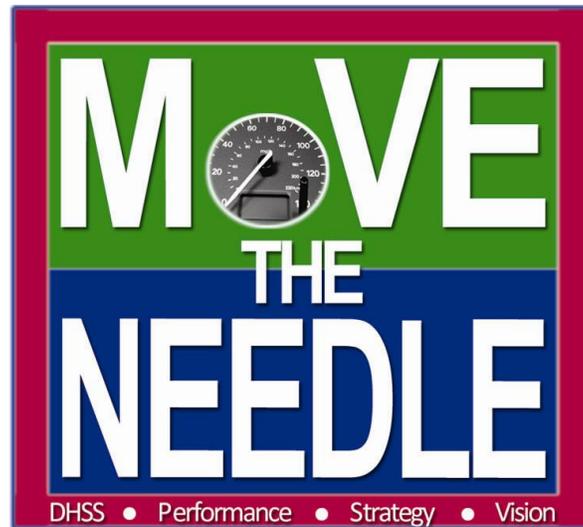


## DHSS Strategic Planning and Performance Management

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Performance Management:  
Baseline Familiarity, Utilization and Employee Engagement Survey Results

April 29, 2011

Prepared by the DHSS Office of Performance Management  
We welcome comments, questions and/or suggestions at [QualityImprovement@health.mo.gov](mailto:QualityImprovement@health.mo.gov).

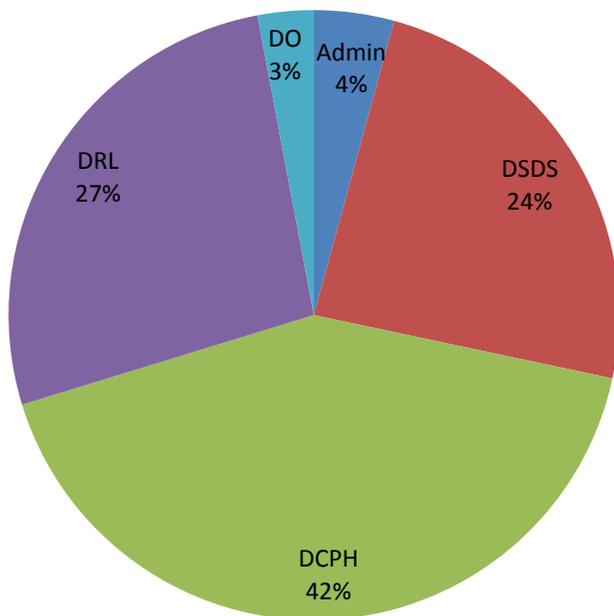
**Background:** DHSS recently received a public health infrastructure grant under the Affordable Care Act to improve the efficiency and effectiveness of the public health system in Missouri through performance management. A brief online survey was recently distributed to all staff to serve as a baseline for the impact of strategic planning and performance management efforts at DHSS. Aside from increasing the effectiveness and efficiency in our allocation of resources at the department, the primary goals of this initiative are to enhance employee engagement by linking actions to outcomes, creating a culture of continuous quality improvement, and increasing staff ownership in the department’s strategic direction.

This report summarizes the results of the baseline survey conducted in late March, 2011. The survey covered:

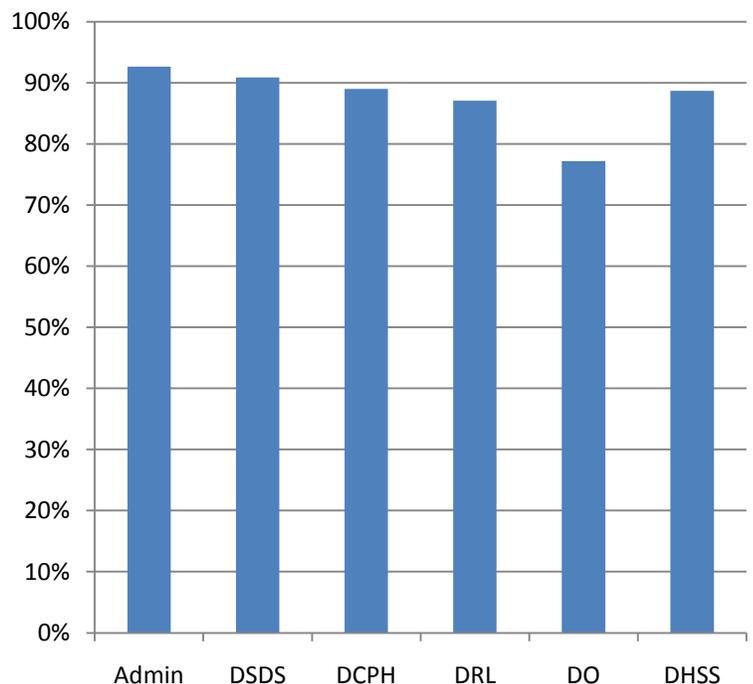
- Familiarity and utilization of the department’s Strategic Plan, Mission and Vision
- Familiarity and utilization of performance management, defined in the survey introduction as “the use of performance measures to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on success in meeting goals”
- Familiarity and utilization of evidence-based decision making
- Employee engagement

Nearly 1,500 individuals responded for a response rate of 89% department-wide. Composition of the respondents closely reflected the true composition of the department.

