



# Department of Corrections (DOC) Employee Collaboration Survey Results

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By  
Research & Evaluation



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## Part I: Introduction, Overall Results

The Department of Corrections (DOC) 2006 Strategic Plan includes six objectives that promote continued development of the Oregon Accountability Model. One of those objectives is to “Foster collaboration among managers and staff.” In March 2006, a survey was disseminated to staff in each DOC facility to learn more about more successful and less successful collaborations between DOC staff and management. This report includes two sections: the first section will cover the overall estimates related to employee collaboration and the second section will cover the results by institution.

The collaboration survey asked a number of demographic questions such as the employee’s age, gender, the number of years with DOC, and their position. Participants were also asked to answer 33 questions on the collaboration survey. The questions were developed from the following topics:

- **Re-organization impact** – Were DOC employees aware of the 2004 re-organization and how do DOC staff feel about the re-organization?
- **Resistance to organizational change** – How open to change are DOC employees and what tools were available to help with the organizational transition?
- **Individual and organizational commitment** – Do DOC employees value their jobs and value the mission of DOC?
- **Training and/or learning opportunities** – Do employees feel productive and are they learning and developing new skills?
- **Trust/value issues** – Do employees openly communicate with their managers and do they feel important or valued as employees? Furthermore, do employees feel they can make mistakes without negative consequences?
- **Job satisfaction** – How satisfied and/or motivated are DOC employees?
- **Work values** – Do employees feel their work is important and valued by others?

The survey used in the Collaboration Study is located in Appendix A.

## Methods

Employees from each DOC facility were surveyed to assess collaboration between managers and staff. Employees from four central office facilities, two parole and probation facilities, and 14 correctional facilities were included. All DOC employees from facilities with 60 or fewer employees were sent the collaboration survey. Those institutions are: South Fork Forrest Camp (SFFC), Powder River Correction Facility (PRCF) and Shutter Creek Correctional Institution (SCCI). Facilities with more than 60 employees had employees randomly selected and surveyed. Management and non-management staff were included in each random selection. Since every facility in the sample had 60 or fewer management staff, every manager was sent the collaboration survey. A random selection of non-management employees was generated from the following institutions: Mill Creek Correctional Facility (MCCF), Santiam Correctional Institution (SCI), Oregon State Penitentiary (OSP) & Oregon State Penitentiary Minimum (OSPM), Columbia River Correctional Institution (CRCI), Warner Creek Correctional Facility (WCCF), Oregon State Correctional Institution (OSCI), Coffee Creek Correctional Facility (CCCF), Eastern Oregon Correctional Institution (EOCI), Two Rivers Correctional Institution (TRCI), and Snake River Correctional Institution (SRCI).

The facilities with limited management and non-management personnel were combined to assure confidentiality of respondents. For example, non-management employees from the Central Office Facilities (COF), Offender Information Sentence Computation (OISC), Central Distribution Center (CDC), and Brentwood (BRTW) were combined and randomly sampled (N=100). During the sampling phase of the Collaboration Study, Mill Creek Correctional Facility (MCCF) had 42 non-management employees; these employees were combined with the 102 employees from Santiam Correctional Institution (SCI) to generate a random sample of 75 employees. Lastly, Oregon State Penitentiary (OSP) was combined with Oregon State Penitentiary Minimum (OSPM) to generate a random selection of 150 employees. Combining employee populations from facilities that

have a diminutive number of non-management staff allows researchers to draw better statistical conclusions.

Individual random samples were generated from the following facilities: a random sample of 75 was generated for CRCI, SCCI and WCCF; a sample of 100 employees was generated for OSCI, CCCF, EOCI and TRCI, and a sample of 200 employees was generated for SRCI. Table 1 identifies the number of employees and the samples for each facility.

**Table 1: Descriptive Statistics of Sample**

<b>Sampling Methods for Fostering Collaboration between Management and Staff</b>					
<i>Facility Name</i>	<i>Total Non-Management Staff</i>	<i>Total Non-Management Sample (N)</i>	<i>Total Management</i>	<i>Total Management Sample (N)</i>	<i>Total Staff Overall</i>
LINN	24	All	4	All	28
DOUG	17	All	3	All	20
SFFC	31	All	9	All	40
PRCF	59	All	12	All	71
SCCI	75	All	12	All	87
COF	127	100	64	All	191
OISC	43		5	All	48
CDC	66		10	All	76
BRTW	36		21	All	57
MCCF	42	75	5	All	47
SCI	102		14	All	116
OSPM	46	150	7	All	53
OSP	528		44	All	572
CRCI	114	75	15	All	129
WCCF	92	75	17	All	109
OSCI	225	100	28	All	253
CCCF	380	100	40	All	420
EOCI	365	100	32	All	397
TRCI	375	100	30	All	405
SRCI	822	200	59	All	881
<b>Total</b>	<b>3,569</b>	<b>1,281</b>	<b>431</b>	<b>431</b>	<b>4,000</b>

Data collection for this DOC strategic initiative began in March 2006 and concluded in September 2006. An optically scanned survey was used to collect the information and respondents could chose from an eight-point scale. The choices of the eight-point scale included the following: strongly disagree, moderately disagree, slightly disagree, neutral, slightly agree, moderately agree, strongly agree, and not applicable. During later analyses researchers combined moderately disagree with slightly disagree and moderately agree with slightly agree. The resulting scale includes six choices: strongly agree, mod/slightly agree, neutral, strongly disagree, mod/slightly disagree and not applicable. Combining respondent choices creates a smaller scale and makes interpretation easier for the reader.

## **Results**

The responses to the collaboration study questions were somewhat positive although the response rate was 57%. The response rate for managers was 78% (337 of 431) and the response rate for non-management was 46% (586 of 1,281). There were another 53 individuals who responded to the survey but did not identify their position as management or non-management. Approximately, 1,712 surveys were sent to DOC employees and 976 surveys were completed and returned. Respondents were asked four demographic questions, 12 questions related to DOC's re-organization and mission, and 21 questions related to collaboration at work. The four demographic questions included: age, gender, number of years with DOC, and employee position.

Over one-half of the respondents were non-management employees and over one-third are management staff. Approximately one-third of the respondents were between the ages of 36-45 years and over one-third were of the ages 46-55 years. Most of the respondents have been employed with DOC for 6-10 years (33%) and slightly more than one-quarter have been in employed with DOC for 1-5 years.

***Re-organization related responses:***

Two-thirds of the respondents felt they were aware of DOC's 2004 re-organization and felt they kept themselves informed about the re-organization. Slightly more than half said the re-organization made sense to them and as a result of DOC's most recent re-organization, 45-49% said they anticipate seeing better outcomes for communities, increased collaboration among DOC employees, and anticipate seeing more shared responsibility for service delivery outcomes.

***DOC's mission related responses:***

Questions related to DOC's mission were also asked: nearly 92% of the respondents are committed to DOC's mission, and roughly 89% understand how their work unit, as well as their job impacts the mission, values, and goals of DOC. Slightly fewer than 80% understand the goals and outcomes of DOC and feel the mission of DOC makes them feel their jobs are important. Lastly, more than 85% of DOC's employees understand what role they play to ensure the goals of DOC's mission are successful.

***DOC and employee collaborative related responses:***

The collaboration survey asked nine DOC collaborative related questions, and 12 manager and employee collaborative related questions. In relation to the DOC collaboration related questions, roughly three-quarters of the respondents are happy they chose to work for DOC, are disturbed to hear others criticize the agency, feel they are loyal to DOC, and genuinely care about the fate of DOC. Two-thirds feel the people employed at DOC are working toward the same goals and also view DOC's problems as their own. Furthermore, over half the respondents agree with DOC policies on important matters related to them; however, when employees were asked if they felt DOC cared about them, about 41% disagreed.

***Manager and employee collaborative related responses:***

The collaboration survey included 12 questions related to how well managers and non-management employees collaborate. Nearly 70% of DOC employees are comfortable

voicing opinions to their manager, and approximately two-thirds feel trusted and valued by their manager, value and trust their manager's decisions, and feel they can make a mistake without feeling degraded. In addition, over two-thirds of the respondents feel they can freely admit or discuss with their manager when mistakes are made, feel their manager is willing to help during difficulties in their job, and feel they receive the respect and fair treatment from their manager. Nearly half the respondents said they know when they are doing well or poorly in their job and feel their manager involves them in making important decisions regarding their work. Half the respondents agree that their supervisor or manager values and uses their ideas and feel they receive the support they need to do their jobs well. However, DOC employees are closely split when asked if their manager provides them with frequent feedback regarding the way they perform their job; about half agree with the statement and 40% disagree.

The responses associated with each question on the collaboration survey tend to be more positive for managers when compared to non-managers. However, managers and non-managers tend to feel the same regarding DOC's mission; the responses for each group are positive. Also, there was no difference between management and non-management staff when asked if they had trouble figuring out whether they're doing well or poorly in their job.

One interesting statistical anomaly should be noted. Positive responses are more common with management staff than non-management staff. The "overall" proportion of positive responses is comprised of management and non-management staff. If the non-management staff respond less favorably (e.g. 40% agree) than the management staff (e.g. 60% agree), the overall estimate should lie between 40% and 60%. Interestingly, many of the overall estimates have fewer positive responses than management and non-management. How can this be? There are 53 individuals who did not identify themselves as management or non-management. These individuals are less likely to respond positively to the survey questions. Since their responses are included in the overall group but not the management or non-management group, the overall group may not lie between estimates for management and non-management.



The collaboration survey questions and the associated responses for the overall, management, and non-management estimates are listed below. *Agree* includes mod/slightly agree and strongly agree, and *disagree* includes mod/slightly disagree and strongly disagree. More detailed responses to each question can be found in Appendix B.

*Department of Corrections (DOC) re-organization related questions:*

**I was clearly aware of the most recent (2004) re-organization with DOC.**

- Overall: 63.5% agree; 26.2% disagree
- Management: 90.3% agree; 9.8% disagree
- Non-Management: 63.1% agree; 36.9% disagree

**I have kept myself informed about the agency re-organization.**

- Overall: 65.0% agree; 23.0% disagree
- Management: 96.8% agree; 3.2% disagree
- Non-Management: 66.3% agree; 33.7% disagree

**DOC's re-organization makes sense to me.**

- Overall: 51.8% agree; 29.5% answered neutral
- Management: 90.2% agree; 9.8% disagree
- Non-Management: 67.0% agree; 33.0% disagree

**As a result of DOC's re-organization, I anticipate seeing better outcomes for communities.**

- Overall: 48.6% agree; 32% answered neutral
- Management: 86.2% agree; 13.8% disagree
- Non-management: 66.0% agree; 34.0% disagree

**As a result of DOC's re-organization, I anticipate seeing increased collaboration among DOC employees.**

- Overall: 44.9% agree; 26.2% disagree
- Management: 79.9% agree; 20.1% disagree
- Non-Management: 51.5% agree; 48.5% disagree

**As a result of DOC's re-organization, I anticipate seeing more shared responsibility for service delivery and outcomes.**

- Overall: 46.1% agree; 22.5% disagree
- Management: 84.4% agree; 15.6% disagree
- Non-management: 56.0% agree; 44.0% disagree

*DOC mission related questions:*

**I have a clear understanding of the goals and outcomes of DOC.**

- Overall: 79.3% agree; 11.9% disagree
- Management: 93.6% agree; 6.4% disagree
- Non-Management: 83.4% agree; 16.6% disagree

**I have a clear understanding of how my work unit impacts the mission, values and goals of DOC.**

- Overall: 89.4% agree; 5.8% disagree
- Management: 98.8% agree; 1.2% disagree
- Non-Management: 90.9% agree; 9.1% disagree

**I am committed to DOC's mission.**

- Overall: 91.8% agree; 2.5% disagree
- Management: 99.7% agree; 0.3% disagree
- Non-Management: 95.2% agree; 4.8% disagree

**I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.**

- Overall: 89.9% agree; 5.2% disagree
- Management: 98.2% agree; 1.8% disagree
- Non-Management: 91.8% agree; 8.2% disagree

