

Assessment of VR Employee Climate to Drive Change: Design, Administration, Analysis and Strategic Integration

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Program Evaluation and Quality Assurance

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Objectives

- Discuss approach for design of employee climate survey
- Identify options for survey administration
- Share climate survey analysis approach
- Share key results
- Identify comparisons
- Describe how to conduct follow-up on climate surveys
- Discuss how results can be included in the strategic plan

Climate Survey Team

- Carmen Dupoint
- Josh Durden
- Rusty Hellein
- Libby Moody
- Rachel Smith
- Kathryn Bleke
- Nancy Lee

Thank you!



Climate Survey Process

- 35 survey items plus comments
- Demographic items (gender, age, education, etc.)
- Location down to Area and Work Unit levels
- Work units combined if less than 10 people
- Design of the survey allows for comparison with previous surveys
- Report is comprehensive - additional special analyses can be performed in the future.

2010 Climate Survey Results

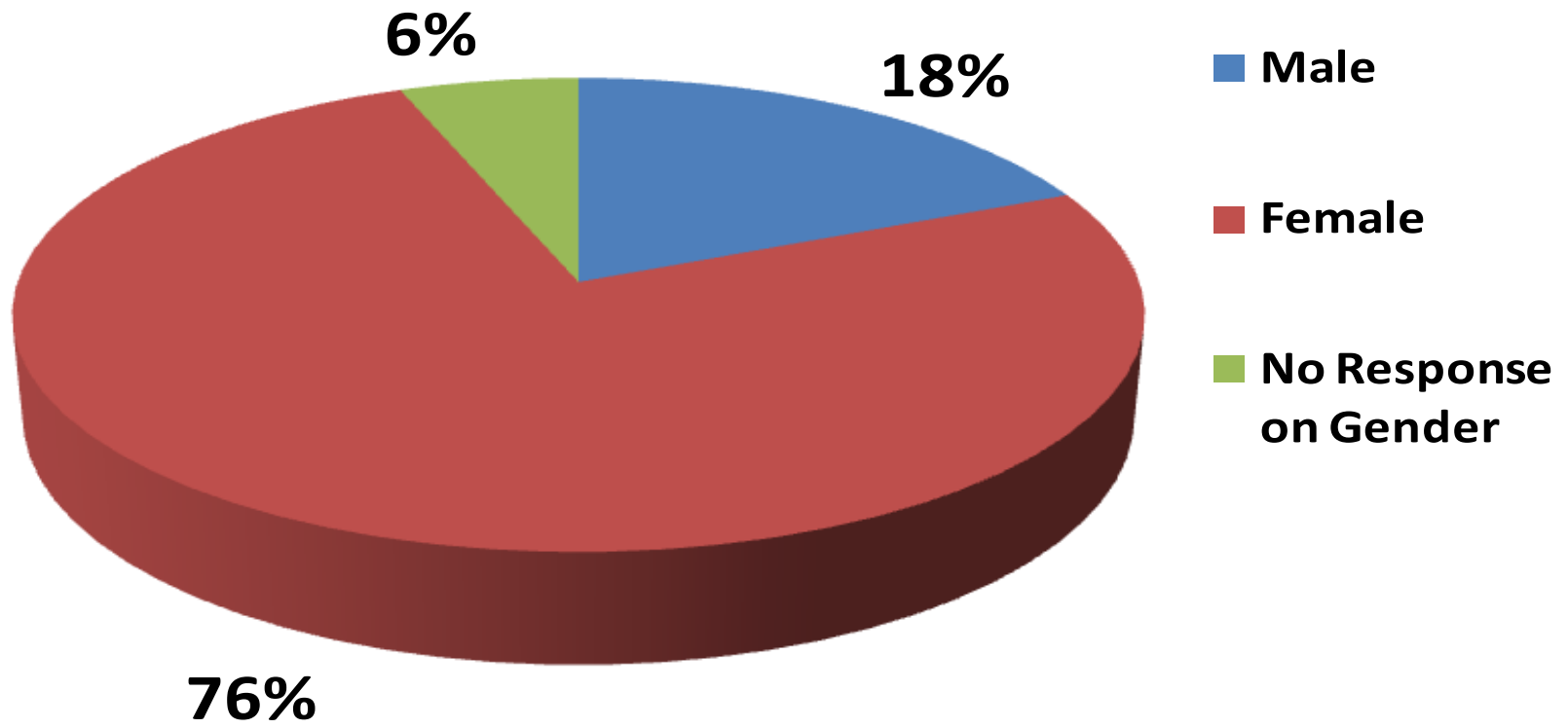
- 35 Survey Items Plus Comments
- 67% Response Rate! Supervisors approached 100%!
- 86% Overall Satisfaction! Up from 77% in 2007!
- 22 of 27 Survey Items Improved from 2007 (82%)!