**Respondents by Division (n=1,486)**

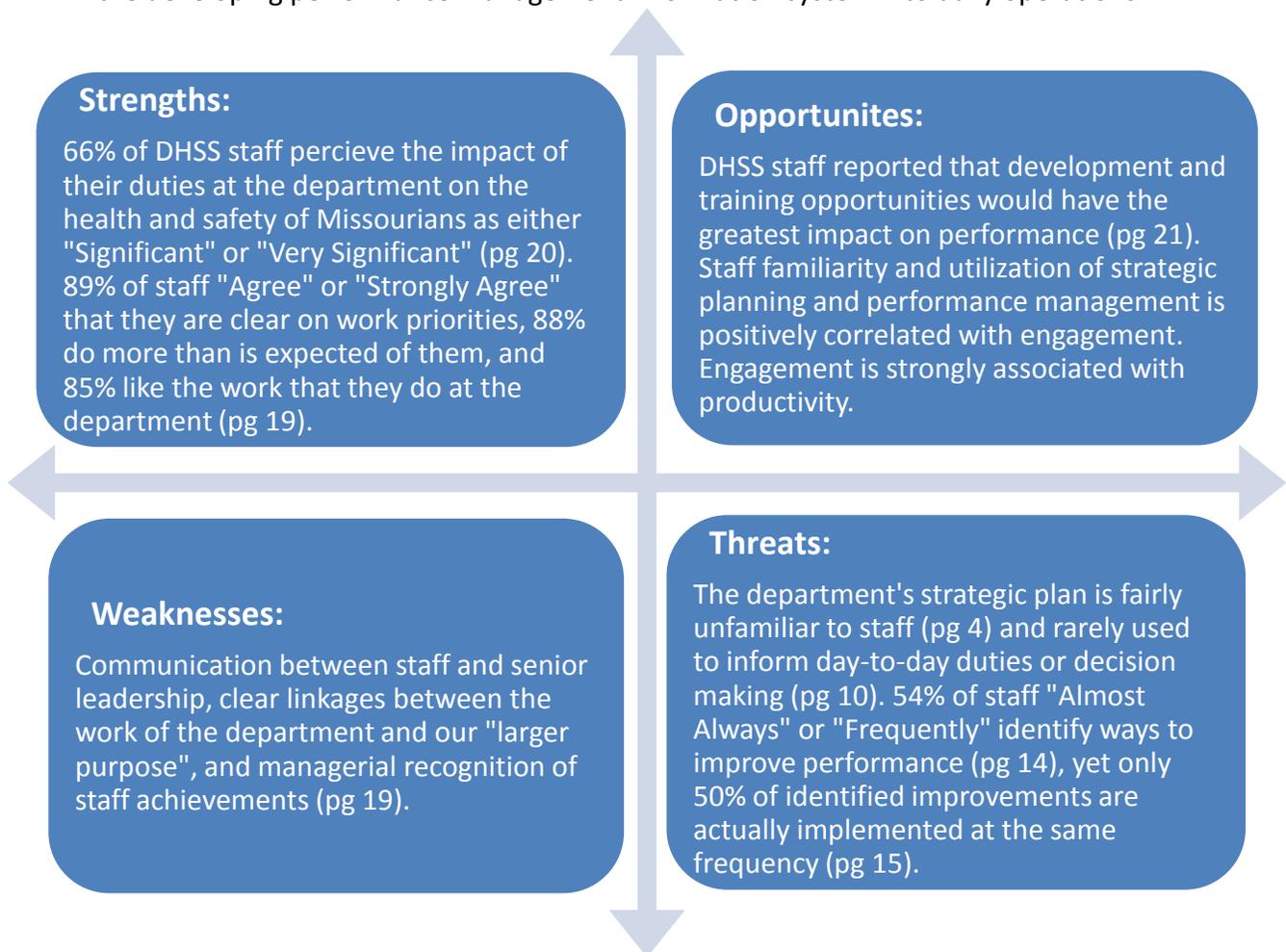


**Response Rate (1,486 of 1,676)**



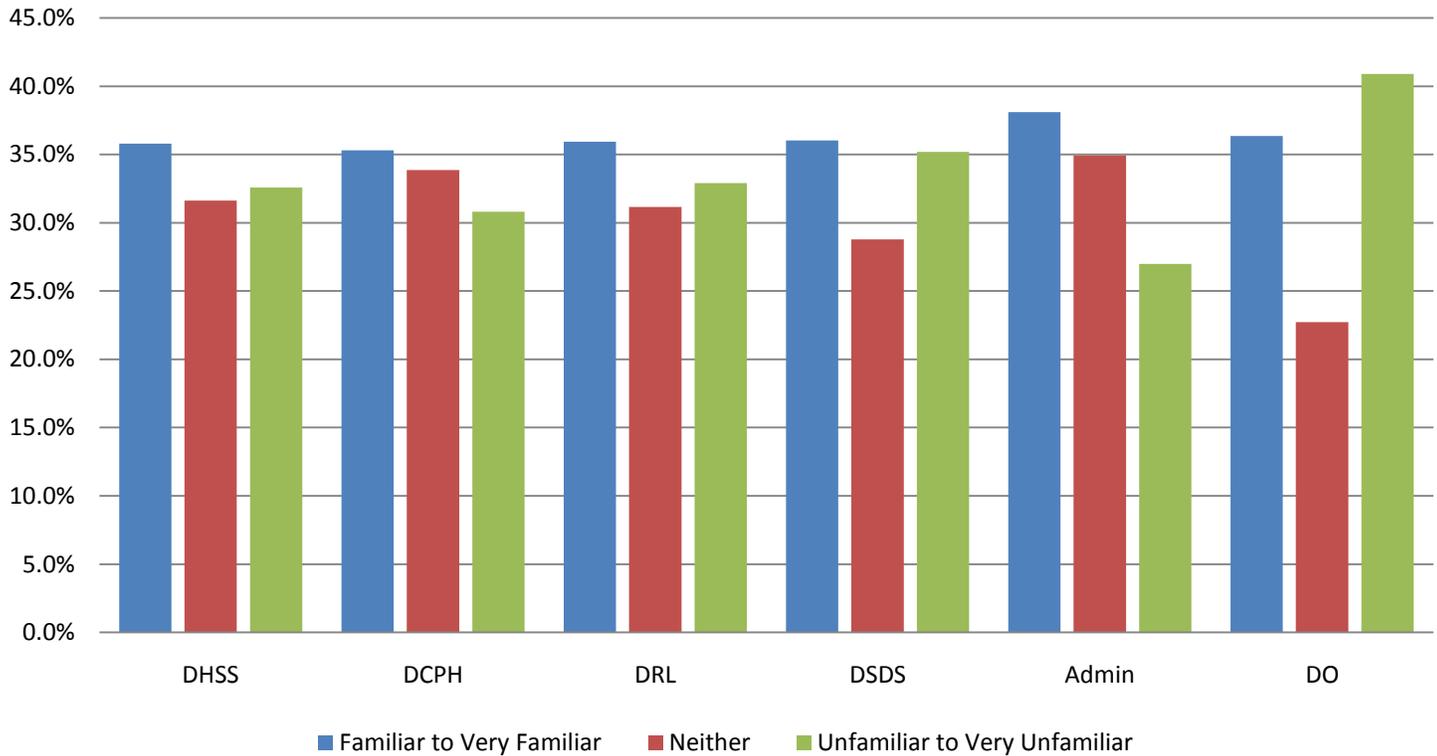
**SWOT Analysis:**

SWOT, or Strengths, Weaknesses, Opportunities and Threats evaluation is a powerful strategic planning and environmental scanning tool. It summarily evaluates internal and external factors influencing the successful completion of an organization’s strategic mission and vision. Because staff engagement is critical to any continuous quality improvement initiative, and engagement is strongly associated with higher performance, the matrix below focuses specifically on the department’s SWOT with respect to the engagement of our staff, based on recent and representative survey results. Our greatest strengths include the pride DHSS staff take in the work they do. A great majority of respondents feel that the health and safety outcomes attributable to their work are at least significant to Missourians. Opportunities for capturing efficiencies and performance improvements underlie respondent requests for more development and training opportunities. Our greatest weakness could also be seen as an opportunity as we have resources available to improve communication, increase reinforcement, and demystify linkages between our work and our larger purpose. Opportunities also lie in our greatest threats to success. The current strategic planning and performance management efforts at the department are designed to foster buy-in and produce a resilient, yet fluid strategic direction by taking a ground-up approach and incorporating the developing performance management information system into daily operations.



**Familiarity with the DHSS Strategic Plan:** Nearly 36% of respondents reported being familiar or very familiar with the department’s strategic plan while one-third reported being unfamiliar or very unfamiliar.

### How would you rate your familiarity with the DHSS strategic plan?



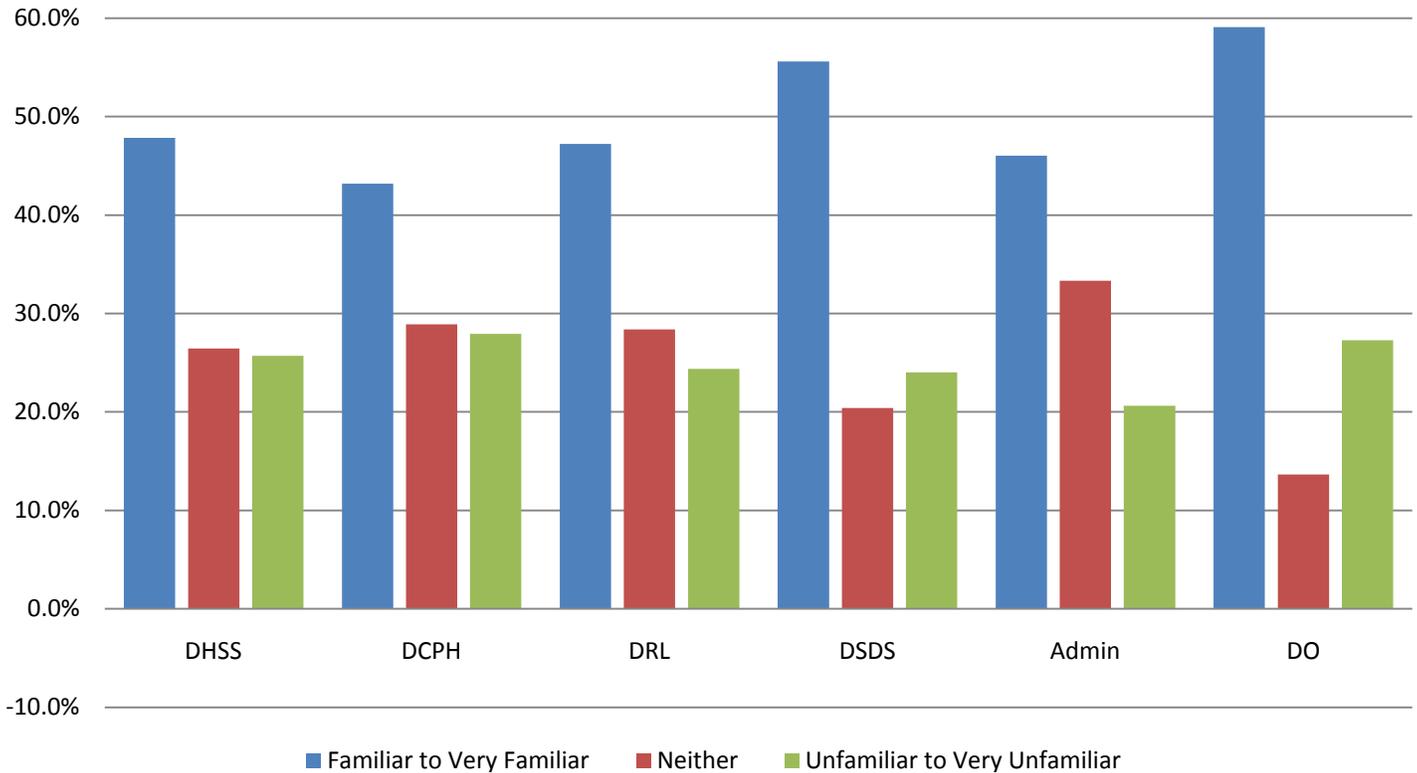
### How would you rate your familiarity with the DHSS strategic plan?

		DHSS	DCPH	DRL	DSDS	Admin	DO
Very Familiar	n	29	15	8	5	0	1
	%	2.0%	2.4%	2.0%	1.4%	0.0%	2.3%
Familiar	n	503	205	135	124	24	15
	%	33.8%	32.9%	33.9%	34.6%	38.1%	34.1%
Neither Familiar/ Unfamiliar	n	470	211	124	103	22	10
	%	31.6%	33.9%	31.2%	28.8%	34.9%	22.7%
Unfamiliar	n	357	149	94	88	13	13
	%	24.0%	23.9%	23.6%	24.6%	20.6%	29.5%
Very Unfamiliar	n	127	43	37	38	4	5
	%	8.5%	6.9%	9.3%	10.6%	6.3%	11.4%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Familiarity with the DHSS Strategic Vision:** 48% of respondents reported being familiar or very familiar with the department’s strategic vision.