**The mission of DOC makes me feel my job is important.**

- Overall: 76.1% agree; 11.8% disagree
- Management: 92.8% agree; 7.2% disagree
- Non-Management: 83.0% agree; 17.0% disagree

**I understand what role I play to ensure the goals of DOC's mission are successful.**

- Overall: 85.7% agree; 7.7% disagree
- Management: 95.7% agree; 4.3% disagree
- Non-management: 88.8% agree; 11.2% disagree

*DOC and employee collaborative related questions:*

**In general, the people employed by DOC are working toward the same goals.**

- Overall: 63.3% agree; 26.2% disagree
- Management: 79.9% agree; 20.1% disagree
- Non-Management: 64.3% agree; 35.7% disagree

**I find it difficult to agree with DOC's policies on important matters related to me.**

- Overall: 58.7% disagree; 21% agree
- Management: 81.6% disagree; 18.4% agree
- Non-Management: 68% disagree; 32% agree

**I feel that DOC cares about me.**

- Overall: 41.2% agree; 40.5% disagree
- Management: 62.4% agree; 37.6% disagree
- Non-Management: 43.5% agree; 56.5% disagree

**I often describe myself to others by saying "I work for DOC" or "I am from DOC."**

- Overall: 63.3% agree; 21.6% disagree
- Management: 82.2% agree; 17.8 disagree
- Non-Management: 69.3% agree; 30.7% disagree

**I am glad I chose to work for DOC rather than another organization.**

- Overall: 70.7% agree; 12.6% disagree
- Management: 90.8% agree; 9.2% disagree
- Non-Management: 81.0% agree; 19.0% disagree

**In general, I view DOC's problems as my problems.**

- Overall: 61.1% agree; 22.9% disagree
- Management: 85.2% agree; 14.8% disagree
- Non-Management: 65.1% agree; 35.0% disagree

**It is disturbing to me to hear others outside DOC criticize the agency.**

- Overall: 73.8% agree; 11.7% disagree
- Management: 91.3% agree; 8.7% disagree
- Non-Management: 82.4% agree; 17.6% disagree

**I feel very little loyalty to DOC.**

- Overall: 70.9% disagree; 17.3% agree
- Management: 85.5% disagree; 14.5% agree
- Non-Management: 77.8% disagree; 22.2% agree

**I really care about the fate of DOC.**

- Overall: 81.6% agree; 7% disagree
- Management: 95.3% agree; 4.7% disagree
- Non-Management: 89.6% agree; 10.4% disagree

*Manager and staff collaborative related questions:*

**If mistakes are made, I am allowed to freely admit or discuss the reason with my supervisor or manager.**

- Overall: 68.2% agree; 24.9% disagree
- Management: 82.1% agree; 17.9% disagree
- Non-Management: 69.6% agree; 30.4% disagree

**I feel trusted and valued by my supervisor or manager.**

- Overall: 63.9% agree; 27.9% disagree
- Management: 78.2% agree; 21.8% disagree
- Non-Management: 66.1% agree; 33.9% disagree

**I feel my supervisor or manager is willing to help when I face difficulties with my job.**

- Overall: 67.4% agree; 24.7% disagree
- Management: 81.5% agree; 18.5% disagree
- Non-Management: 69.2% agree; 30.8% disagree

**I receive respect and fair treatment from my supervisor or manager.**

- Overall: 67.7% agree; 22.8% disagree
- Management: 83.3% agree; 16.7% disagree
- Non-Management: 70.4% agree; 29.6% disagree

**I am comfortable voicing my opinions to my supervisor or manager.**

- Overall: 69.3% agree; 24.4% disagree
- Management: 82.6% agree; 17.4% disagree
- Non-Management: 70.1% agree; 29.9% disagree

**I value and trust my supervisor's or manager's decisions.**

- Overall: 64.0% agree; 23.6% disagree
- Management: 85.9% agree; 14.1% disagree
- Non-Management: 65.9% agree; 34.1% disagree

**I can make a mistake without feeling degraded.**

- Overall: 63.3% agree; 27.9% disagree
- Management: 81% agree; 19% disagree
- Non-Management: 63.6% agree; 36.4% disagree

**I have trouble figuring out whether I'm doing well or poorly in my job.**

- Overall: 51.2% disagree; 35% agree
- Management: 58% disagree; 42% agree
- Non-Management: 62.3% disagree; 37.7% agree

**My supervisor or manager provides me with frequent feedback on the way I perform my job.**

- Overall: 48.4% agree; 39.9% disagree
- Management: 69.1% agree; 30.9% disagree
- Non-Management: 46.9% agree; 53.1% disagree

**My supervisor or manager involves me in making important decisions regarding my work.**

- Overall: 53.9% agree; 35.5% disagree
- Management: 76.2% agree; 23.8% disagree
- Non-Management: 52.0% agree; 48.0% disagree

**My supervisor or manager values and uses my ideas.**

- Overall: 58.7% agree; 27.9% disagree
- Management: 82.4% agree; 17.6% disagree
- Non-Management: 59.6% agree; 40.4% disagree

**I receive the support I need to do my job well.**

- Overall: 58.8% agree; 30.3% disagree
- Management: 77.0% agree; 23.0% disagree
- Non-Management: 56.6% agree; 40.4% disagree

In summary, most responses associated with DOC collaboration are positive. The mission of DOC tends to have employee support although many feel slightly disconnected from the 2004 re-organization of DOC. Two-thirds or more feel they are proud to work for DOC, are loyal to DOC, and really care about the fate of DOC; however, fewer feel DOC really cares about them. The responses associated with how well DOC managers collaborate with staff is, for the most part, positive. Two-thirds feel trust and value from their manager, value and trust their manager's decisions, and feel mistakes can be made without creating negative consequences. More than two-thirds feel they can freely discuss difficult situations regarding work with their manager, feel their manager helps during difficult times, receive fair treatment from their manager, and can freely voice their opinions with their manager. Over half the participants say they receive the support they need to do well in their jobs and feel their manager values and uses their ideas. Hence, managers need to include employees more when making important decisions about employee work, as well as provide more feedback to employees regarding their work.

## **Part II: Collaboration by Institution**

### ***Institutional differences:***

The results reported in the first section recognize departmental issues. There are some facilities within DOC where staff-management collaboration is strong and facilities where collaboration could be improved. Knowing the strength of the collaborative efforts can improve the working relationship between staff and management in all DOC facilities.

To better understand where collaboration is strong and where collaboration can improve, a particular statistical analysis was performed. The analysis takes all survey questions and statistically groups each into different “domains.” Each domain has a single theme and respondents tend to answer each of these questions similarly. The 33 questions in the collaboration survey are statistically placed in one domain. Four domains were identified including DOC re-organization related questions, DOC and mission related questions, DOC and employee related questions, and manager and employee related questions. This multivariate statistical procedure uses correlations among question responses to determine the underlying factors represented by the variables used in the study.

Appendix C provides more descriptions and measures associated with this analysis. In addition, Appendix C lists the questions in each domain.

### ***Results by institution:***

This analysis allows researchers to combine numerous questions into a single domain. A single score can be generated for each institution and each domain. The four domains include: DOC re-organization related questions (Table 1), DOC mission related questions (Table 2), DOC and employee related questions (Table 3), and manager and employee related questions (Table 4). Each DOC institution has a score for each of these domains; this allows institutions to be compared for DOC re-organization, DOC mission, DOC and

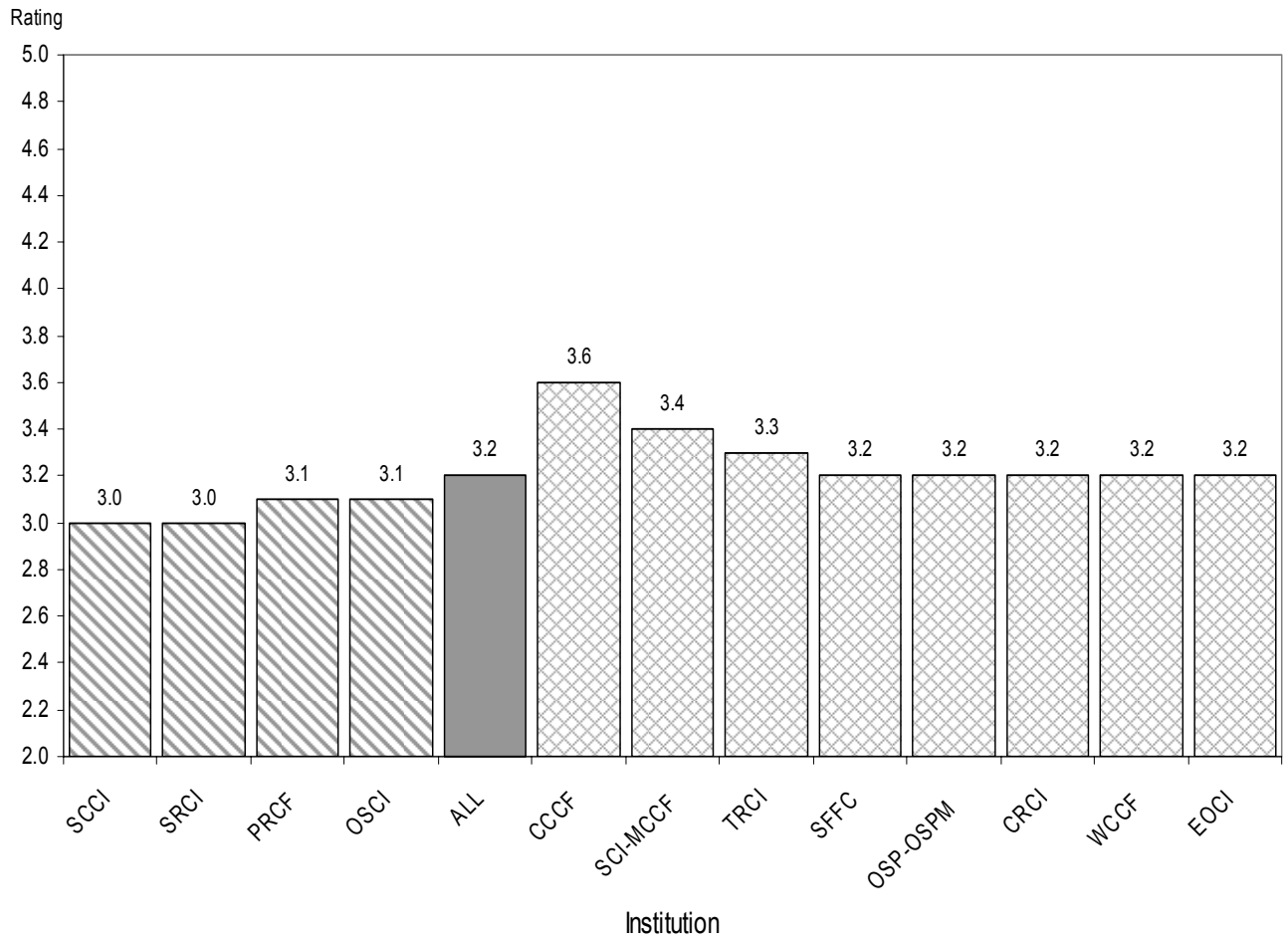
employee, and manager and employee related responses. The tables below present the institutional differences for all four domains. CCCF, SCI & MCCF, TRCI, SFFC, OSP& OSPM, CRCI, WCCF, and EOCI tend to feel more positively about DOC's Re-organization than SCCI, SRCI, PRCF and OSCI. There are three institutions that are above the overall mean in all four domains (CCCF, WCCF, and EOCI). These institutions answered questions related to the four domains more positively than other institutions. Continuing, OSCI and OSP & OSPM are above the overall mean in three of the four domains and CRCI, TRCI, SCCF and SCI & MCCF are above the overall mean in two of the four domains; in one of the two domains (manager and employee) TRCI approximates the overall mean. PRCF is above the overall mean in only one domain (DOC Mission) and SRCI and SCCI fall below the overall mean in all four domains.

Office collaboration is beneficial to all parties involved. Collaboration allows individuals to address interpersonal differences before leading to resistance which can limit understanding. Collaborative awareness allows individuals to handle resistance, provides opportunity for empathetic listening, and verifies better understanding of important management and employee needs. Furthermore, good collaboration provides opportunity for useful feedback from team-building networks which can limit assumptions and allow individuals to gain new awareness.