Comparison of Florida Division of Vocational Rehabilitation Employee Satisfaction to Other Public Agencies

Organization	Overall Satisfaction Rate	Survey Year
State of Vermont	95%	2008
Florida Department of Transportation	93%	2010
Florida Division of Vocational Rehabilitation	86%	2010
Georgia Perimeter College	78%	2009
Federal Government (overall)	72.1	2010
State of Georgia	71%	2009
Florida Department of Health	68.1	2008

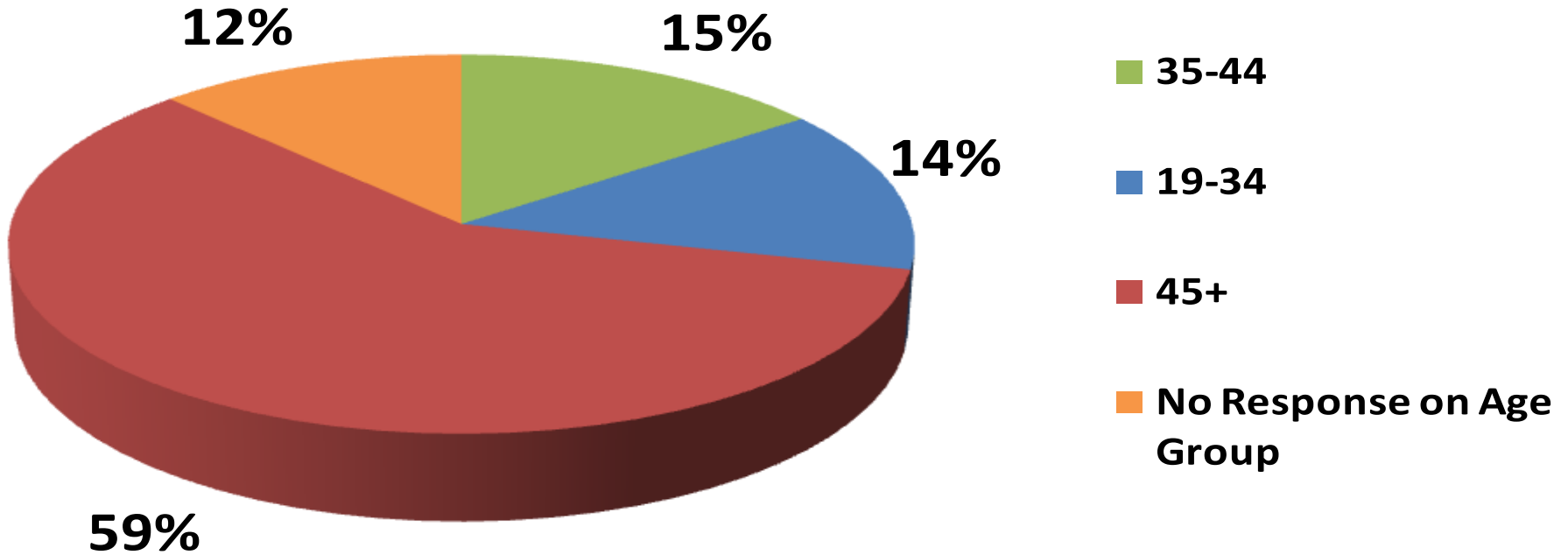
Demographics

Percent of Respondents by Gender
N=701



Demographics

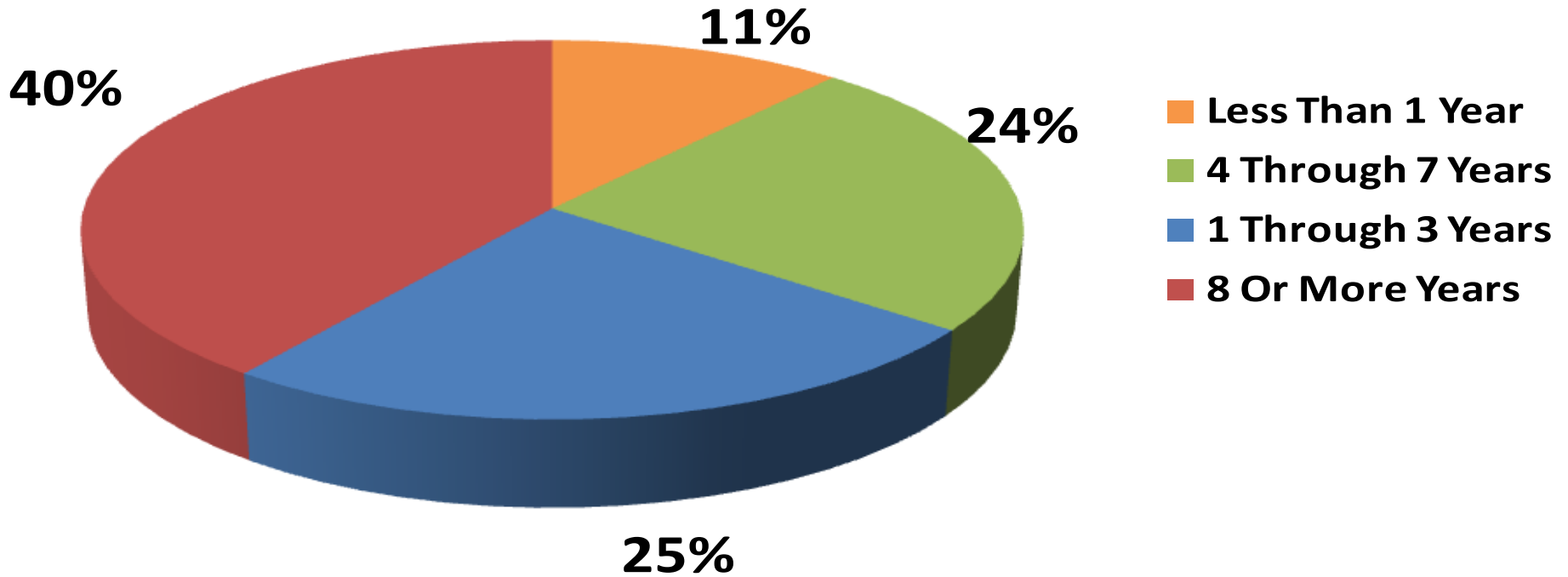
Percent of Respondents by Age Group
N=701



