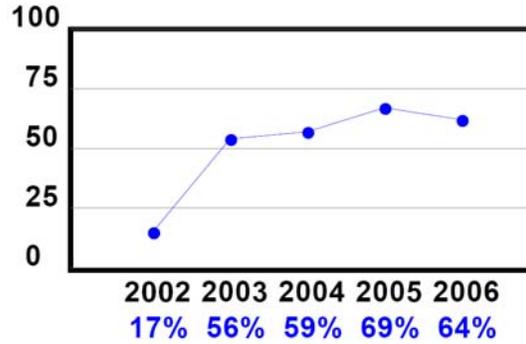
- Overview of staff survey results
- Response rate
- Links to more specific survey data



■	Responded 64%
■	Did Not Respond 36%

Response Rate Over Time:

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



Length of Service:

Less than 1 year	5%
1-2 years	20%
3-5 years	19%
6-10 years	22%
11-15 years	14%
Over 15 years	20%

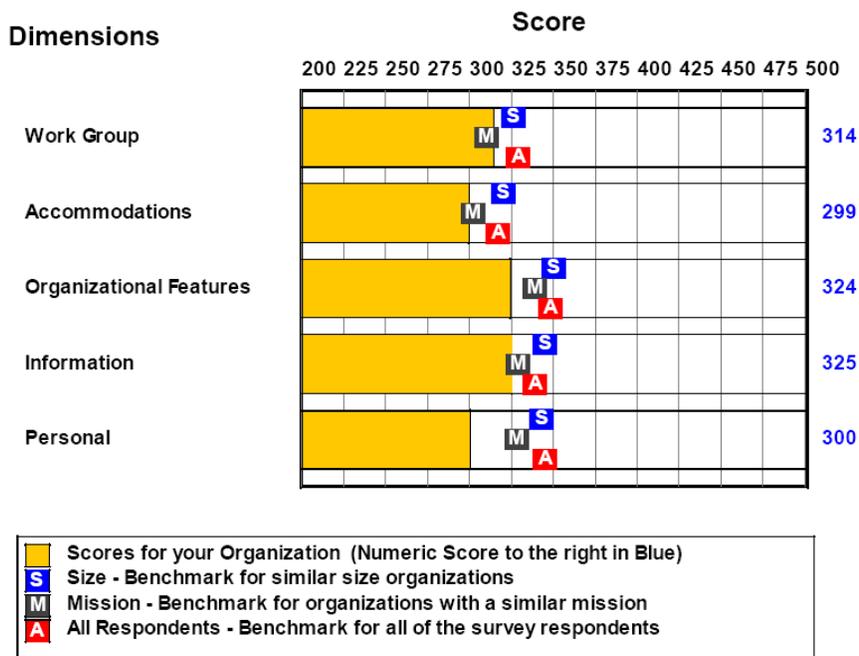
This table shows the statewide distribution for length of service of survey responders. Of those who responded, **56%** reported being employed with the agency for over six years.

What did respondents say?