Please contact DOC Research for more specific estimates related to employee collaboration by institution. Estimates related to each question from the collaboration survey, for all institutions, are available.

**TABLE 1**

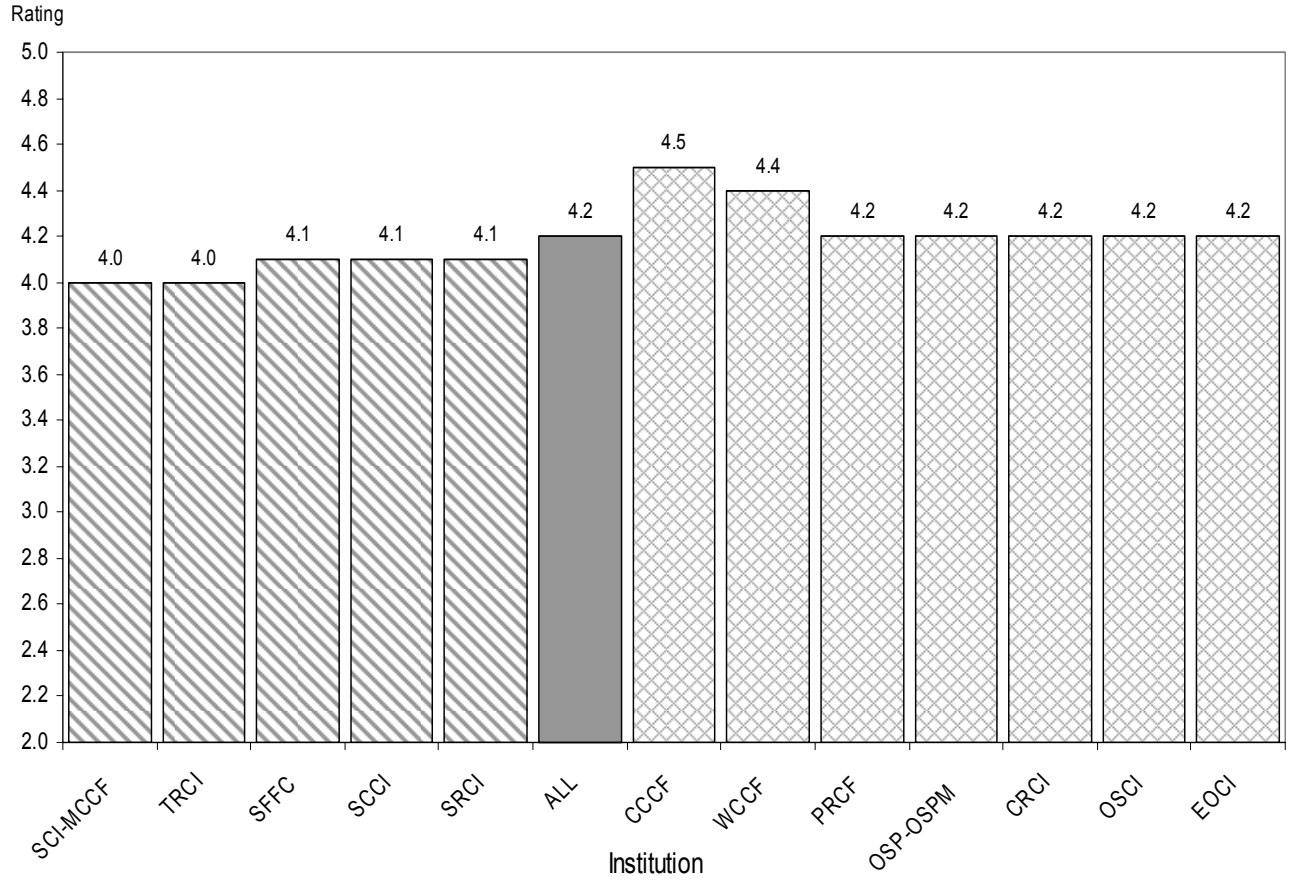
**Domain 1 - DOC Re-organization**





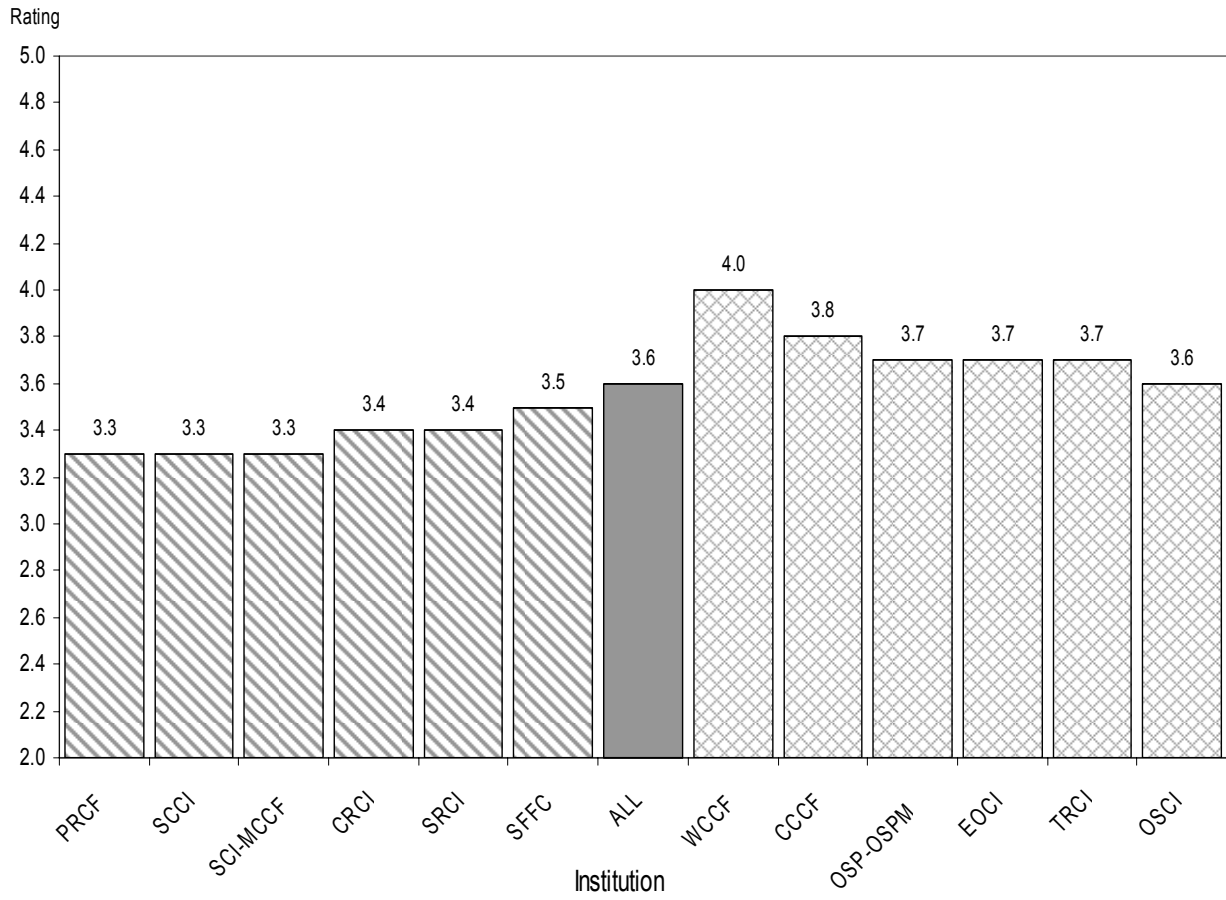
**TABLE 2**

**Domain 2 - DOC Mission**



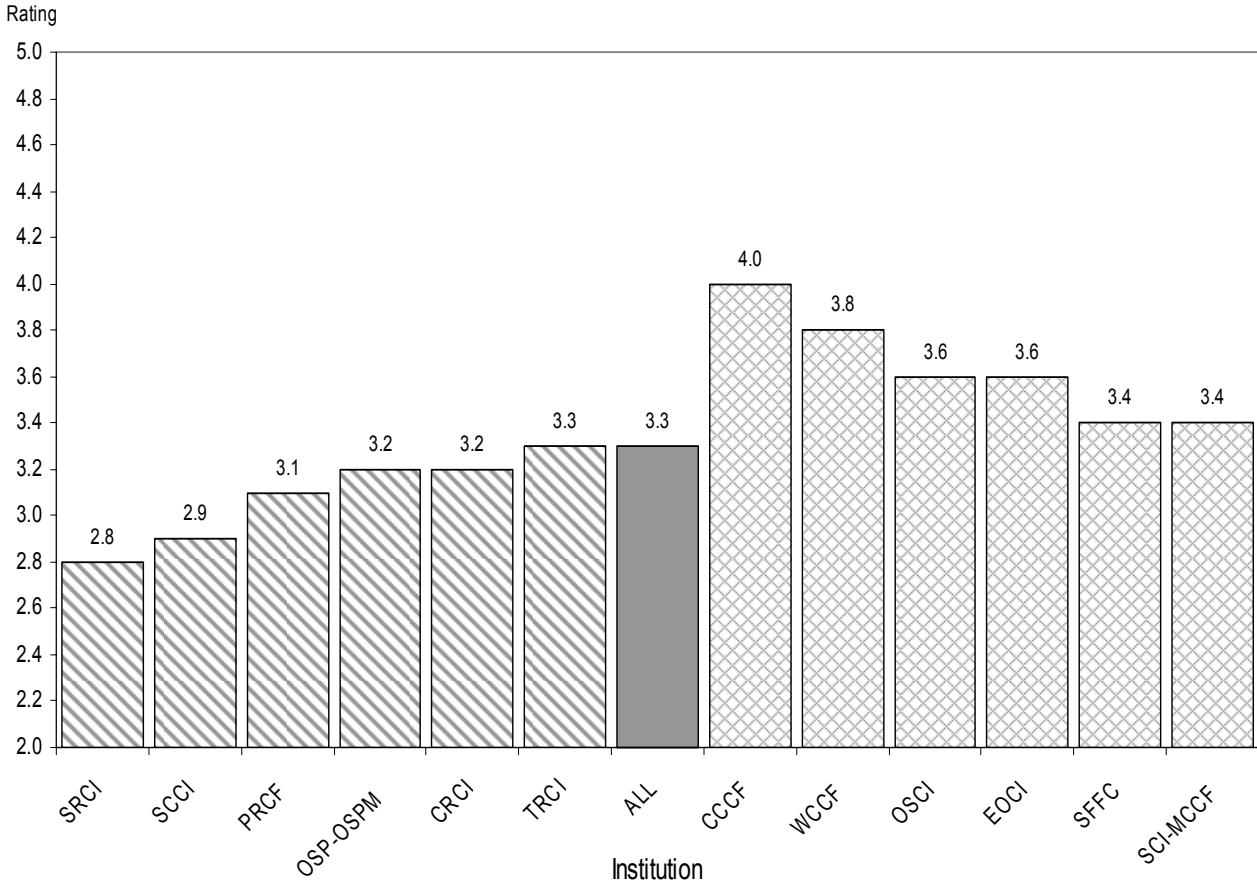
**TABLE 3**

**Domain 3 - DOC Doc and Employee**



**TABLE 4**

**Domain 4 - Manager and Employee**



## **Appendix A: Collaboration between Management and Staff Survey**

## Fostering Collaboration between Management and Staff Survey



This survey is designed to gather information about the quality of collaboration between managers and staff here at the Department of Corrections. Collaboration is influenced by organizational change, staff commitment and agency values. There are a few demographic variables included; however, this survey is confidential and your responses cannot be identified!