Demographics

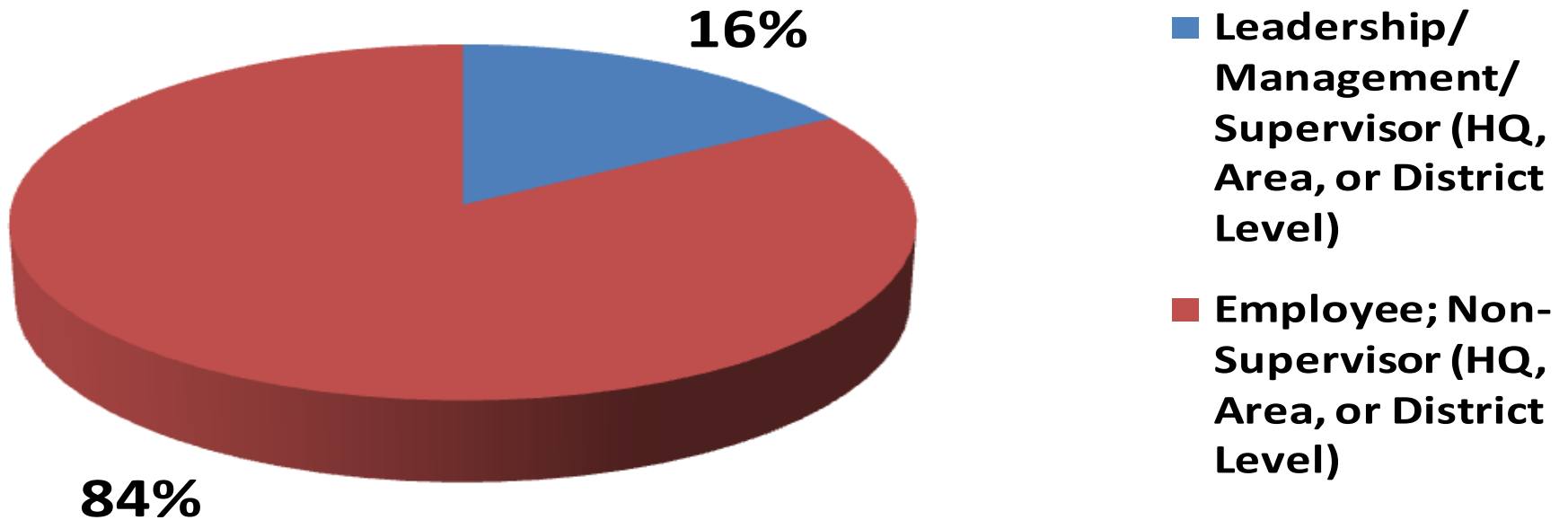
Percent of Respondents by Length of Employment