### How would you rate your familiarity with the DHSS vision statement?



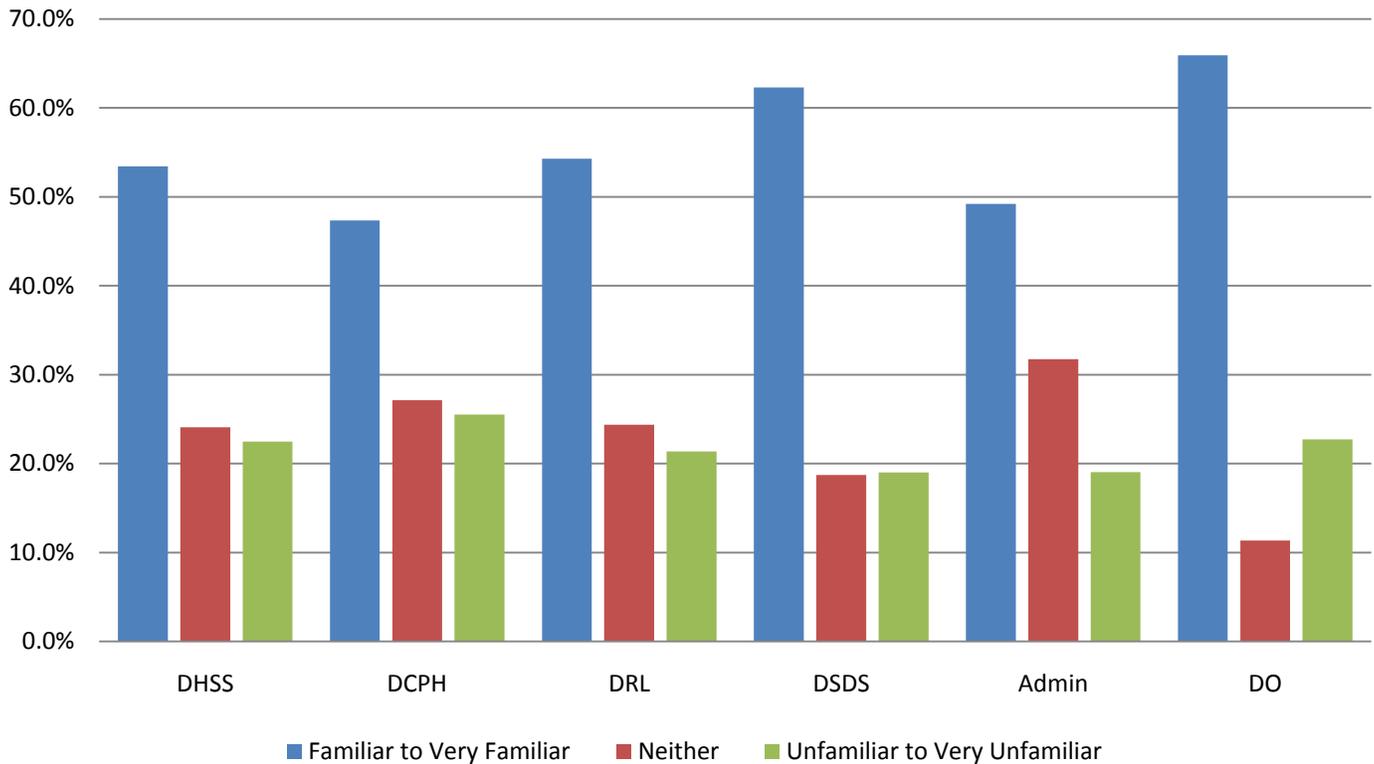
### How would you rate your familiarity with the DHSS vision statement?

		DHSS	DCPH	DRL	DSDS	Admin	DO
Very Familiar	n	76	30	21	20	1	4
	%	5.1%	4.8%	5.3%	5.6%	1.6%	9.1%
Familiar	n	635	239	167	179	28	22
	%	42.7%	38.4%	42.0%	50.0%	44.4%	50.0%
Neither Familiar/ Unfamiliar	n	393	180	113	73	21	6
	%	26.4%	28.9%	28.4%	20.4%	33.3%	13.6%
Unfamiliar	n	288	137	73	60	10	8
	%	19.4%	22.0%	18.3%	16.8%	15.9%	18.2%
Very Unfamiliar	n	94	37	24	26	3	4
	%	6.3%	5.9%	6.0%	7.3%	4.8%	9.1%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Familiarity with the DHSS Strategic Mission:** 53% of respondents reported being familiar or very familiar with the department’s strategic mission.

### How would you rate your familiarity with the DHSS mission statement?

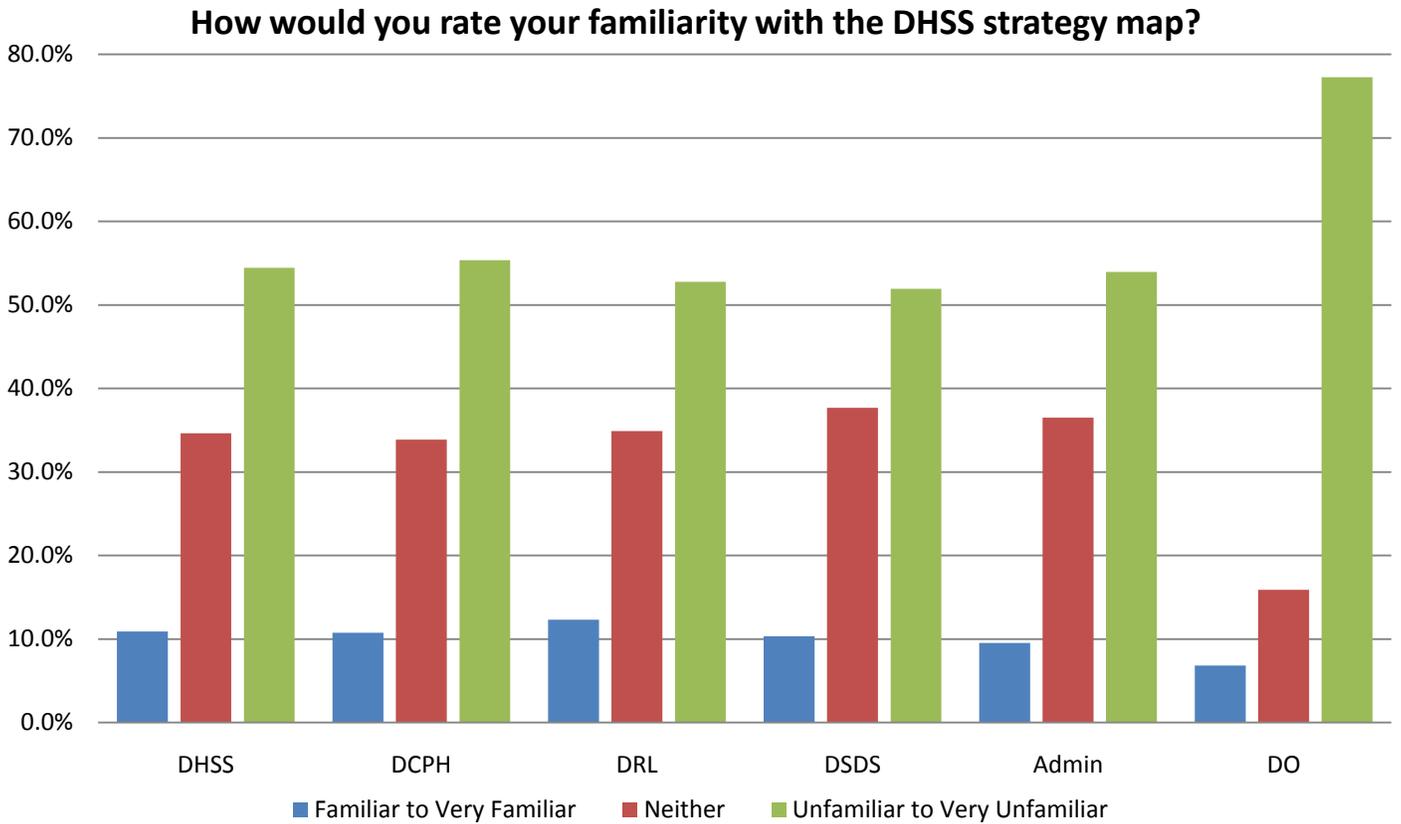


### How would you rate your familiarity with the DHSS mission statement?

		DHSS	DCPH	DRL	DSDS	Admin	DO
Very Familiar	n	91	31	22	31	1	6
	%	6.1%	5.0%	5.5%	8.7%	1.6%	13.6%
Familiar	n	703	264	194	192	30	23
	%	47.3%	42.4%	48.7%	53.6%	47.6%	52.3%
Neither Familiar/ Unfamiliar	n	358	169	97	67	20	5
	%	24.1%	27.1%	24.4%	18.7%	31.7%	11.4%
Unfamiliar	n	245	126	61	43	8	7
	%	16.5%	20.2%	15.3%	12.0%	12.7%	15.9%
Very Unfamiliar	n	89	33	24	25	4	3
	%	6.0%	5.3%	6.0%	7.0%	6.3%	6.8%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Familiarity with the DHSS Strategy Map:** 11% of respondents reported being familiar or very familiar with the department’s strategy map.