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

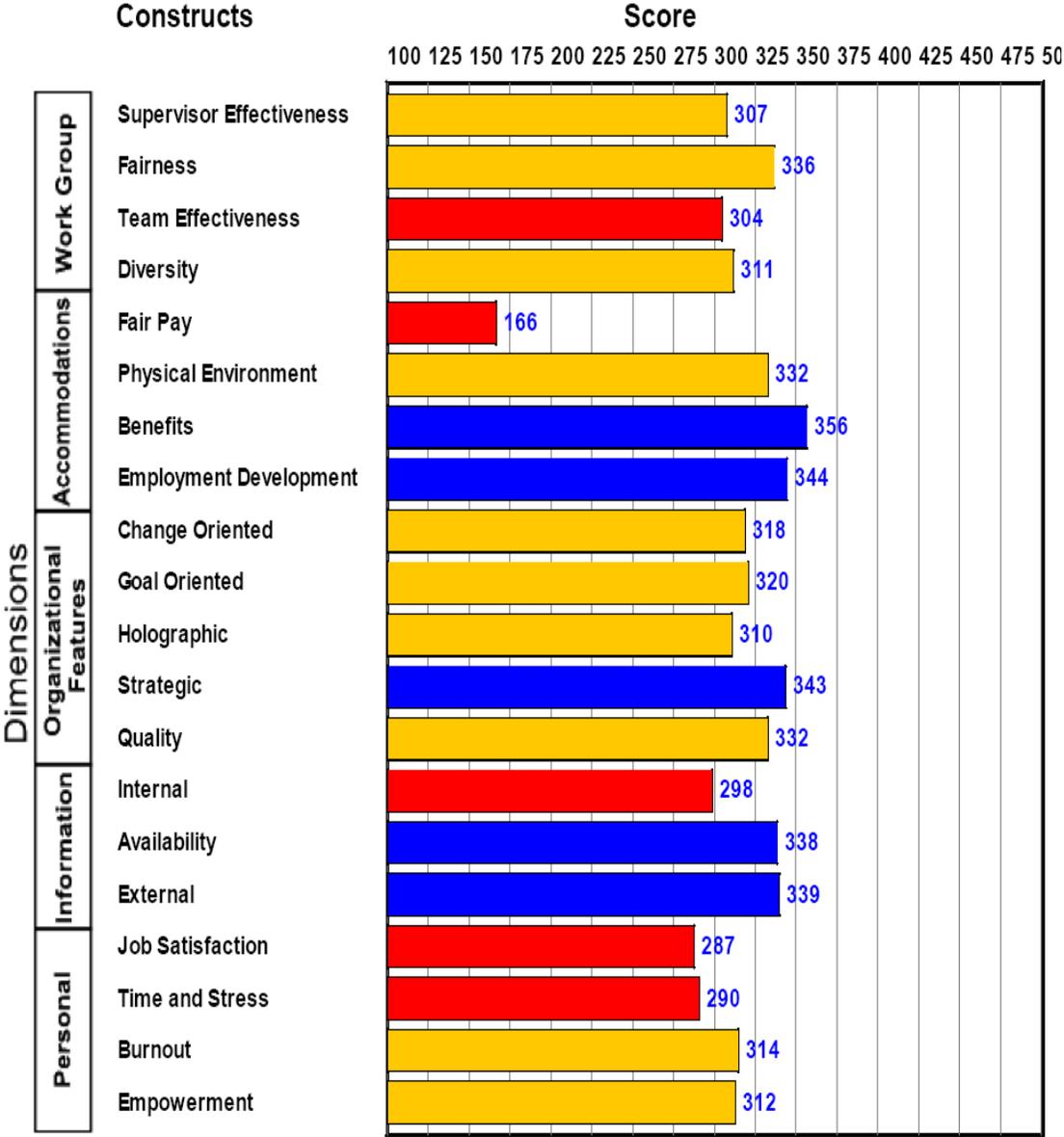
Comparison to other organizations on Dimension Benchmarks:

The next graph shows the benchmark data for each of the broader Workplace Dimensions. It illustrates how we performed relative to other organizations of similar size, similar mission and all organizations that participated in the survey. Our score is indicated by the yellow bar and also appears to the right of the chart in blue. *For definitions of each dimension, go to [SOE Memo Attachments](#).