N=701



Demographics

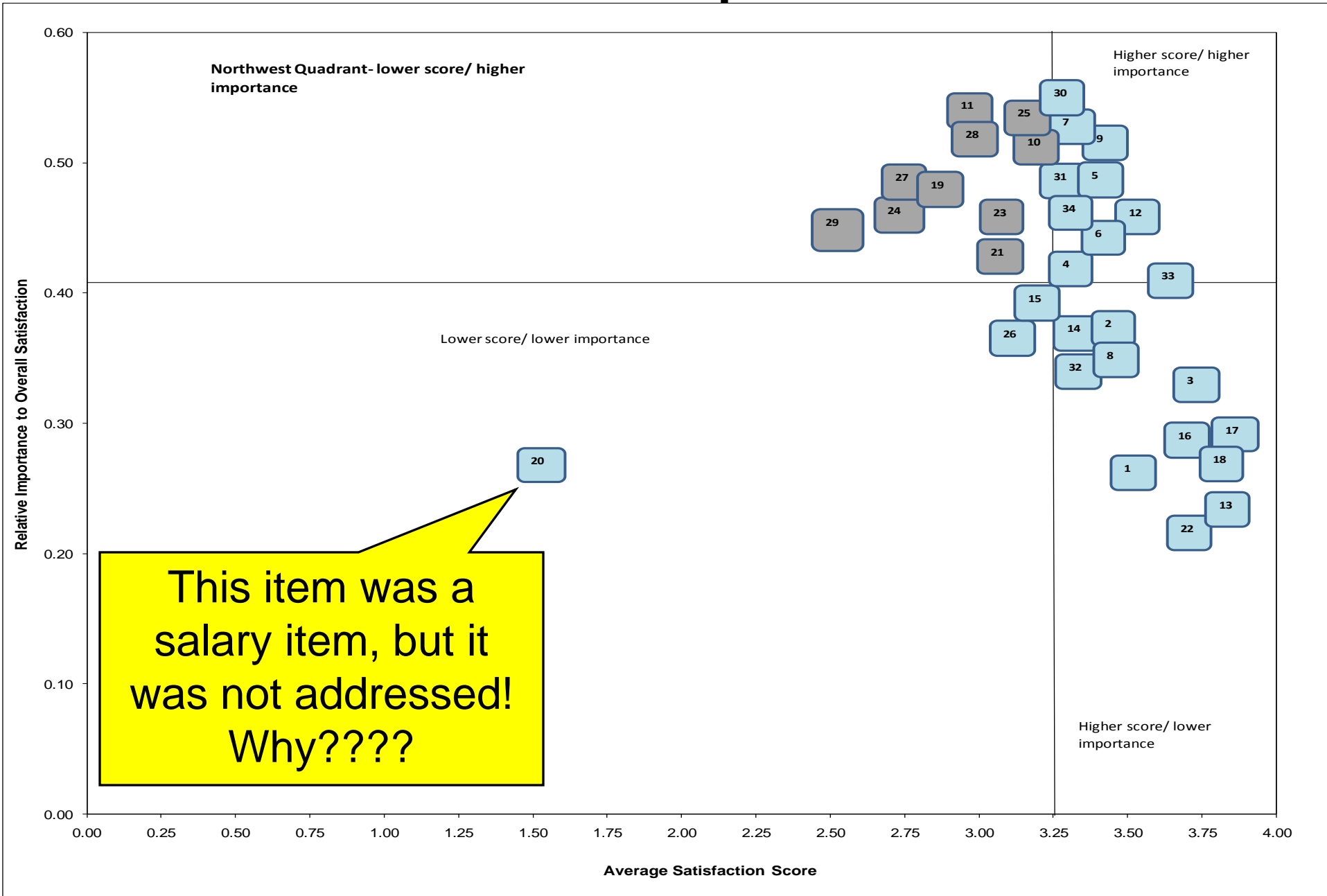
Percent of Respondents by Supervisory Level
N=701



Comparison of Current Climate Items with Preveious Climate Items

Item	Statement	2003	2005	2007	2010	Change between 2007/2010
20	In my immediate work unit, employees who perform well have opportunities for increased pay.		18.00%	25.75%	14.04%	-11.71%
21	New employees are given a helpful orientation to DVR.				69.50%	NA
22	I have the education and training necessary to effectively do my job.	73.10%	92.10%	93.25%	96.28%	3.03%
23	Someone at work encourages my development.	68.40%	67.80%	73.94%	77.09%	3.15%
24	There is a clear system to take advantage of opportunities for career advancement.				60.06%	NA