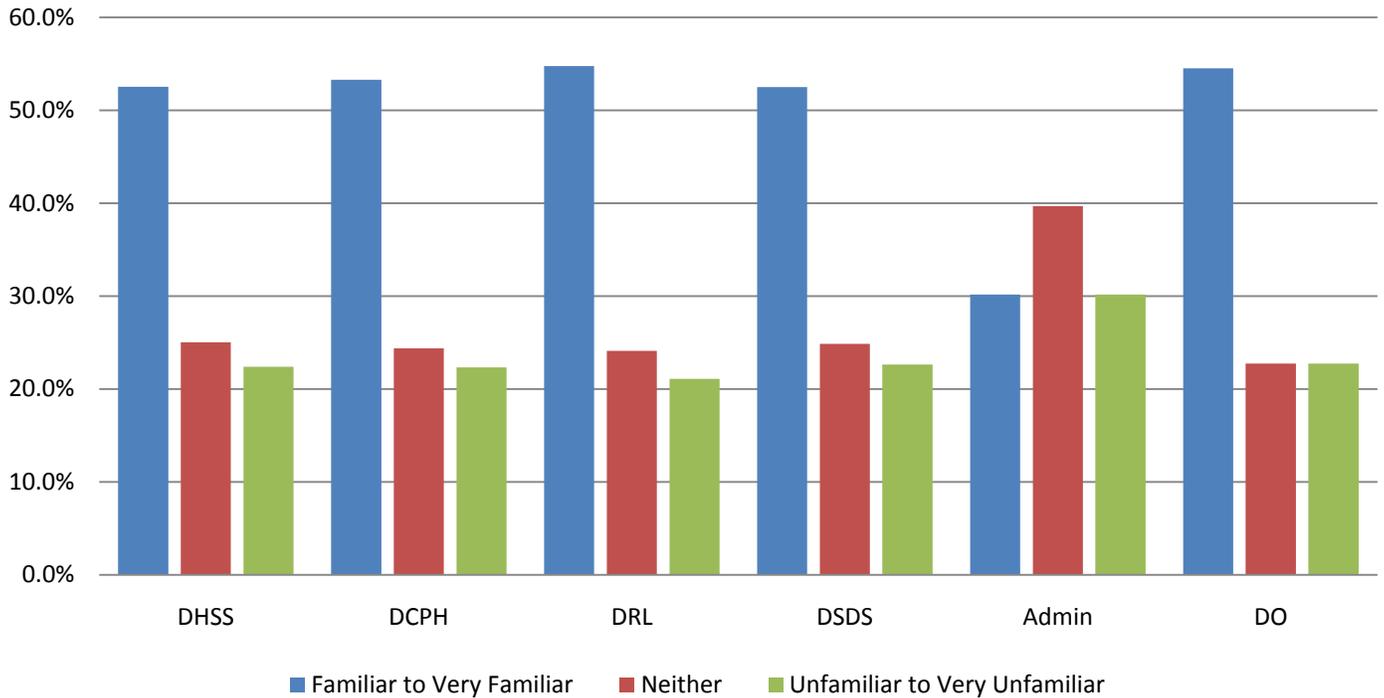


### How would you rate your familiarity with the DHSS strategy map?

		DHSS	DCPH	DRL	DSIDS	Admin	DO
Very Familiar	n	6	2	2	1	0	1
	%	0.4%	0.3%	0.5%	0.3%	0.0%	2.3%
Familiar	n	156	65	47	36	6	2
	%	10.5%	10.4%	11.8%	10.1%	9.5%	4.5%
Neither Familiar/ Unfamiliar	n	515	211	139	135	23	7
	%	34.7%	33.9%	34.9%	37.7%	36.5%	15.9%
Unfamiliar	n	565	256	132	125	26	26
	%	38.0%	41.1%	33.2%	34.9%	41.3%	59.1%
Very Unfamiliar	n	244	89	78	61	8	8
	%	16.4%	14.3%	19.6%	17.0%	12.7%	18.2%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Familiarity with Evidence-Based Decision Making:** 53% of respondents reported being familiar or very familiar with evidence-based decision making.

### How would you rate your familiarity with evidence-based decision making?

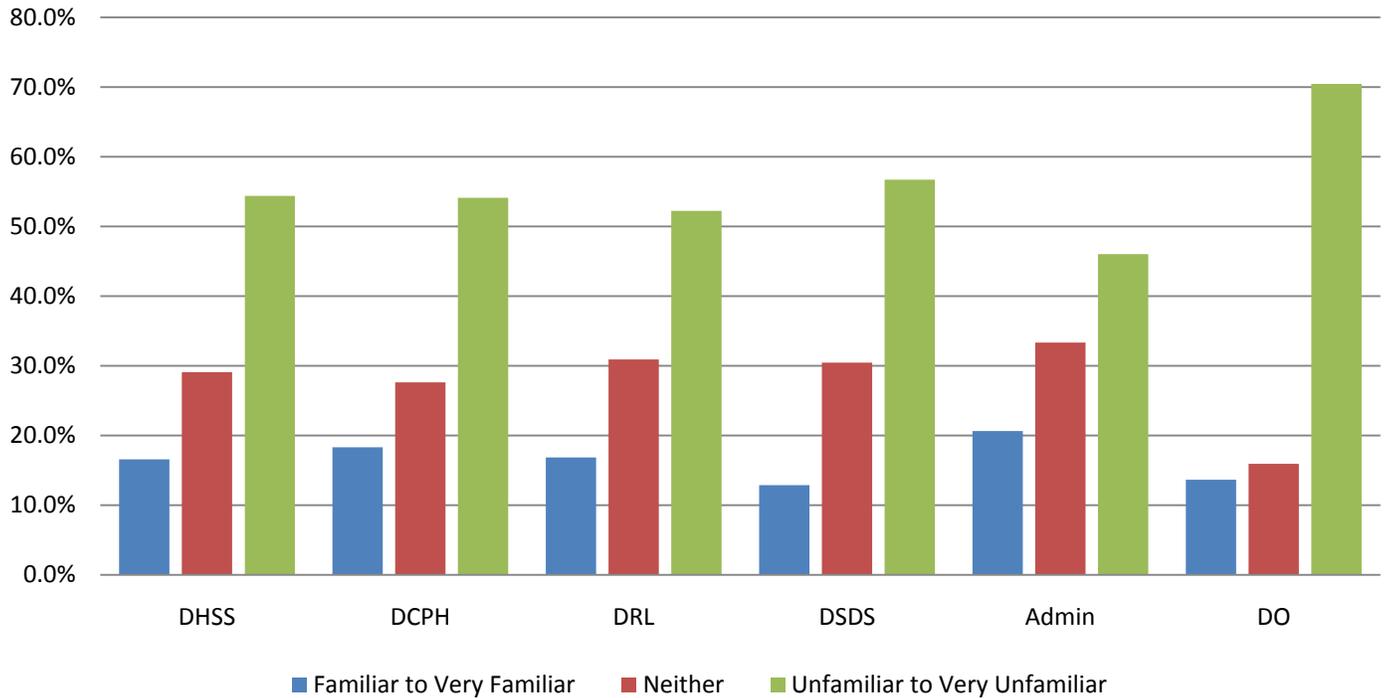


### How would you rate your familiarity with evidence-based decision making?

		DHSS	DCPH	DRL	DSDS	Admin	DO
Very Familiar	n	227	108	64	47	1	7
	%	15.3%	17.3%	16.1%	13.1%	1.6%	15.9%
Familiar	n	554	224	154	141	18	17
	%	37.3%	36.0%	38.7%	39.4%	28.6%	38.6%
Neither Familiar/ Unfamiliar	n	372	152	96	89	25	10
	%	25.0%	24.4%	24.1%	24.9%	39.7%	22.7%
Unfamiliar	n	227	100	54	51	15	7
	%	15.3%	16.1%	13.6%	14.2%	23.8%	15.9%
Very Unfamiliar	n	106	39	30	30	4	3
	%	7.1%	6.3%	7.5%	8.4%	6.3%	6.8%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Familiarity with Balanced Scorecard:** 17% of respondents reported being familiar or very familiar with the balanced scorecard method of performance management.