*If you feel the demographic information listed below may identify who you are, please only leave one or two demographic questions blank.*

### Demographics

- |  |   |   |  |
|--|---|---|--|
| <p><b>Your age</b></p> <p><input type="radio"/> Less than 25</p> <p><input type="radio"/> 25 - 35</p> <p><input type="radio"/> 36 - 45</p> <p><input type="radio"/> 46 - 55</p> <p><input type="radio"/> Over 55</p> | <p><b>Your Gender</b></p> <p><input type="radio"/> Male</p> <p><input type="radio"/> Female</p> | <p><b>Number of years with DOC</b></p> <p><input type="radio"/> Less than one year</p> <p><input type="radio"/> 1 - 5 years</p> <p><input type="radio"/> 6 - 10 years</p> <p><input type="radio"/> 11 - 15 years</p> <p><input type="radio"/> 16 - 20 years</p> <p><input type="radio"/> More than 20 years</p> | <p><b>Indicate your position below:</b></p> <p><input type="radio"/> Management</p> <p><input type="radio"/> Non-management</p> <p><input type="radio"/> Contractor</p> <p><input type="radio"/> All other DOC employees</p> |
|--|---|---|--|

Please respond to the following questions using the measurement scale below. When finished, return your survey to DOC Research in the self-addressed envelope provided.

**SCALE:**  
1=strongly disagree, 2=moderately disagree, 3=slightly disagree, 4=neutral, 5=slightly agree, 6=moderately agree, 7=strongly agree

*Fill in one circle that represents your opinion best.*

### Questions Related to DOC'S Re-Organization and Mission:

I was clearly aware of the most recent (2004) reorganization within DOC.	1	2	3	4	5	6	7	8
I have kept myself informed about the agency reorganization.	1	2	3	4	5	6	7	8
DOC's reorganization makes sense to me.	1	2	3	4	5	6	7	8
As a result of DOC's reorganization, I anticipate seeing better outcomes for communities.	1	2	3	4	5	6	7	8
As a result of DOC's reorganization, I anticipate seeing increased collaboration among DOC employees.	1	2	3	4	5	6	7	8
As a result of DOC's reorganization, I anticipate seeing more shared responsibility for service delivery and outcomes.	1	2	3	4	5	6	7	8

**Questions Related to DOC'S Re-Organization and Mission, cont.:**

I have a clear understanding of the goals and outcomes of DOC.

I have a clear understanding of how my work unit impacts the mission, values and goals of DOC.

I am committed to DOC's mission.

I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.

The mission of DOC makes me feel my job is important.

I understand what role I play to ensure the goals of DOC's mission are successful.

**Collaboration Questions:**

In general, the people employed by DOC are working toward the same goals.

I find it difficult to agree with DOC's policies on important matters related to me.

If mistakes are made, I am allowed to freely admit or discuss the reason with my manager or supervisor.

I feel trusted and valued by my supervisor or manager.

I feel my supervisor or manager is willing to help when I face difficulties with my job.

I feel that DOC cares about me.

I receive respect and fair treatment from my supervisor or manager.

I often describe myself to others by saying "I work for DOC" or "I am from DOC."

I am glad I chose to work for DOC rather than another organization.

In general, I view DOC's problems as my problems.

It is disturbing to me to hear others outside DOC criticize the agency.

I am comfortable voicing my opinions to my supervisor or manager.

I value and trust my supervisor's or manager's decisions.

I can make a mistake without feeling degraded.

I feel very little loyalty to DOC.

I really care about the fate of DOC.

I have trouble figuring out whether I'm doing well or poorly in my job.

My supervisor or manager provides me with frequent feedback on the way I perform my job.

My supervisor or manager involves me in making important decisions regarding my work.

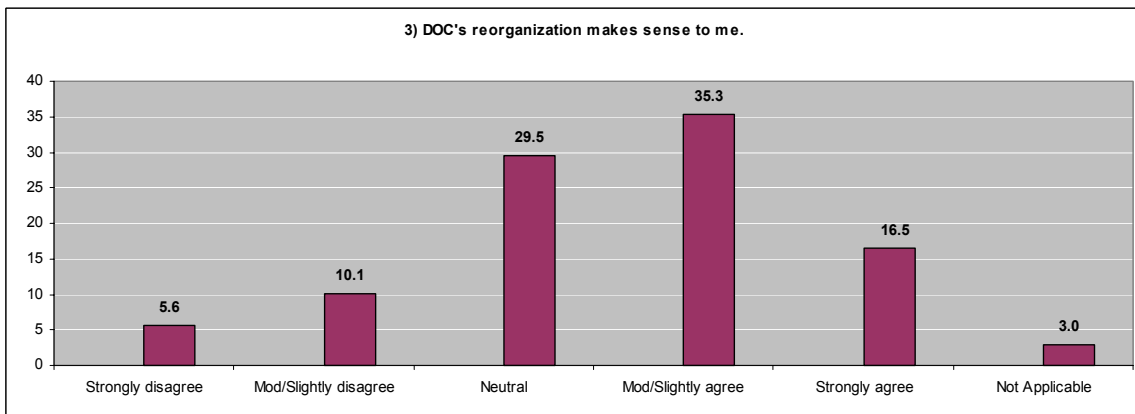
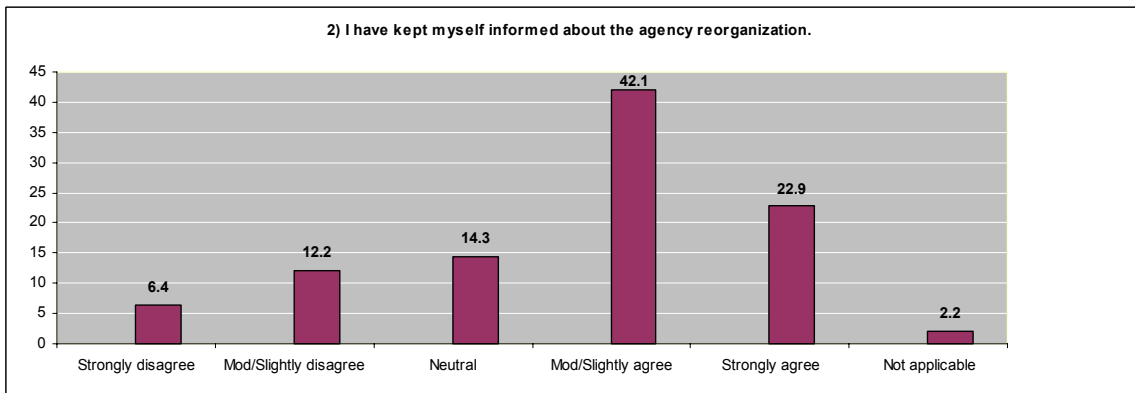
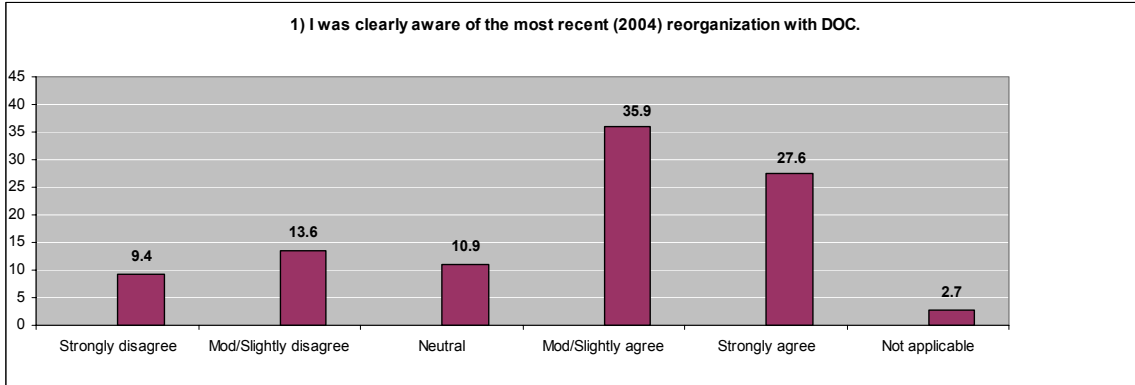
My supervisor or manager values and uses my ideas.

I receive the support I need to do my job well.

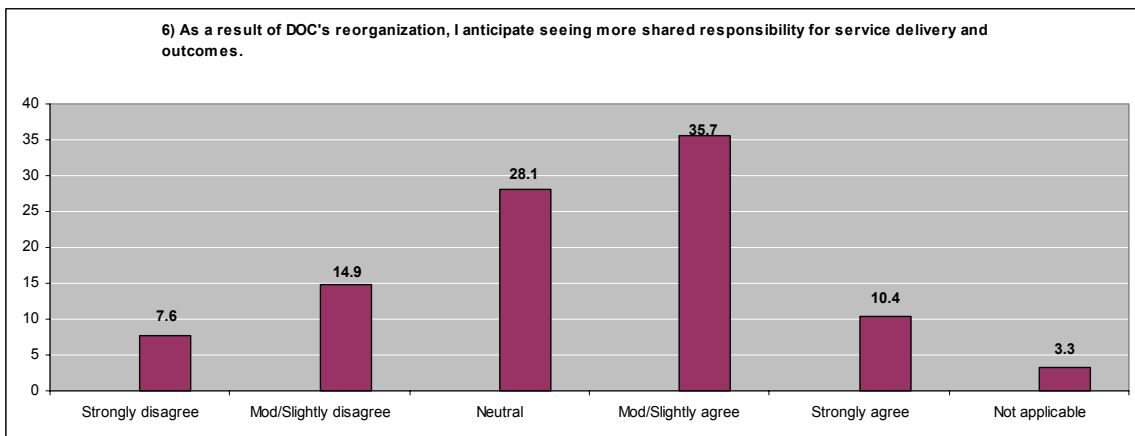
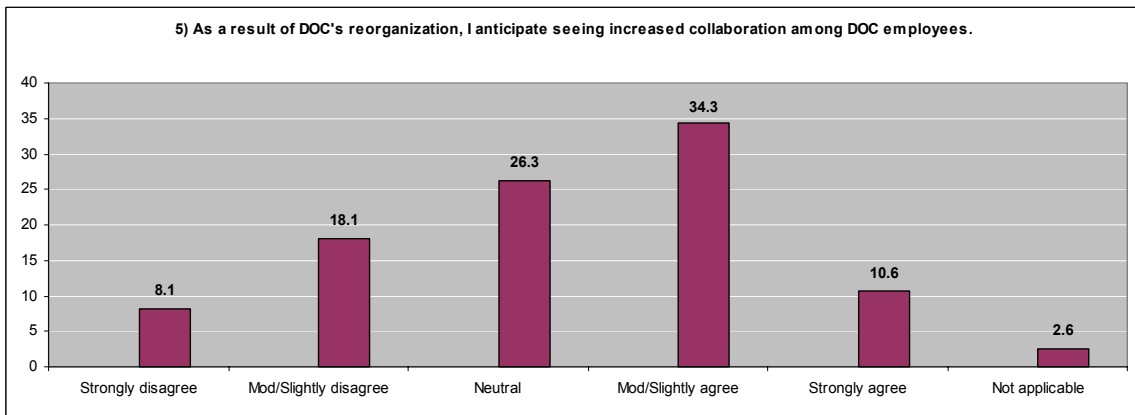
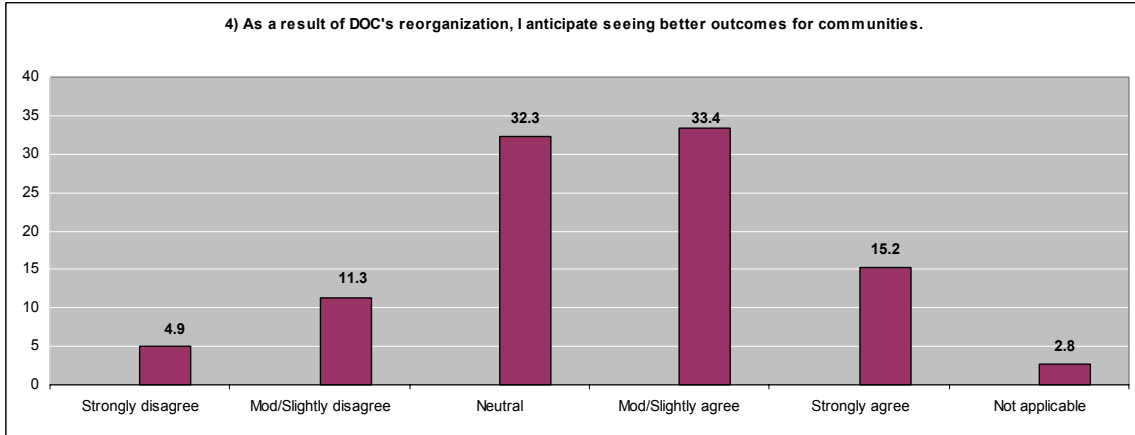
	Strongly disagree	Moderately disagree	Slightly disagree	Neutral	Slightly agree	Moderately agree	Strongly agree	Not applicable
I have a clear understanding of the goals and outcomes of DOC.	1	2	3	4	5	6	7	8
I have a clear understanding of how my work unit impacts the mission, values and goals of DOC.	1	2	3	4	5	6	7	8
I am committed to DOC's mission.	1	2	3	4	5	6	7	8
I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.	1	2	3	4	5	6	7	8
The mission of DOC makes me feel my job is important.	1	2	3	4	5	6	7	8
I understand what role I play to ensure the goals of DOC's mission are successful.	1	2	3	4	5	6	7	8
<b>Collaboration Questions:</b>								
In general, the people employed by DOC are working toward the same goals.	1	2	3	4	5	6	7	8
I find it difficult to agree with DOC's policies on important matters related to me.	1	2	3	4	5	6	7	8
If mistakes are made, I am allowed to freely admit or discuss the reason with my manager or supervisor.	1	2	3	4	5	6	7	8
I feel trusted and valued by my supervisor or manager.	1	2	3	4	5	6	7	8
I feel my supervisor or manager is willing to help when I face difficulties with my job.	1	2	3	4	5	6	7	8
I feel that DOC cares about me.	1	2	3	4	5	6	7	8
I receive respect and fair treatment from my supervisor or manager.	1	2	3	4	5	6	7	8
I often describe myself to others by saying "I work for DOC" or "I am from DOC."	1	2	3	4	5	6	7	8
I am glad I chose to work for DOC rather than another organization.	1	2	3	4	5	6	7	8
In general, I view DOC's problems as my problems.	1	2	3	4	5	6	7	8
It is disturbing to me to hear others outside DOC criticize the agency.	1	2	3	4	5	6	7	8
I am comfortable voicing my opinions to my supervisor or manager.	1	2	3	4	5	6	7	8
I value and trust my supervisor's or manager's decisions.	1	2	3	4	5	6	7	8
I can make a mistake without feeling degraded.	1	2	3	4	5	6	7	8
I feel very little loyalty to DOC.	1	2	3	4	5	6	7	8
I really care about the fate of DOC.	1	2	3	4	5	6	7	8
I have trouble figuring out whether I'm doing well or poorly in my job.	1	2	3	4	5	6	7	8
My supervisor or manager provides me with frequent feedback on the way I perform my job.	1	2	3	4	5	6	7	8
My supervisor or manager involves me in making important decisions regarding my work.	1	2	3	4	5	6	7	8
My supervisor or manager values and uses my ideas.	1	2	3	4	5	6	7	8
I receive the support I need to do my job well.	1	2	3	4	5	6	7	8