Satisfaction and Importance



Northwest Quadrant- lower score/ higher importance

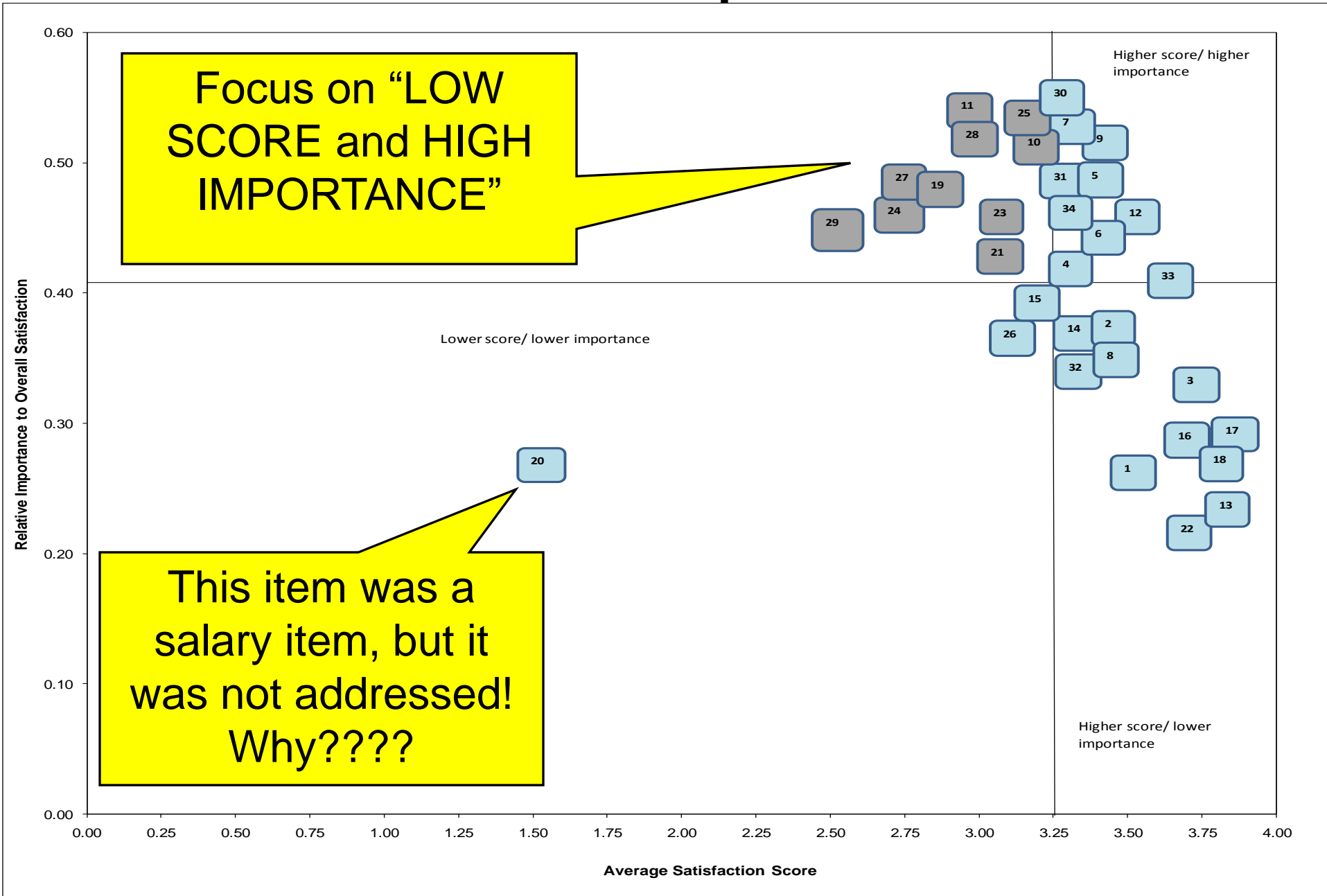
Higher score/ higher importance

Lower score/ lower importance

Higher score/ lower importance

This item was a salary item, but it was not addressed! Why????

Satisfaction and Importance



Comparison of Current Climate Items with Previous Climate Items

Items with the Greatest Opportunity for Impact

Item	Statement	2003	2005	2007	2010	Change between 2007/2010
11	Managers, supervisors, and other leaders encourage innovative or new approaches to do things at work.	49.60%	55.50%	67.50%	69.61%	2.11%
25	Work in my immediate unit is organized to promote cooperation.				78.16%	NA
28	My opinions seem to count when I provide them at work.	68.30%	68.00%	70.96%	72.07%	1.11%
10	My supervisor promotes a work environment that fosters trustworthy relationships.		69.70%	75.67%	77.99%	2.32%
19	In my immediate work unit, employees who perform well have opportunities for recognition for their accomplishments.		18.00%	58.08%	65.28%	7.20%
27	Employees are involved in decisions which may affect how their work is performed.				64.74%	NA
24	There is a clear system to take advantage of opportunities for career advancement.				60.06%	NA
23	Someone at work encourages my development.	68.40%	67.80%	73.94%	77.09%	3.15%
29	VR provides employees who perform well opportunities for advancement.		18.00%	36.73%	52.44%	15.71%
21	New employees are given a helpful orientation to DVR.				69.50%	NA



Factor Analysis: 2 Leadership Factors

- First Factor: Supervisor Impact on Immediate Work Environment
 - Trust
 - Opinions Count
 - Organized for Cooperation
 - Encourages Development
 - Encourages Innovation
 - Recognition for Accomplishments
 - Involved in Decisions



Factor Analysis: 2 Leadership Factors

- Second Factor: Senior Leader Impact on VR
 - High Performance Expectations
 - Understands Link Between Individual Performance and VR Success
 - Promote Organizational Values
 - Ethical Behavior of Senior Leaders
 - Decisions that Advance VR Mission and Goals
 - Communication of Goals and Initiatives

Comparison of HQ to Field

Comparison of Average Satisfaction Score By Length of Employment

For Overall Satisfaction (Q35)

	Overall	Less than one year	1-3 years	4-7 years	8+ years
N	631	71	163	143	254
Average	3.38	3.58*	3.28	3.24	3.46

* denotes difference is significant at the .05 level.

Comparison of HQ to Field

Question #	HQ (N=90)	Field (N=516)	Statistical Significance
Overall	3.63	3.33	Yes
Innovation	3.25	2.91	Yes
Cooperate	3.39	3.14	Yes
Opinions Count	3.09	2.98	No
Fosters Trust	3.44	3.21	Yes
Recognize	2.9	2.83	No
Involved in Decisions	3.14	2.74	No
Career Opportunities	2.42	2.8	Yes
Development	3.13	3.1	No
Advancement for Good Performance	2.34	2.6	No
Helpful Orientation	2.87	3.13	Yes

Comparison of HQ to Field

Question Number	HQ (N=92)	Field (N=539)
Overall	94.44%	84.39%
Innovation	63.16%	66.93%
Cooperate	100.00%	76.52%
Opinions Count	66.67%	70.85%
Fosters Trust	89.47%	75.88%
Recognize	50.00%	65.13%
Involved in Decisions	66.67%	61.13%
Decisions Advance Mission	89.47%	83.11%
Career Opportunities	38.89%	63.25%
Development	77.78%	77.51%
Advancement for Good Performance	44.44%	55.12%
Helpful Orientation	72.22%	72.49%