### How would you rate your familiarity with the balanced scorecard method of performance management?



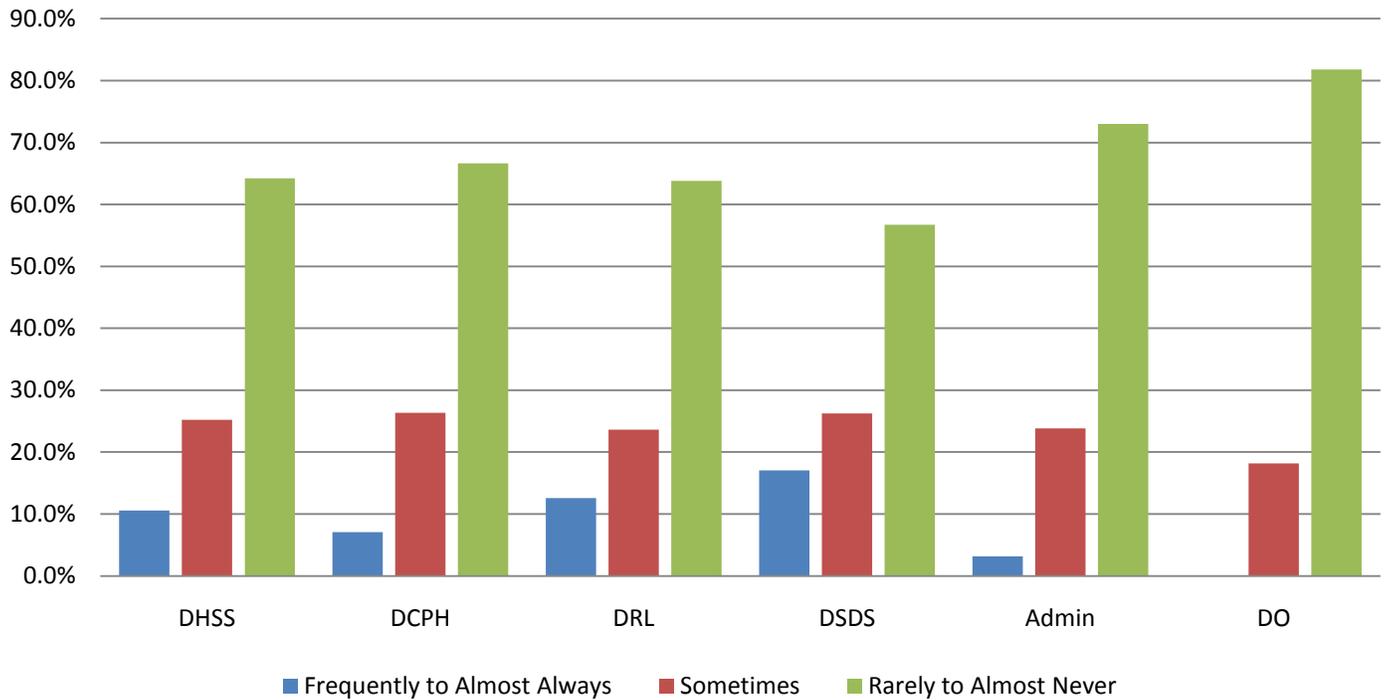
### How would you rate your familiarity with the balanced scorecard method of performance management?

		DHSS	DCPH	DRL	DSIDS	Admin	DO
Very Familiar	n	32	19	7	4	1	1
	%	2.2%	3.0%	1.8%	1.1%	1.6%	2.3%
Familiar	n	214	95	60	42	12	5
	%	14.4%	15.2%	15.1%	11.7%	19.0%	11.4%
Neither Familiar/ Unfamiliar	n	432	172	123	109	21	7
	%	29.1%	27.6%	30.9%	30.4%	33.3%	15.9%
Unfamiliar	n	518	231	129	113	22	23
	%	34.9%	37.1%	32.4%	31.6%	34.9%	52.3%
Very Unfamiliar	n	290	106	79	90	7	8
	%	19.5%	17.0%	19.8%	25.1%	11.1%	18.2%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Utilization of the Strategic Plan:** 11% of respondents reported using the strategic plan to inform duties or decision making.

### How often do you use the DHSS strategic plan in your day to day duties and decision making?



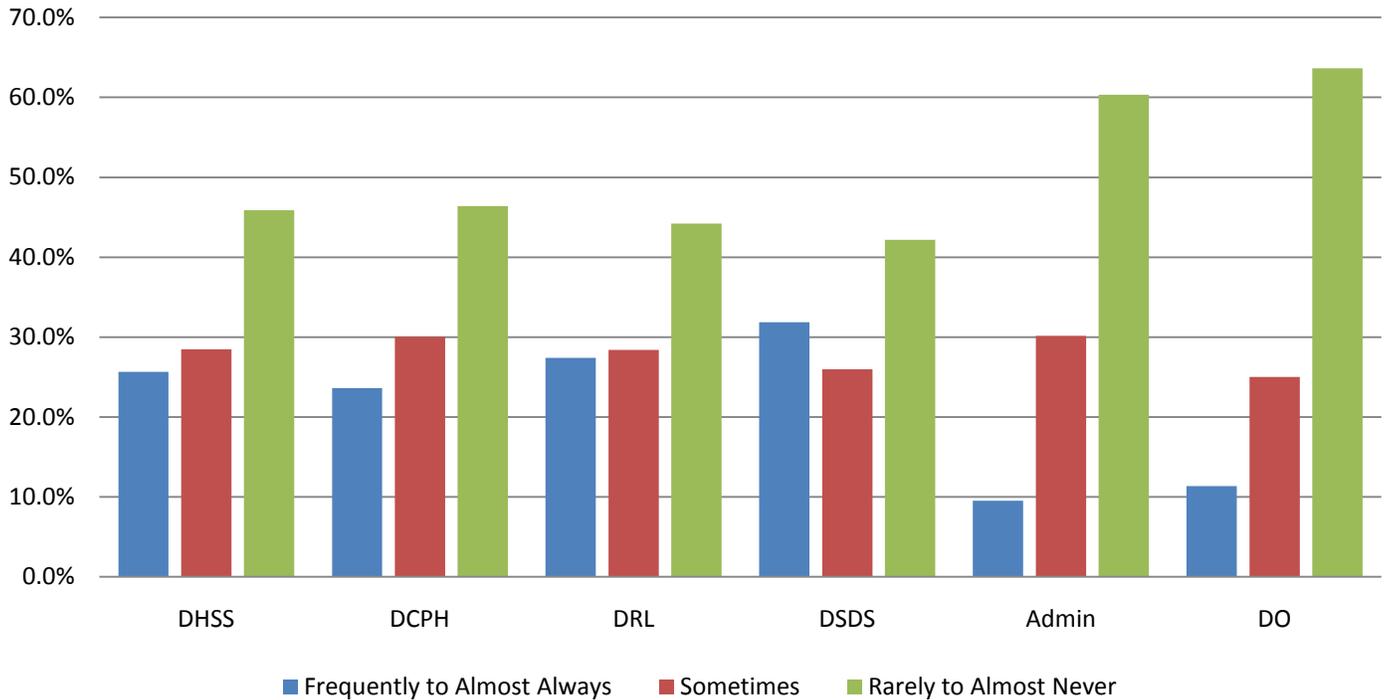
### How often do you use the DHSS strategic plan in your day to day duties and decision making?

		DHSS	DCPH	DRL	DSDS	Admin	DO
Almost Always	n	21	6	10	5	0	0
	%	1.4%	1.0%	2.5%	1.4%	0.0%	0.0%
Frequently	n	136	38	40	56	2	0
	%	9.2%	6.1%	10.1%	15.6%	3.2%	0.0%
Sometimes	n	375	164	94	94	15	8
	%	25.2%	26.3%	23.6%	26.3%	23.8%	18.2%
Rarely	n	408	191	102	82	16	17
	%	27.5%	30.7%	25.6%	22.9%	25.4%	38.6%
Almost Never	n	546	224	152	121	30	19
	%	36.7%	36.0%	38.2%	33.8%	47.6%	43.2%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Utilization of Performance Management:** 26% of respondents reported using the performance management to inform duties or decision making.