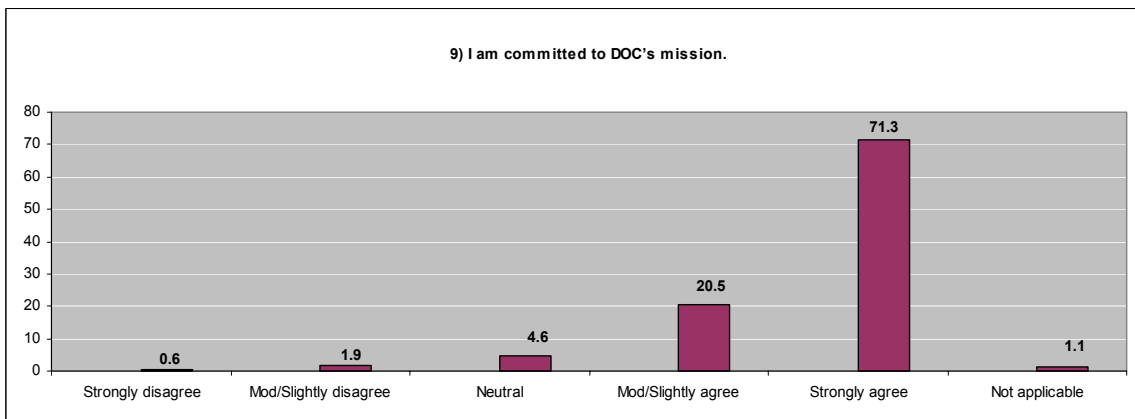
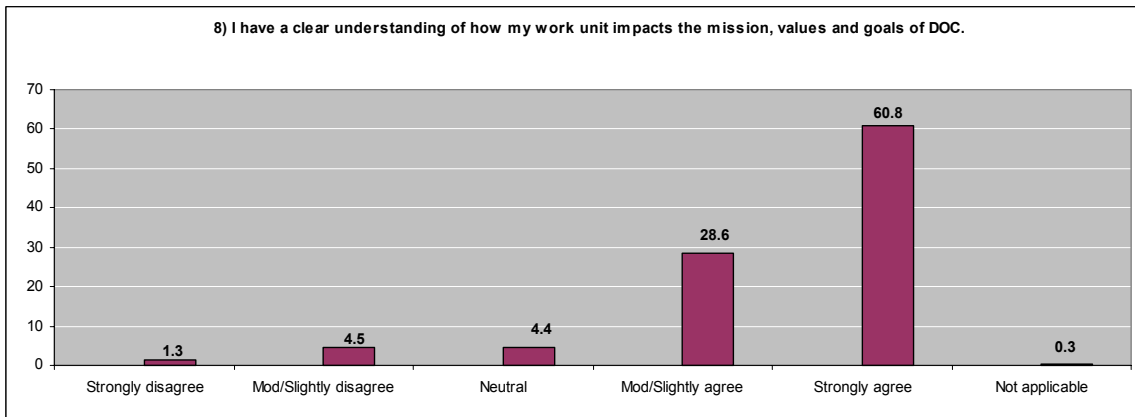
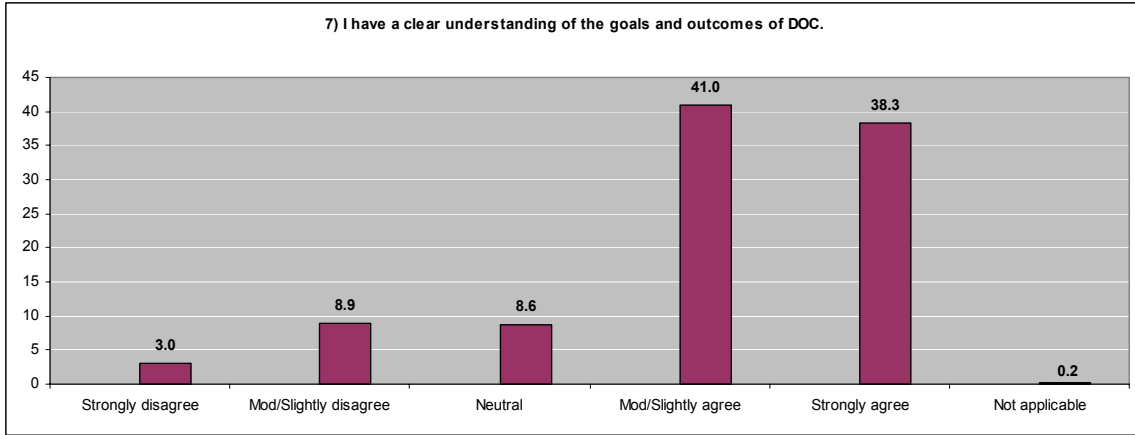
## **Appendix B: All Statistics and Charts**

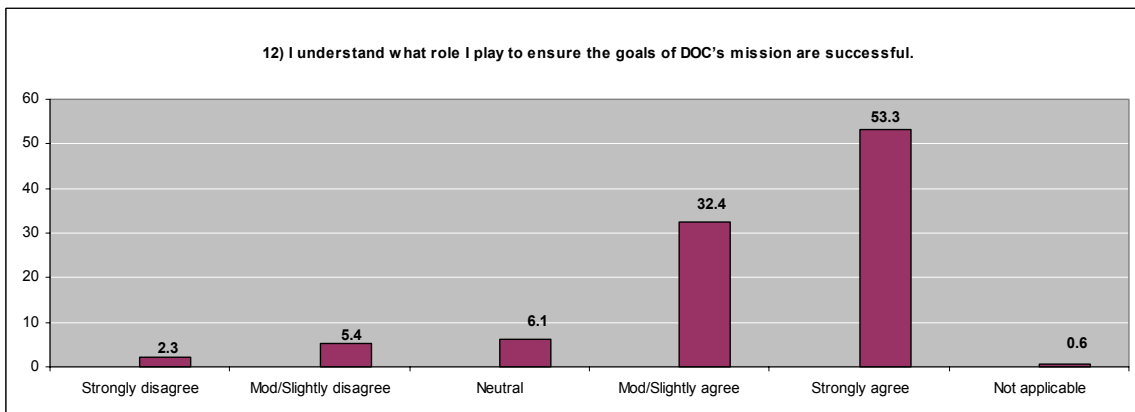
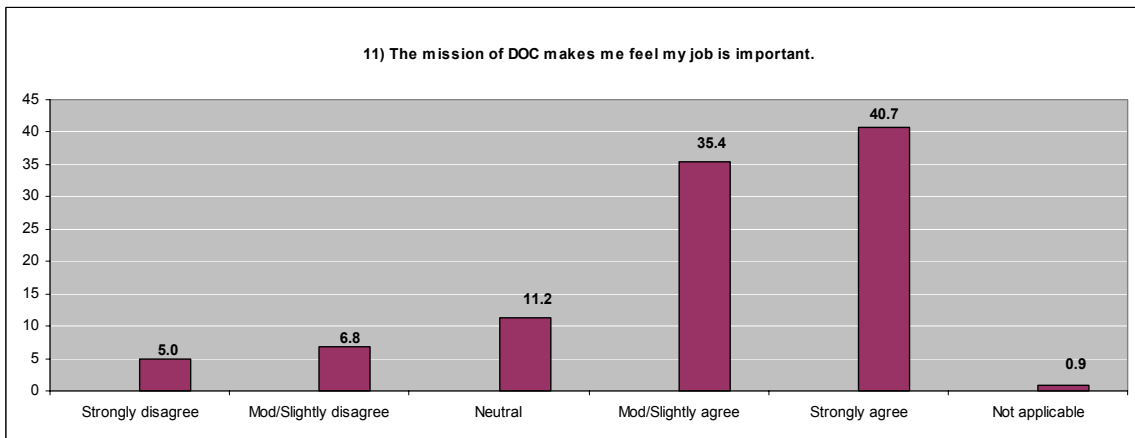
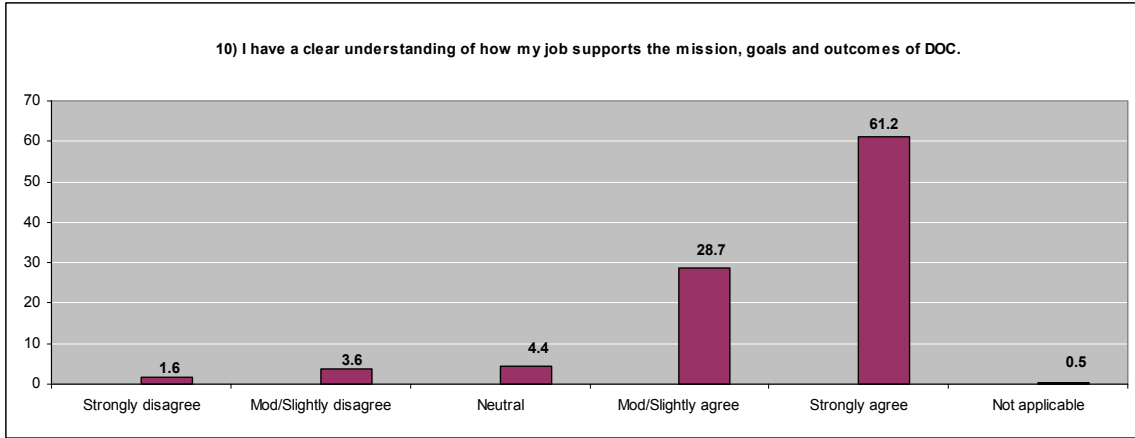
# Questions Related to DOC's Re-organization and Mission