Comparison Across Bureaus

Question #	Overall (N=92)	Administrative Services (N=34)	Field Svc. (N=19)	Partnership and Communication (N=16)	Office of Director (N=15)
Overall	3.63	3.5	3.56	3.75	3.86*
Innovation	3.27	3.21	2.95	3.43	3.5
Cooperate	3.38	2.87*	3.72*	3.63	3.79*
Opinions Count	3.11	2.9	2.8	3.5	3.34
Fosters Trust	3.43	3.17	3.53	3.87*	3.5
Recognize	2.89	2.65	2.67	3.07	3.64*
Involved in Decisions	3.14	2.81	2.94	3.69*	3.64*
Career Opportunities	2.4	2.53	2.53	2	2.43
Development	3.12	3.12	3.17	3.47	3.21
Advancement/Good Performance	2.33	2.42	2.33	2	2.54
Helpful Orientation	2.87	2.81	2.78	2.57	2.9

Comparison Across Areas

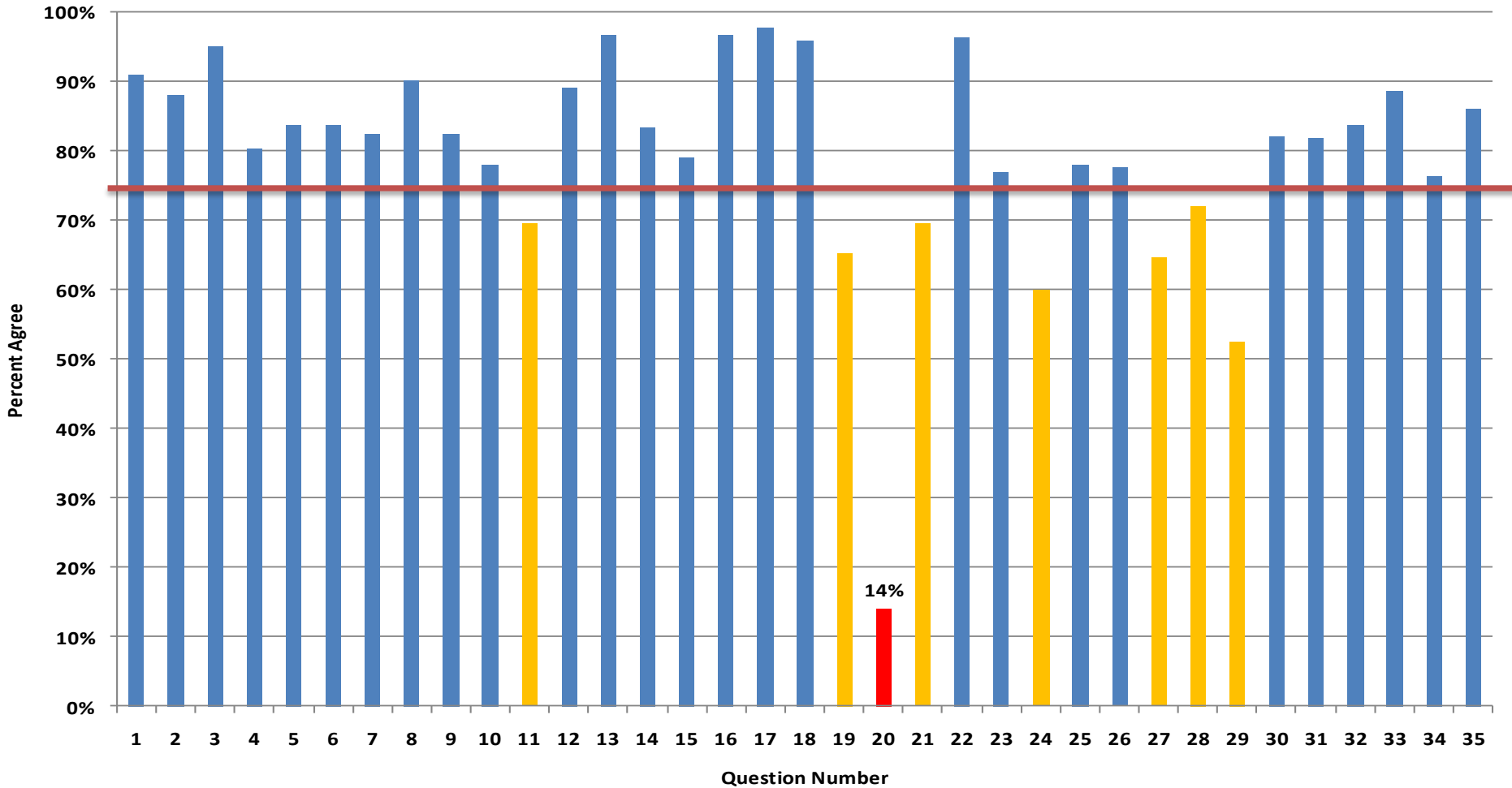
Question #	Overall (N=516)	Area 1 (N=78)	Area 2 (N=98)	Area 3 (N=93)	Area 4 (N=99)	Area 5 (N=83)	Area 6 (N=65)
Overall	3.33	3.07*	3.4	3.44	3.48	3.04*	3.54
Innovation	2.91	2.61	3.24*	2.87	3.09	2.51*	3.05
Cooperate	3.14	2.96	3.44*	3.15	3.19	2.80*	3.31
Opinions	2.98	2.9	3.18*	3.01	3.03	2.62*	3.09
Fosters Trust	3.21	3.16	3.38	3.08	3.36	2.96	3.3
Recognize	2.84	2.85	2.86	2.89	2.95	2.64	2.81
Decisions	2.74	2.58	2.85	2.81	2.82	2.41	2.98
Caree Opps.	2.8	2.59	2.86	2.72	2.92	2.63	3.4*
Development	3.1	3.09	3.23	3.1	3.25	2.8*	3.08
Adv. Good Performance	2.6	2.41	2.48	2.44	2.82	2.51	2.98*
Orientation	3.13	2.78*	3.19	3.11	3.43*	2.82*	3.68