Construct Analysis

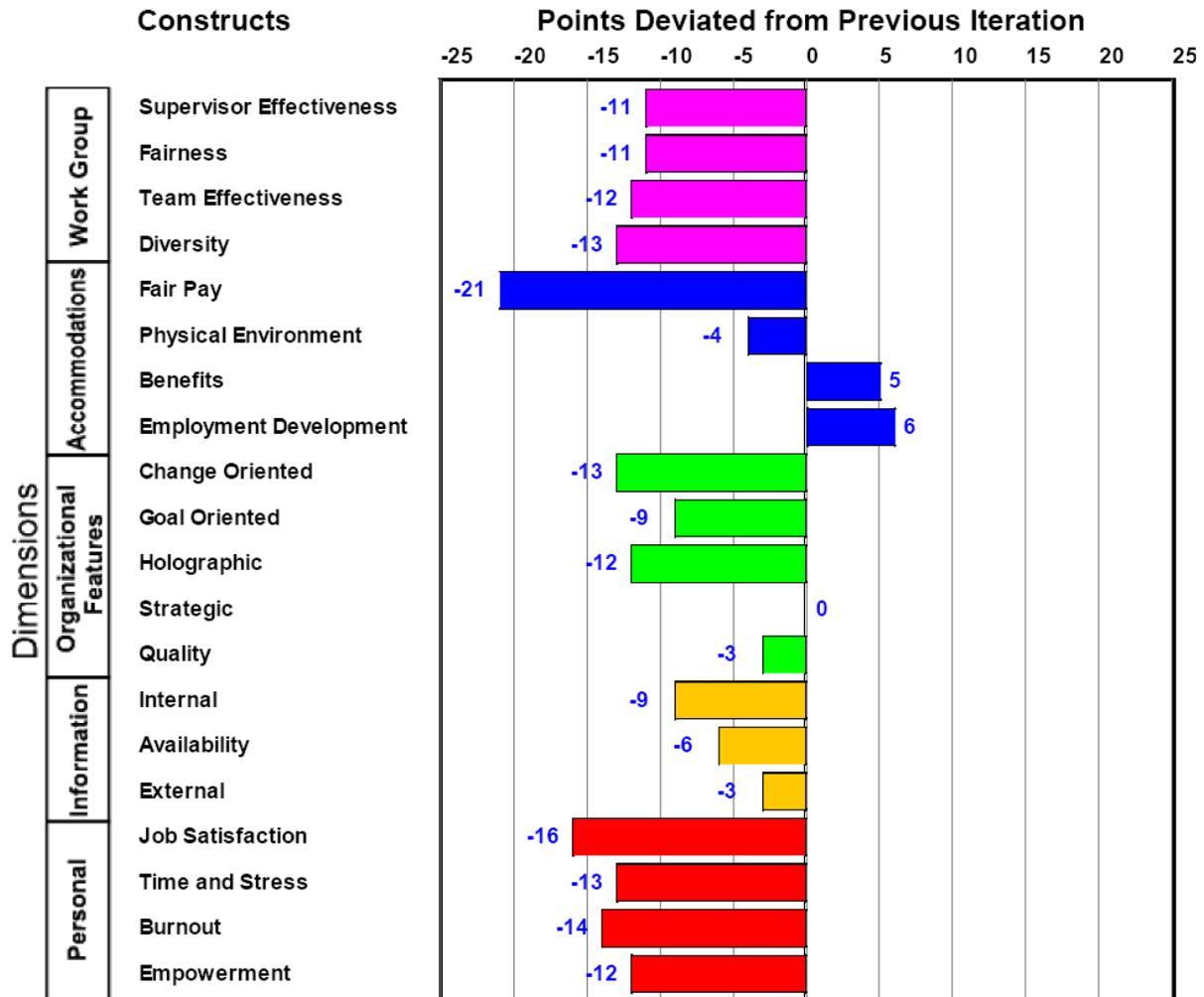
Each Workplace Dimension is composed of several Survey Constructs which are designed to broadly profile organizational strengths and weaknesses so interventions may be targeted appropriately. Statewide Construct scores can range from 100 (lowest possible score) to 500 (highest possible score) and are displayed in the next chart. *Specific definitions for each construct can be at [SOE Memo Attachments](#).



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

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results. Positive changes indicate employees perceive the issue as adequately improved since the previous survey. Negative changes indicate employees perceive the issue has worsened since the previous survey. Negative changes of greater than 50 points and having 10

or more negative construct changes should be a source of concern for the organization and should receive immediate attention.



What should we do with the survey information now?

Assessment of employee satisfaction is connected to a larger purpose, the development of strategies to improve on identified areas of need. Statewide, staff at all levels are expected to review the SOE data available at [Survey of Organizational Excellence](#) and to discuss the results during their next round CQI meetings. Local analysis of the data should be used to identify strengths as well as used to develop strategies for improvement.

Next Year

We appreciate your participation in the survey this year. The SOE will continue to be administered on a yearly basis. The next administrative is scheduled for Spring 2007 and staff will be notified about the survey in advance. Any questions regarding the SOE should be forwarded to your regional QA Specialist.

NECESSARY ACTION:	
<ol style="list-style-type: none"> 1. All staff should review this memorandum and other SOE data during their next CQI meeting and develop strategies to address areas of concern. 2. Forward strategies and ideas through the CQI process. 3. All questions regarding these procedures should be referred through normal supervisory channels. 	
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CHILD WELFARE MANUAL REVISIONS:	
N/A	
RELATED STATUTE:	
N/A	
ADMINISTRATIVE RULES:	
N/A	
COUNCIL ON ACCREDITATION (COA) STANDARDS:	
G2.2, G2.5, G5.102	
PROGRAM IMPROVEMENT PLAN (PIP):	
N/A	
SACWIS REQUIREMENTS:	
N/A	
ATTACHMENTS:	
SOE Memo Attachments	

PN/BP