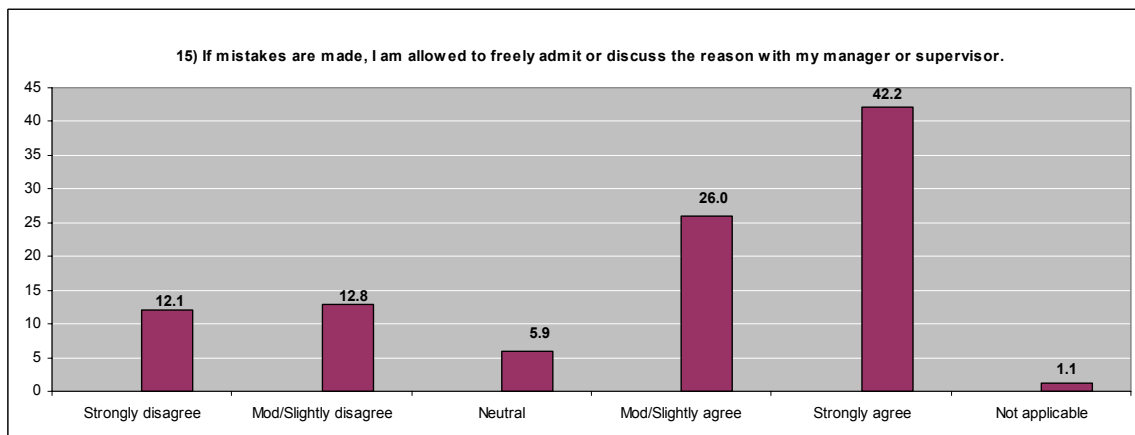
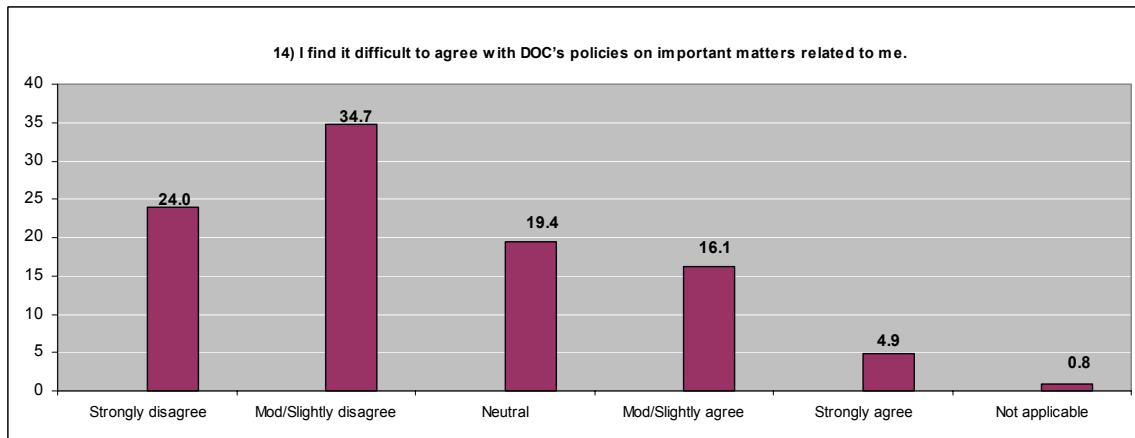
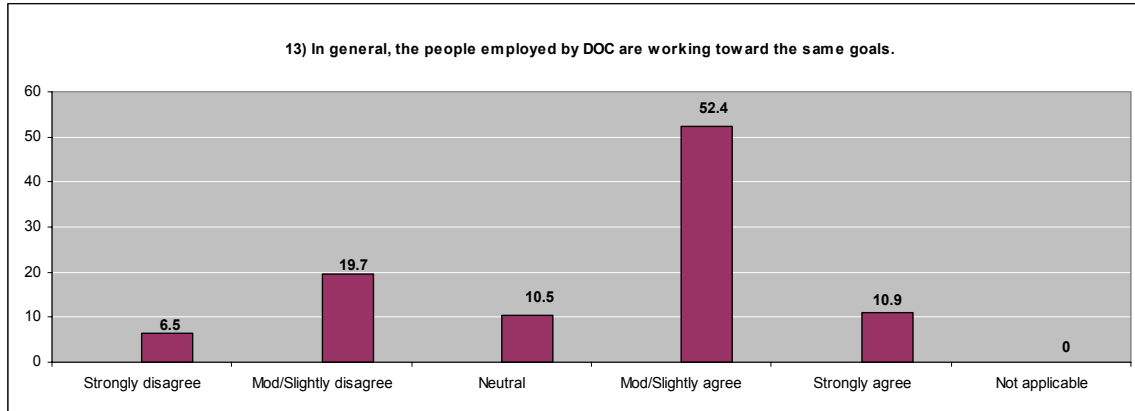


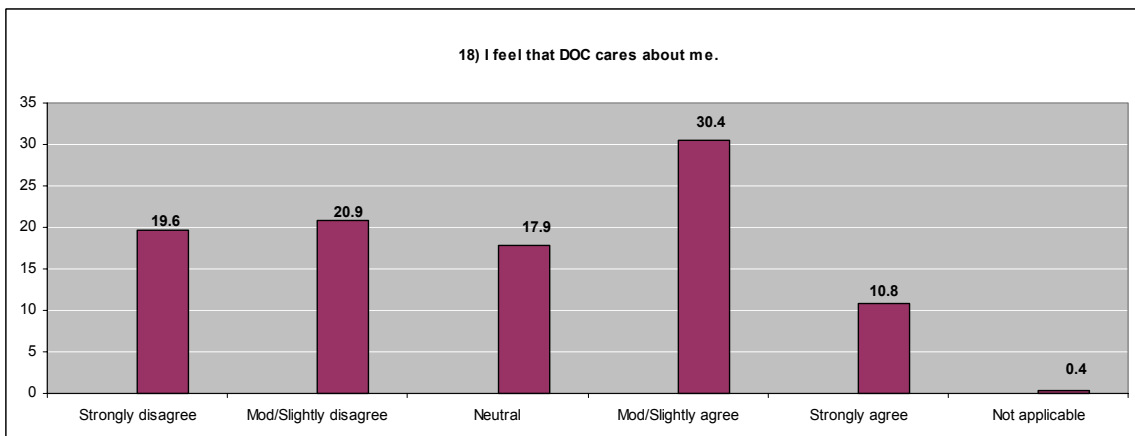
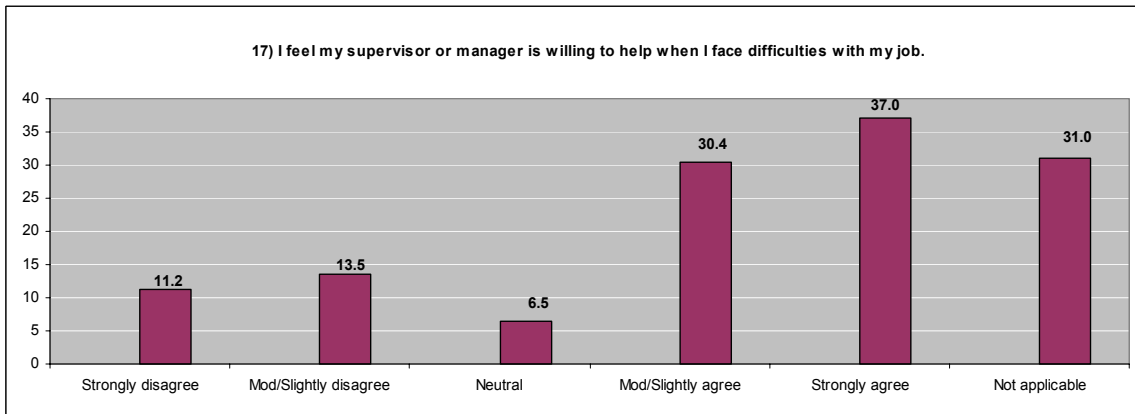
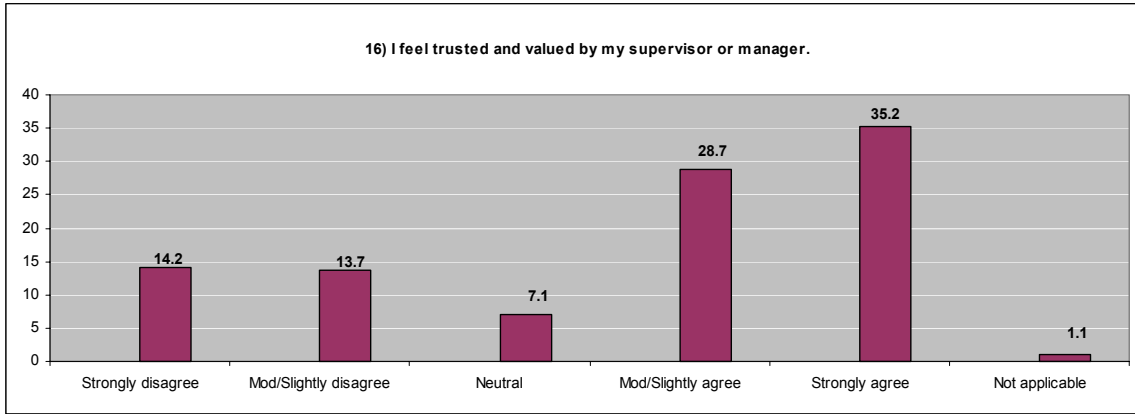