Interpreting Graphs: Percent Score

Percent Respondents Who "Strongly Agree" or "Somewhat Agree"

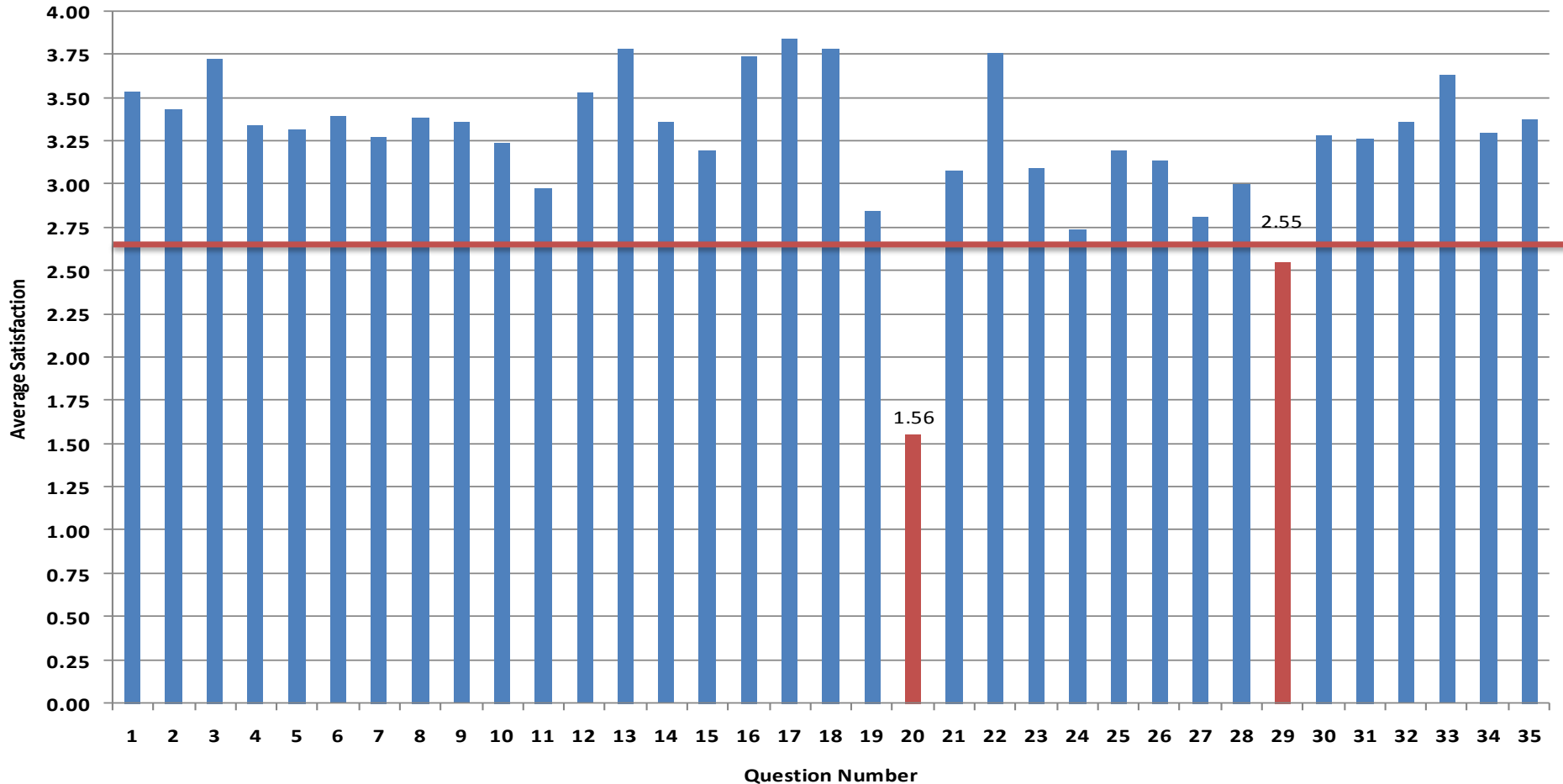
Location: Entire VR N=701

Response Rate = 67%



Interpreting Graphs: Avg. Rating Score

Average Satisfaction
Location: Entire VR N=701
Response Rate=65%



Interpreting Graphs: Response Counts

Distribution of Responses - All DVR

Question	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know-NA	Total Responses	% Strongly Agree and Somewhat Agree
1	411	228	24	11	27	701	91.16%
2	392	225	52	20	12	701	88.02%
3	543	124	18	10	6	701	95.15%
4	340	224	67	24	46	701	80.46%
5	288	281	57	13	39	678	83.92%

Finding

Recommendation

Significant differences in education, age, and length of employment.