### How often do you use performance management in your day to day duties and decision making?



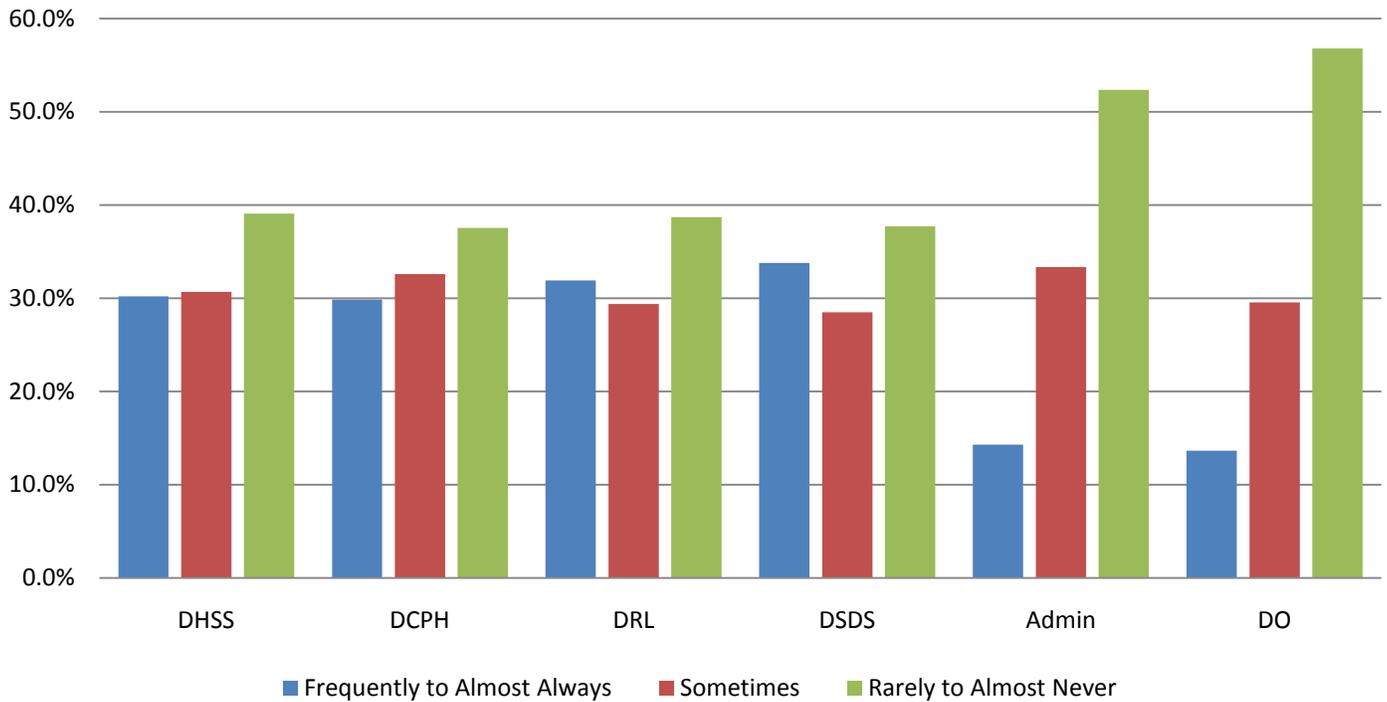
### How often do you use performance management in your day to day duties and decision making?

		DHSS	DCPH	DRL	DSIDS	Admin	DO
Almost Always	n	59	30	15	13	0	1
	%	4.0%	4.8%	3.8%	3.6%	0.0%	2.3%
Frequently	n	322	117	94	101	6	4
	%	21.7%	18.8%	23.6%	28.2%	9.5%	9.1%
Sometimes	n	423	187	113	93	19	11
	%	28.5%	30.0%	28.4%	26.0%	30.2%	25.0%
Rarely	n	296	128	75	68	13	12
	%	19.9%	20.5%	18.8%	19.0%	20.6%	27.3%
Almost Never	n	386	161	101	83	25	16
	%	26.0%	25.8%	25.4%	23.2%	39.7%	36.4%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Utilization of Measurable Performance Indicators:** 30% of respondents reported using measurable performance indicators to inform duties or decision making.

### How often do you use measurable performance indicators in your day to day duties and decision making?



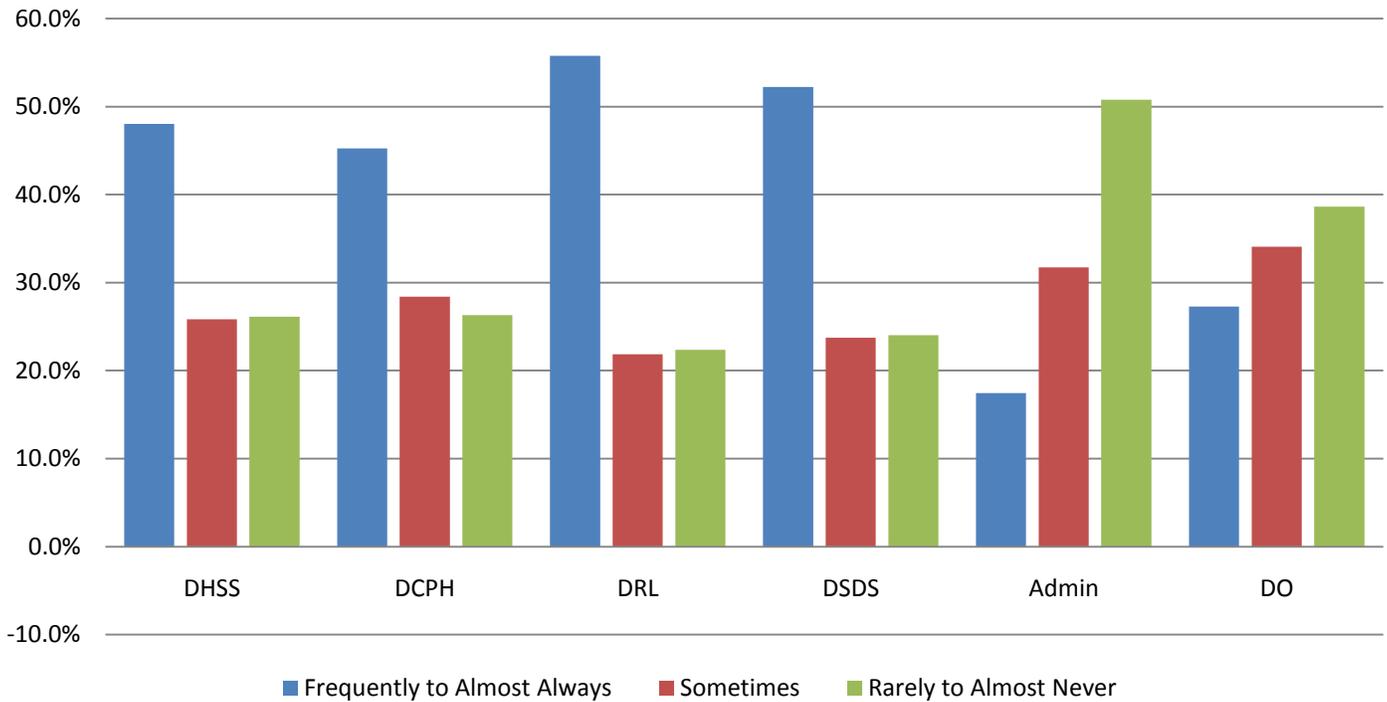
### How often do you use measurable performance indicators in your day to day duties and decision making?

		DHSS	DCPH	DRL	DSIDS	Admin	DO
Almost Always	n	93	47	28	17	0	1
	%	6.3%	7.5%	7.0%	4.7%	0.0%	2.3%
Frequently	n	356	139	99	104	9	5
	%	24.0%	22.3%	24.9%	29.1%	14.3%	11.4%
Sometimes	n	456	203	117	102	21	13
	%	30.7%	32.6%	29.4%	28.5%	33.3%	29.5%
Rarely	n	268	105	78	60	13	12
	%	18.0%	16.9%	19.6%	16.8%	20.6%	27.3%
Almost Never	n	313	129	76	75	20	13
	%	21.1%	20.7%	19.1%	20.9%	31.7%	29.5%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



**Utilization of Evidence-Based Decision Making:** 48% of respondents reported using an evidence base to inform duties or decision making.