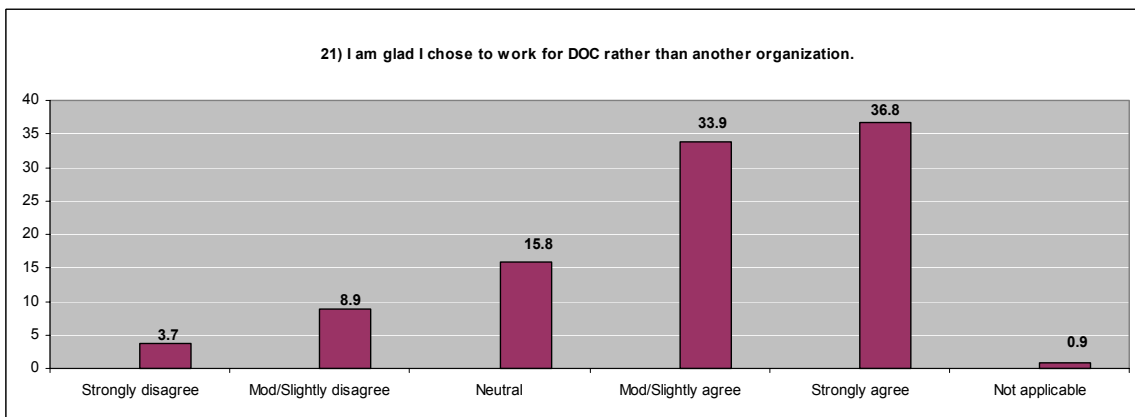
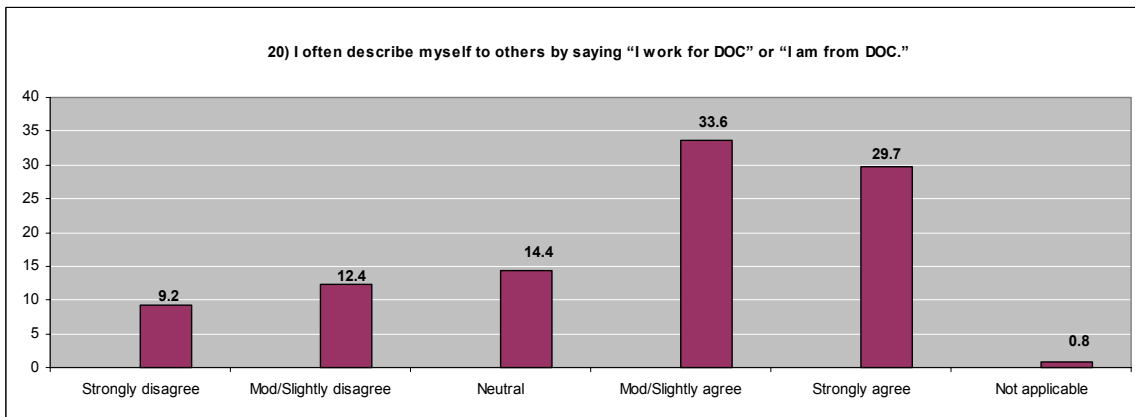
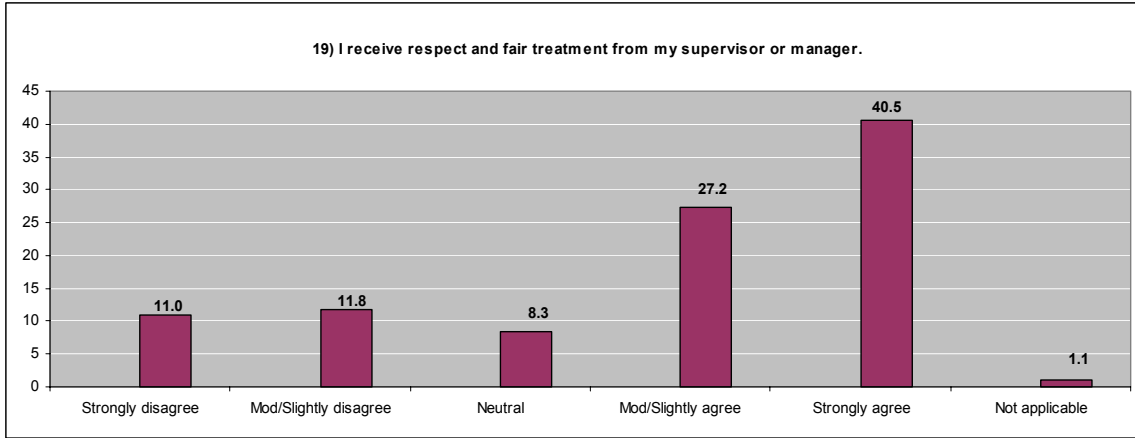


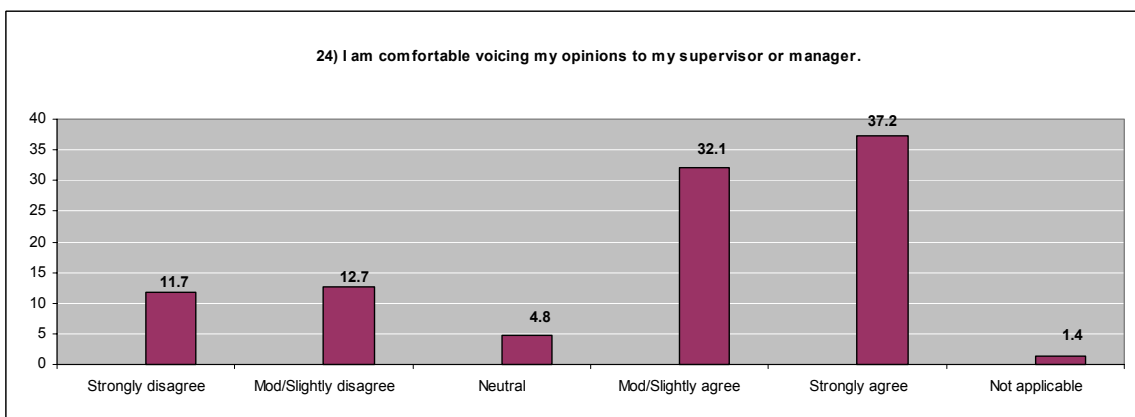
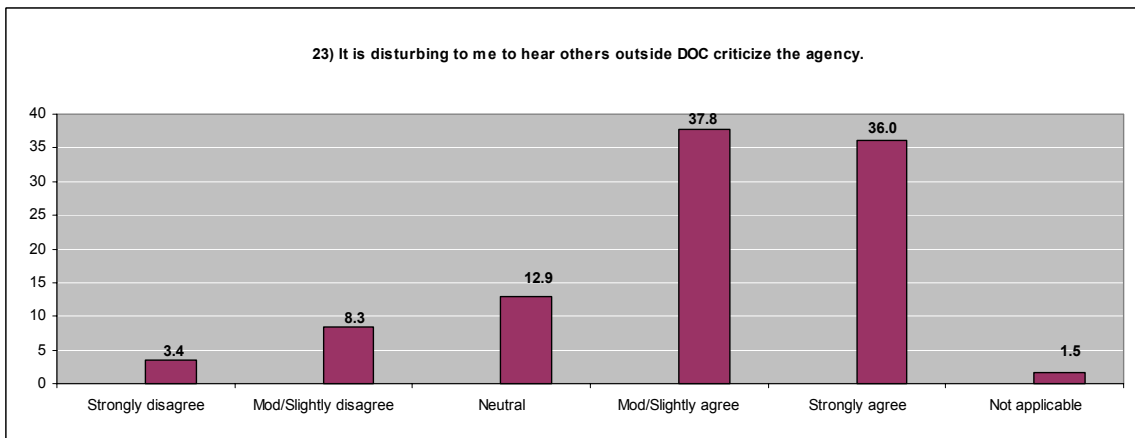
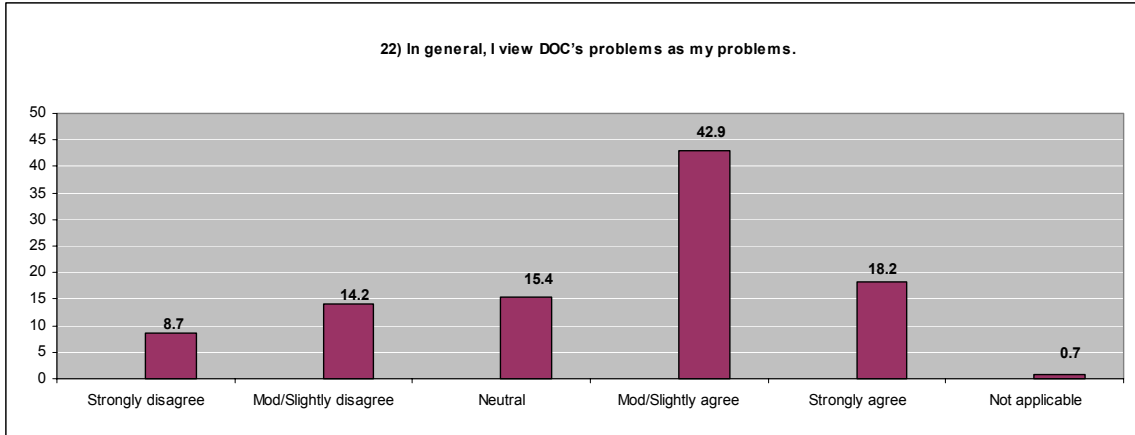


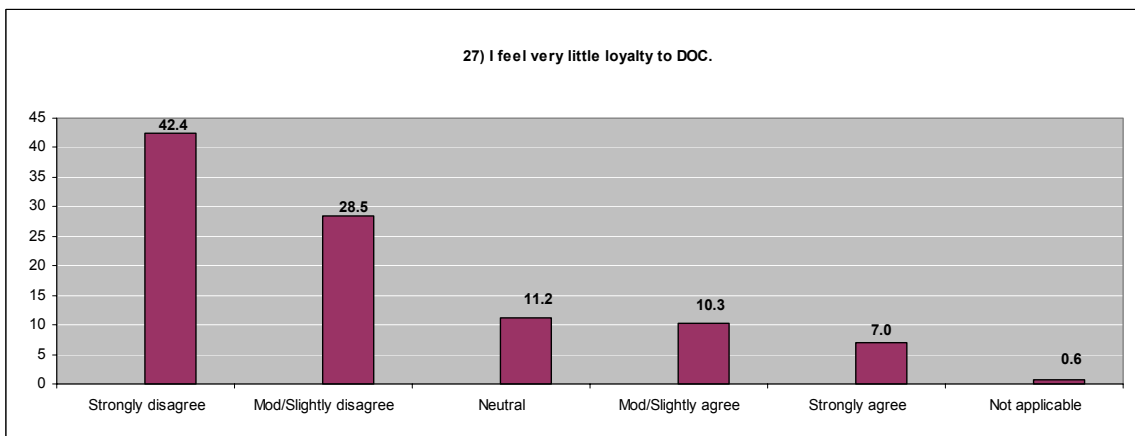
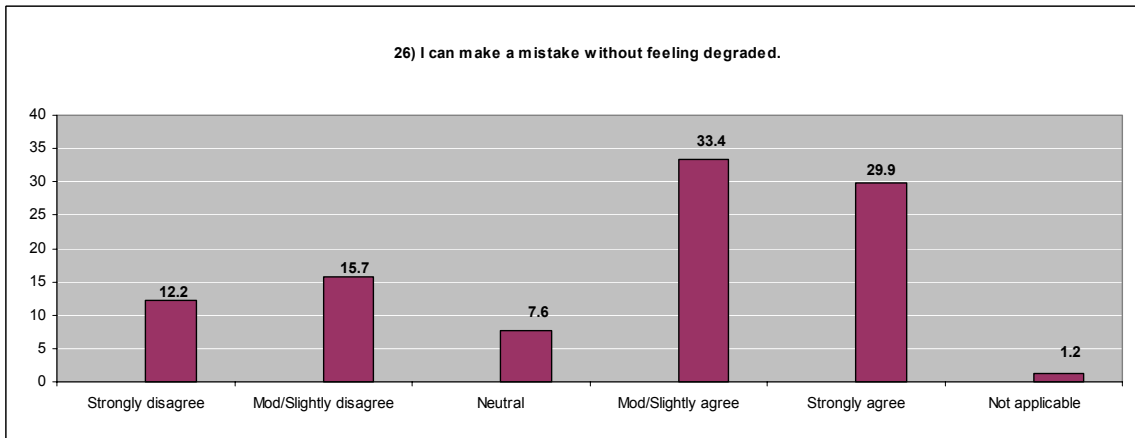
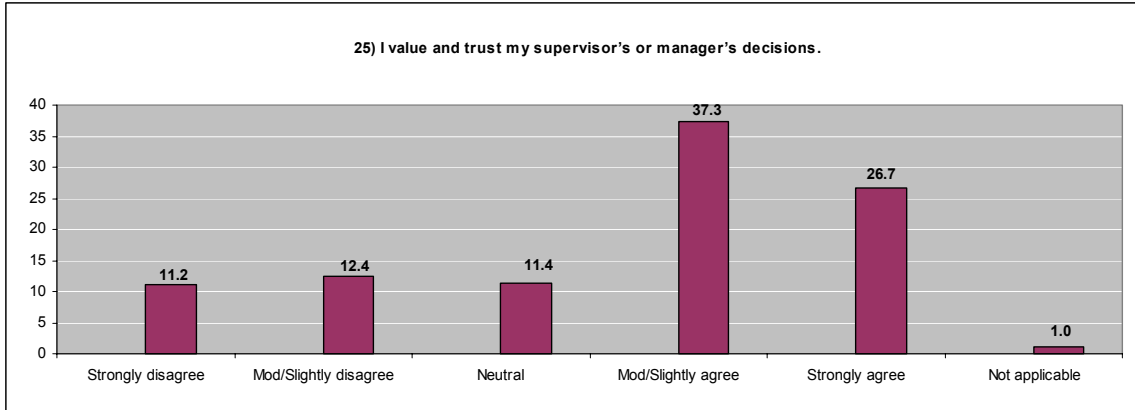
## Collaboration Related Questions