Focus on training, career development, and succession planning.

HQ significantly more satisfied than Field.

Focus on open communication and demonstrate values.

Supervisors have a major impact on work unit climate.

Focus on behaviors that build trust. Review content analysis for ideas. Engage employees in identifying solutions. Allow autonomy, clear expectations, and information to do the job.

Comments indicate some offices lack adequate basic work equipment, poor layouts, inadequate privacy, etc.

Review physical office environment and equipment needs; then align plans and budgets to meet needs.

Area Level Solutions / Recommendations

2010 Division of Vocational Rehabilitation Climate Survey Strategies and Interventions
 (Based on brainstorming activities conducted by VR supervisors statewide)

Item	Statement	Theme	Current Projects/ Activities	Possible Interventions
11	Managers, supervisors, and other leaders encourage innovative or new approaches to do things at work	Work Process	Outreach Plans Recognition Joint Job Club Reviewing Internal Processes Case Management Action Plans Locator Tool Quarterly Triage Project Job Placement Providers OJT Weekly Difficult Case Staffing 80-Series Closure Staffing Contracts Training Bi-Weekly Face-to-Face Consultants and HQ Staff Included in ALT ESP	Focus on Employment in Every Step of the process. Encourage staff to take personal initiative to actively look for improvements that will help their co-workers. Encourage the development of innovative ideas and discuss potential boundaries and actual limitations in a constructive manner Allow employees to participate in interactions with other community agencies RPI for Referral proces outreach to internal and external partners

Integrate Solutions Into Strategic Plan

FLORIDA DIVISION OF VOCATIONAL REHABILITATION FIVE-YEAR STRATEGIC PLAN AT A GLANCE
DEPLOYMENT OF VISION, MISSION, GOALS, OBJECTIVES, INDICATORS, TARGETS AND STRATEGIES

VISION:
The Florida Division of Vocational Rehabilitation provides the services that are required for eligible customers to achieve an employment goal, with priority placed on serving the customers with most significant disabilities. Employers throughout FL recognize the value of including individuals with disabilities in meeting the demand for a well trained and skilled workforce.

MISSION STATEMENT:
"To provide services to eligible individuals with physical and/or mental impairments that will enable the individual to achieve an employment goal and/or enhance their independence."

Long Term Goal	Strategic Objectives	Measures	Actual Performance (Target)	Key Strategies	Lead Person or Workgroup
Goal 2 Improve Service Delivery through Strengthened Workplace Environment and Improved Recruitment and Retention of Qualified Staff	2.1 Overall Employee Satisfaction.	1. Overall Employee Satisfaction	86% (Target = 93%)	1. Develop pulse satisfaction surveys for targeted projects 2. Redesign Employee Suggestion Program	1. OLPST 2. Partnerships/ OLPST/OES
	2.2 Improve advancement opportunities for Division employees.	1. Percent of employees that have requested non-standard schedule and have been approved 2. Internal promotions rate		1. Review hiring practices across all areas of the state and implement activities to improve hiring practices. 2. Design and implement career path and succession planning	1. OES/OLPST 2. OES/OLPST
	2.3 Improve service delivery by enhancing employee skills.	1. Percentage of all VR employees successfully completing identified training (defined as demonstration of knowledge and demonstration of behavior)	1. Baseline data to be collected FY 10-11.	1. Standardize Vocational Rehabilitation Field Services support staff duties across the state. 2. Develop a systematic process for on-boarding, mentoring, and training all VR employees, including the utilization of a Learning Management System	1. Brenda Moore/ Lydia Bush 2. OLPST / OES
	2.4 Provide professional comfortable office environments that are accessible, safe and secure.	1. Employee satisfaction with office environment (accessible, comfortable, safe)	83.78% (Target = 90 %)	1. Conduct assessment of VR offices to ensure they are professional in appearance in structure, mechanical features are in good condition and employees have the tools to do their job 2. Revise and update to emergency management plan, VR facilities manual, and emergency preparedness safety manual 3. Provide safety and facilities management training statewide 4. Develop a process to report defective equipment/furnishings or unsafe working conditions. 5. Conduct a comprehensive, consumer-driven ADA transition plan evaluation and update that includes a review of the accessibility of the Division's programs, communications, personnel practices, facilities and technology, and a plan for making necessary improvements.	1-5 Facilities Management

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Integrate Solutions Into Strategic Plan

**Goal 2: Improve Service
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Strengthened Workplace
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of Qualified Staff**

Integrate Solutions Into Strategic Plan

Strategic Objectives	Measures	Actual Performance (Target)	Key Strategies	Lead Person or Workgroup
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Integrate Solutions Into Strategic Plan

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Questions and Discussion

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