### How often do you use evidence-based decision making in your day to day duties and decision making?

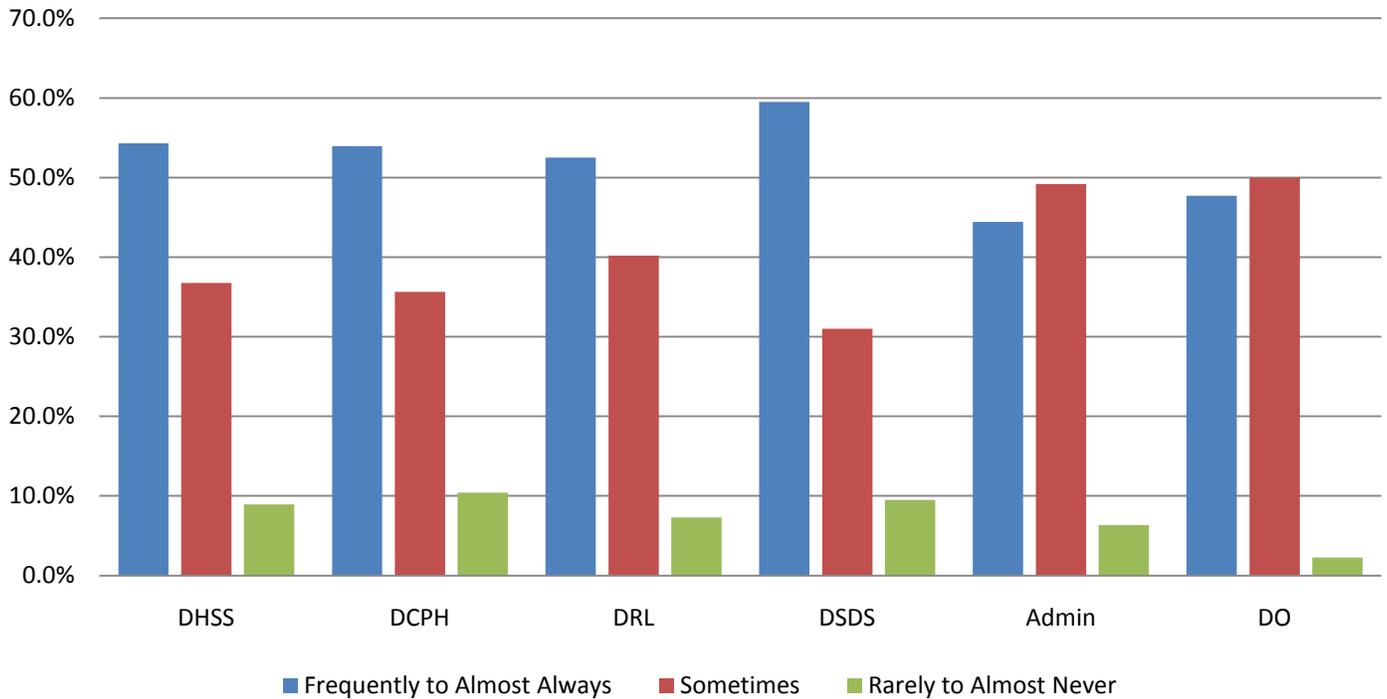


### How often do you use evidence-based decision making in your day to day duties and decision making?

		DHSS	DCPH	DRL	DSIDS	Admin	DO
Almost Always	n	232	81	91	52	0	8
	%	15.6%	13.0%	22.9%	14.5%	0.0%	18.2%
Frequently	n	482	201	131	135	11	4
	%	32.4%	32.3%	32.9%	37.7%	17.5%	9.1%
Sometimes	n	384	177	87	85	20	15
	%	25.8%	28.4%	21.9%	23.7%	31.7%	34.1%
Rarely	n	172	71	41	41	10	9
	%	11.6%	11.4%	10.3%	11.5%	15.9%	20.5%
Almost Never	n	216	93	48	45	22	8
	%	14.5%	14.9%	12.1%	12.6%	34.9%	18.2%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Utilization of Quality Improvement (Identification):** 54% of respondents reported frequent or higher identification of ways to improve performance in their delivery of duties or decision making.

### How often do you identify ways to improve the way you perform your day to day duties and decision making?

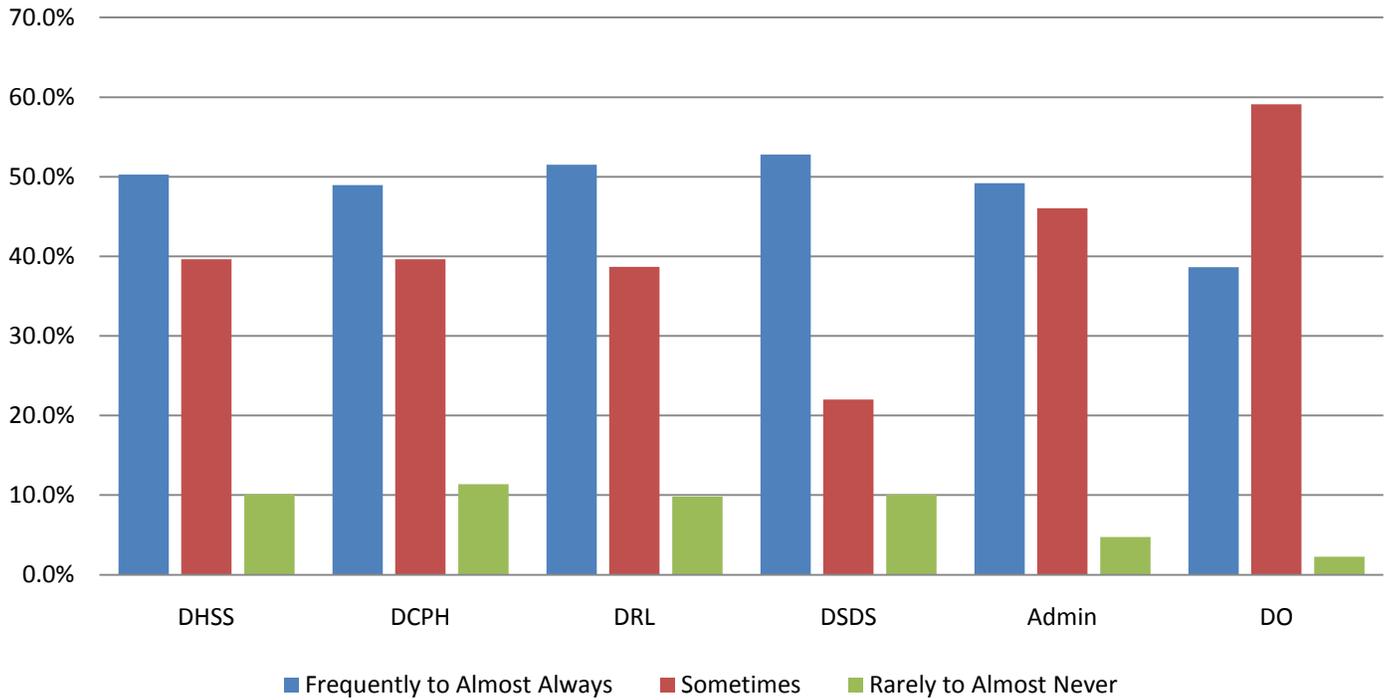


### How often do you identify ways to improve the way you perform your day to day duties and decision making?

		DHSS	DCPH	DRL	DSDS	Admin	DO
Almost Always	n	175	78	37	52	5	3
	%	11.8%	12.5%	9.3%	14.5%	7.9%	6.8%
Frequently	n	632	258	172	161	23	18
	%	42.5%	41.4%	43.2%	45.0%	36.5%	40.9%
Sometimes	n	546	222	160	111	31	22
	%	36.7%	35.6%	40.2%	31.0%	49.2%	50.0%
Rarely	n	85	43	18	20	3	1
	%	5.7%	6.9%	4.5%	5.6%	4.8%	2.3%
Almost Never	n	48	22	11	14	1	0
	%	3.2%	3.5%	2.8%	3.9%	1.6%	0.0%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Utilization of Quality Improvement (Implementation):** 50% of respondents reported frequent or higher implementation of ways to improve performance in their delivery of duties or decision making.

**How often do you implement or initiate ways to improve the way you perform your day to day duties and decision making?**

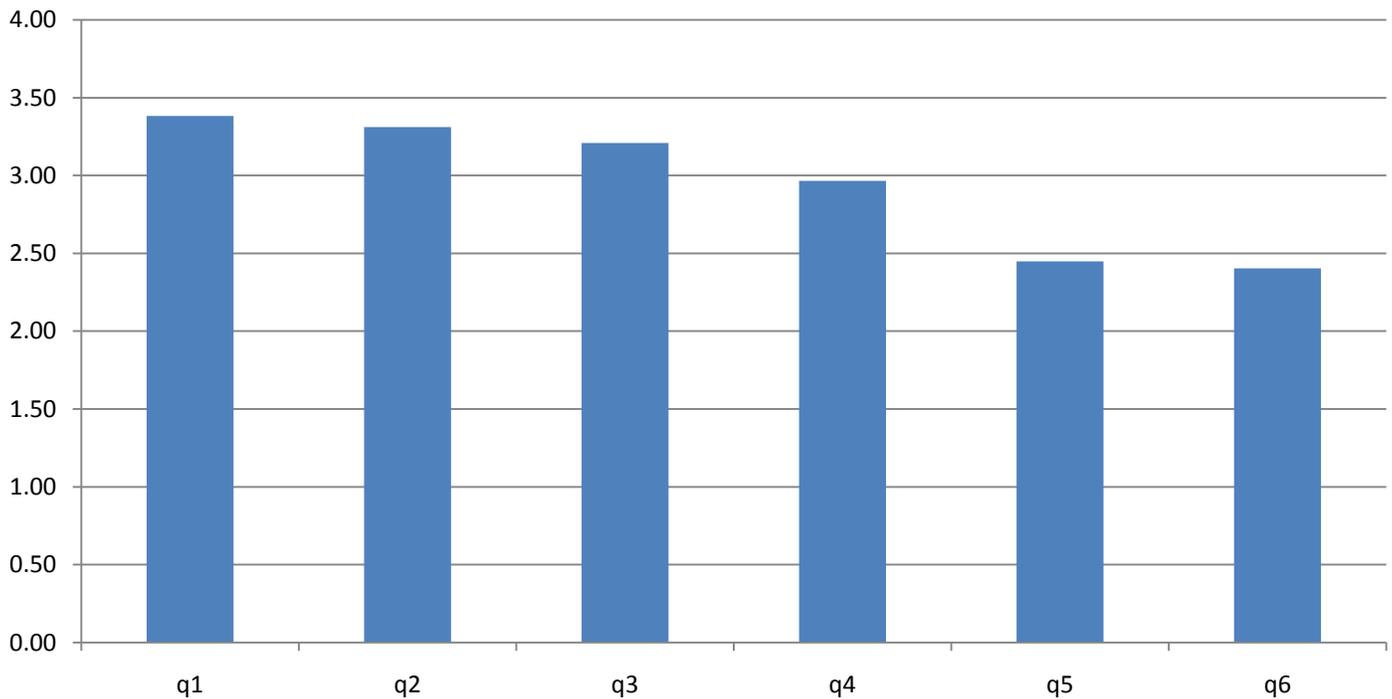


**How often do you implement or initiate ways to improve the way you perform your day to day duties and decision making?**