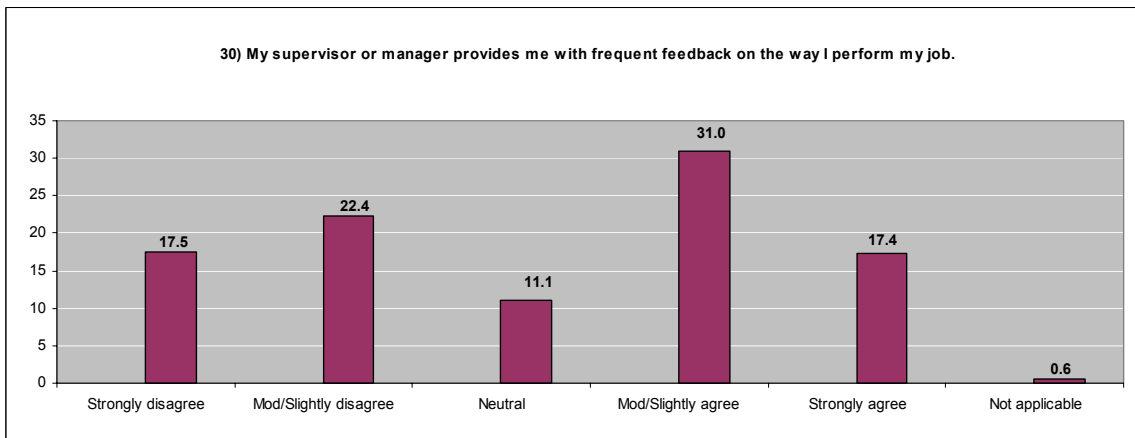
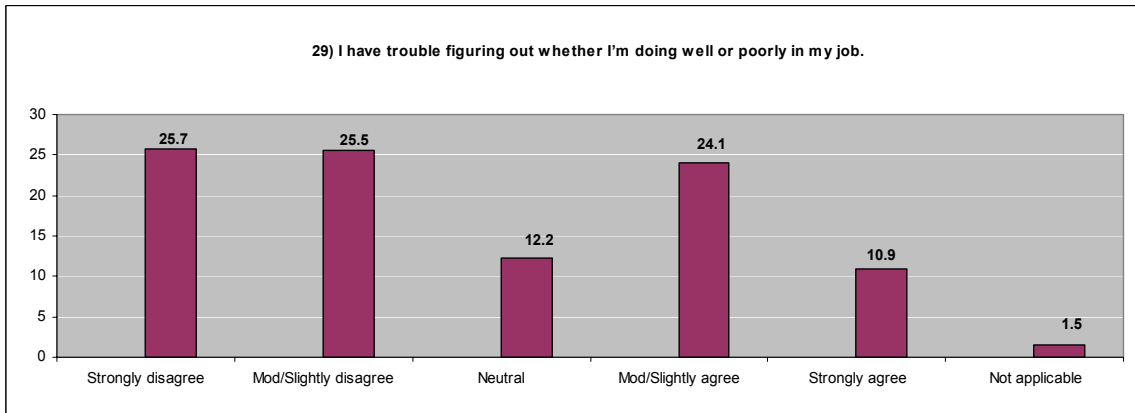
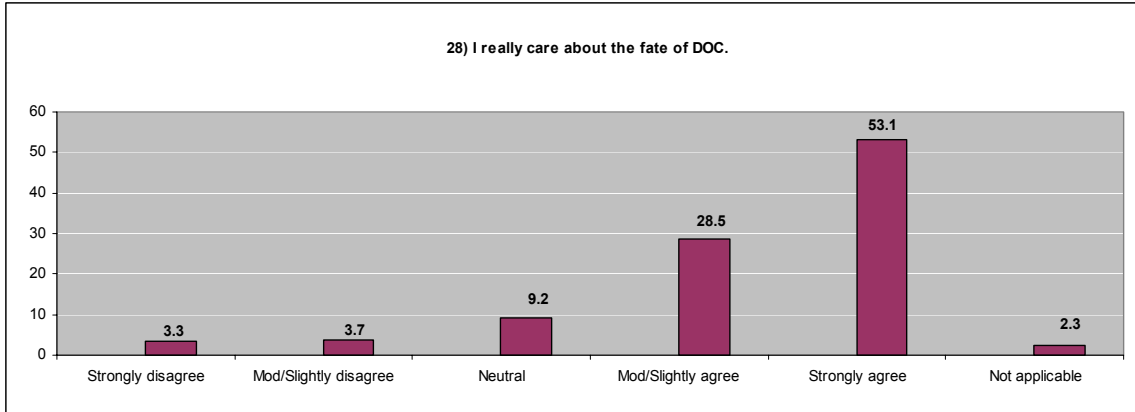


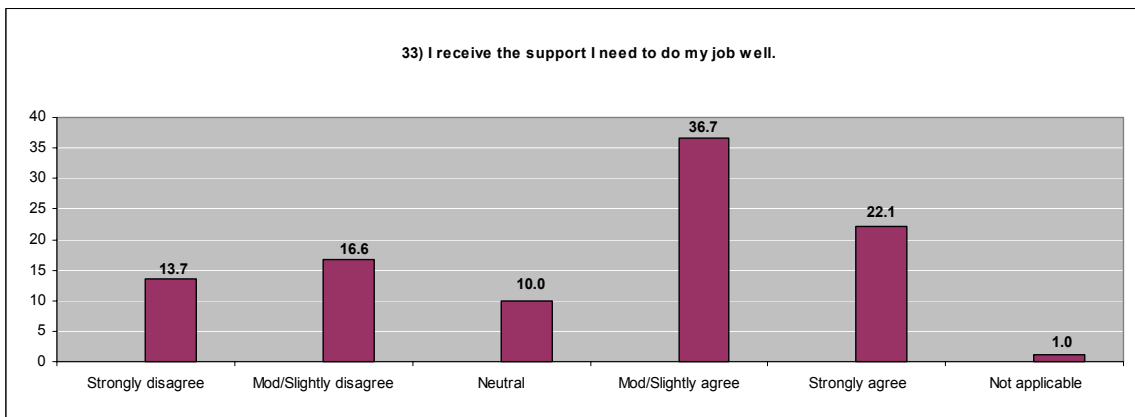
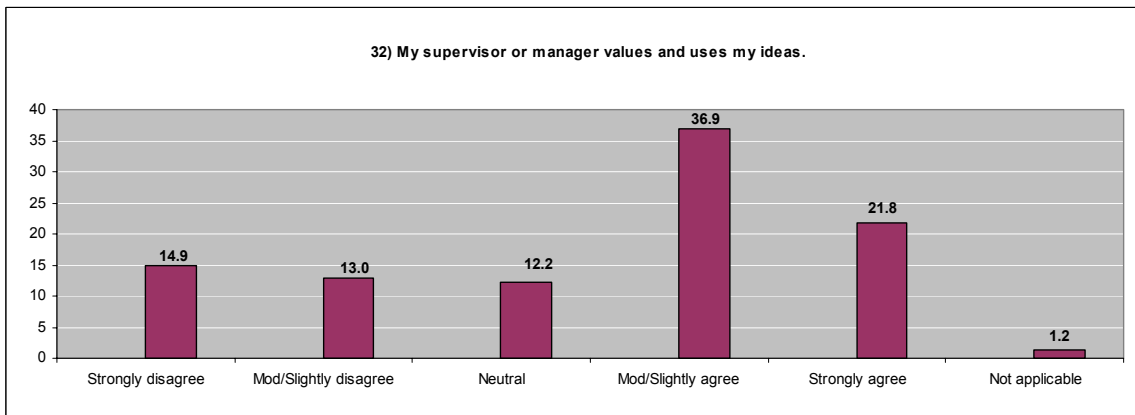
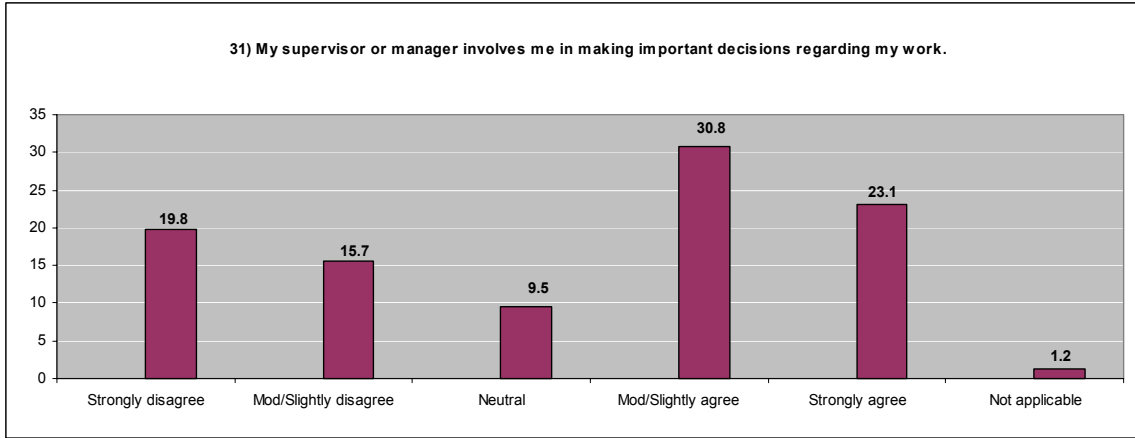












## **Appendix C: Factor Analysis**

Prior to performing the factor analysis, the Cronbach’s Coefficient Alpha Test was preformed first to check for internal consistency of the four domains. From this test, a range is determined. To show consistency, the Alpha or the Measure of Internal Consistency should be 0.7 or higher. An Alpha of 0.3 or lower indicates poor internal consistency. In order to show congruency the factor analysis is then preformed. The factor analysis associated with the domains used in the collaboration study determined good correlation among each of the four domains.

Below are tables that represent each of the four domains and their associated Alpha score or Measure of Internal Consistency. Each domain has an Alpha of 0.84 or higher.

**Table 1: Domain 1 – DOC Reorganization related questions**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>&gt;</p> <p>0.89</p>	I was clearly aware of the most recent (2004) reorganization within DOC.
	I have kept myself informed about the agency reorganization.
	DOC's reorganization makes sense to me.
	As a result of DOC's reorganization, I anticipate seeing better outcomes for communities.
	As a result of DOC's reorganization, I anticipate seeing increased collaboration among DOC employees.
	As a result of DOC's reorganization, I anticipate seeing more shared responsibility for service delivery and outcomes.

**Table 2: Domain 2 – DOC Mission related questions**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>&gt;</p> <p>0.89</p>	I have a clear understanding of the goals and outcomes of DOC.
	I have a clear understanding of how my work unit impacts the mission, values and goals of DOC.
	I am committed to DOC's mission.
	I have a clear understanding of how my job supports the mission, goals and outcomes of DOC.
	The mission of DOC makes me feel my job is important.
	I understand what role I play to ensure the goals of DOC's mission are successful.

**Table 3: Domain 3 - DOC and Employee related questions**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>0.84</p>	<p>&gt;</p>	In general, the people employed by DOC are working toward the same goals.
		I find it difficult to agree with DOC's policies on important matters related to me.
		I feel that DOC cares about me.
		I often describe myself to others by saying I work for DOC or I am from DOC.
		I am glad I chose to work for DOC rather than another organization.
		In general, I view DOC's problems as my problems.
		It is disturbing to me to hear others outside DOC criticize the agency.
		I feel very little loyalty to DOC.
		I really care about the fate of DOC.

**Table 4: Domain 4 - Manager and Employee related questions**

<p><b>Alpha</b> (Measure of Internal Consistency)</p> <p>0.95</p>	<p>&gt;</p>	If mistakes are made, I am allowed to freely admit or discuss the reason with my manager or supervisor.
		I feel trusted and valued by my supervisor or manager.
		I feel my supervisor or manager is willing to help when I face difficulties with my job.
		I receive respect and fair treatment from my supervisor or manager.
		I am comfortable voicing my opinions to my supervisor or manager.
		I value and trust my supervisor's or manager's decisions.
		I can make a mistake without feeling degraded.
		I have trouble figuring out whether I'm doing well or poorly in my job.
		My supervisor or manager provides me with frequent feedback on the way I perform my job.
		My supervisor or manager involves me in making important decisions regarding my work.
		My supervisor or manager values and uses my ideas.
		I receive the support I need to do my job well.