		DHSS	DCPH	DRL	DSDS	Admin	DO
Almost Always	n	148	61	38	40	6	3
	%	10.0%	9.8%	9.5%	11.2%	9.5%	6.8%
Frequently	n	599	244	167	149	25	14
	%	40.3%	39.2%	42.0%	41.6%	39.7%	31.8%
Sometimes	n	589	247	154	133	29	26
	%	39.6%	39.6%	38.7%	22.0%	46.0%	59.1%
Rarely	n	96	46	24	22	3	1
	%	6.5%	7.4%	6.0%	6.1%	4.8%	2.3%
Almost Never	n	54	25	15	14	0	0
	%	3.6%	4.0%	3.8%	3.9%	0.0%	0.0%
<b>Total</b>	n	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	%	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Familiarity Overview:** Evidence-based decision making was the most familiar concept to respondents. The average response was 3.38, between “familiar” and “neither familiar nor unfamiliar”. The least familiar concept was the DHSS strategy map at 2.4, between “unfamiliar” and “neither familiar nor unfamiliar”.

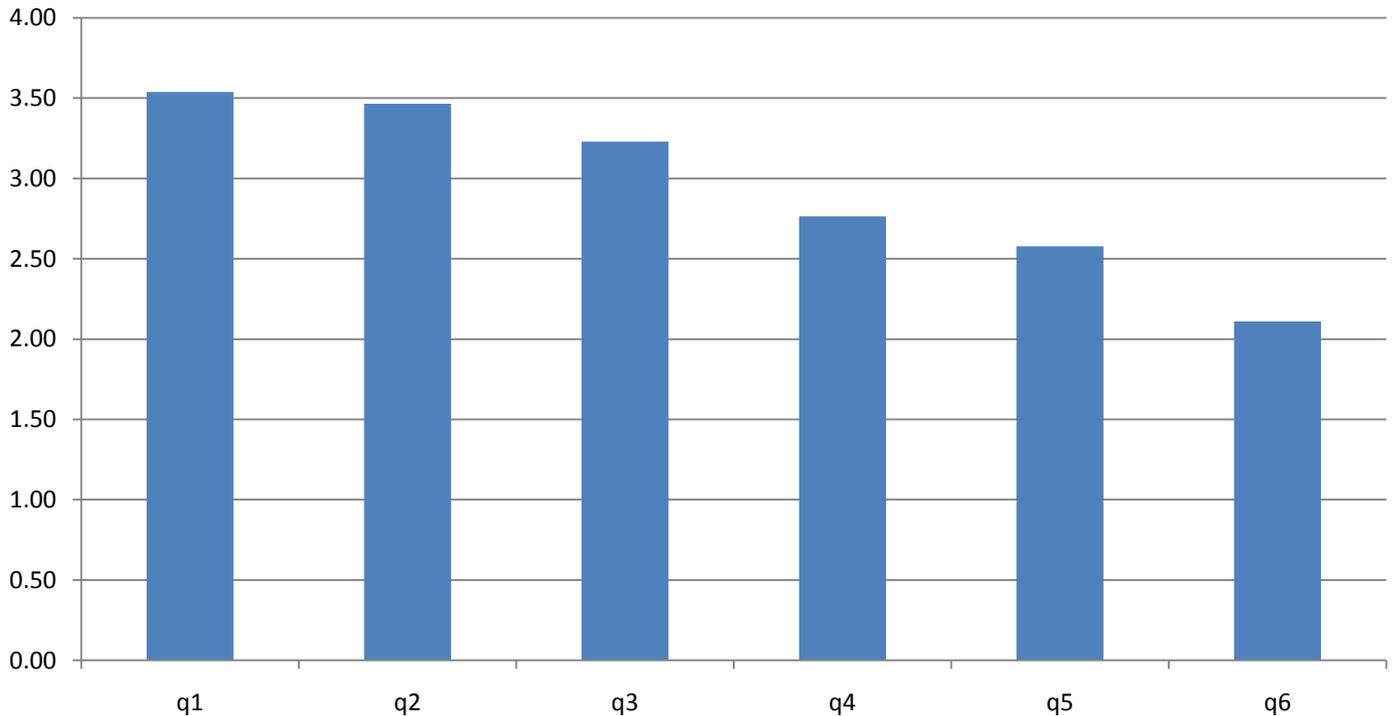
**Familiarity Questions: Average Score (5=Very Familiar, 1=Very Unfamiliar)**



Number	Familiarity Question	Average Score
q1	How would you rate your familiarity with evidence-based decision making?	3.38
q2	How would you rate your familiarity with the DHSS mission statement?	3.31
q3	How would you rate your familiarity with the DHSS vision statement?	3.21
q4	How would you rate your familiarity with the DHSS strategic plan?	2.97
q5	How would you rate your familiarity with the balanced scorecard method of performance management?	2.45
q6	How would you rate your familiarity with the DHSS strategy map?	2.40

**Utilization Overview:** Quality improvement identification was the most utilized concept to respondents. The average response was 3.54, between “familiar” and “neither familiar nor unfamiliar”. The least-utilized concept was the DHSS strategic plan at 2.1, very near “unfamiliar”.

**Utilization Questions: Average Score (5=Almost Always, 1=Almost Never)**

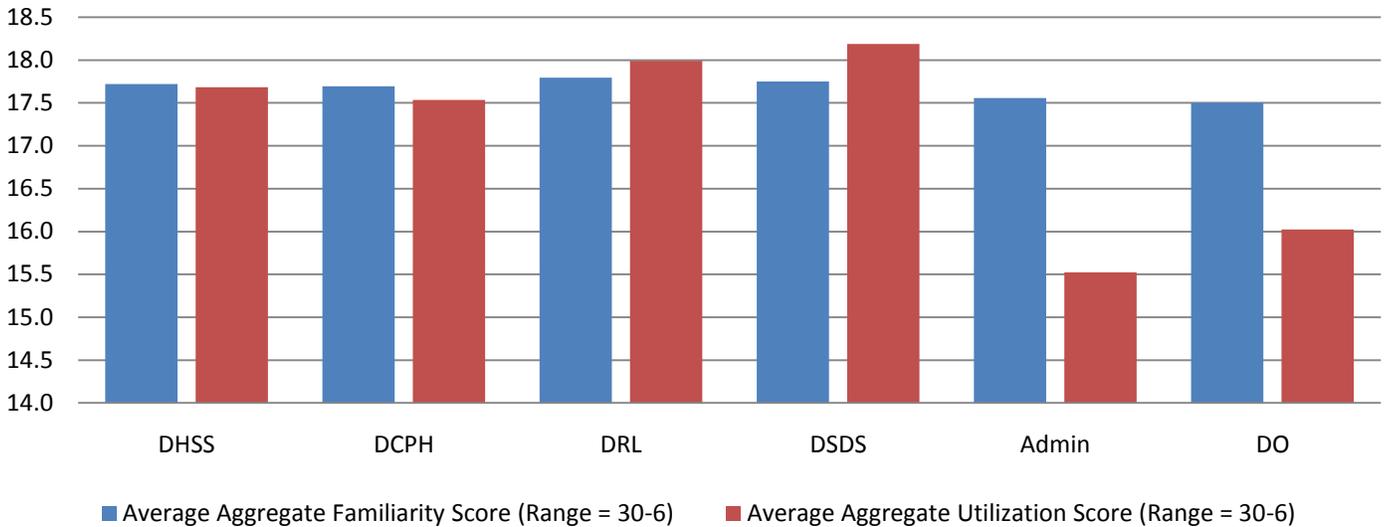


Number	Utilization Question	Average Score
q1	How often do you identify ways to improve the way you perform your day to day duties and decision making?	3.54
q2	How often do you implement or initiate ways to improve the way you perform your day to day duties and decision making?	3.47
q3	How often do you use evidence-based decision making in your day to day duties and decision making?	3.23
q4	How often do you use measurable performance indicators in your day to day duties and decision making?	2.76
q5	How often do you use performance management in your day to day duties and decision making?	2.58
q6	How often do you use the DHSS strategic plan in your day to day duties and decision making?	2.11

**Familiarity and Utilization Overview:** The scores below were derived by applying equal weights to each response choice, 1-5. For example, familiarity was scored as:

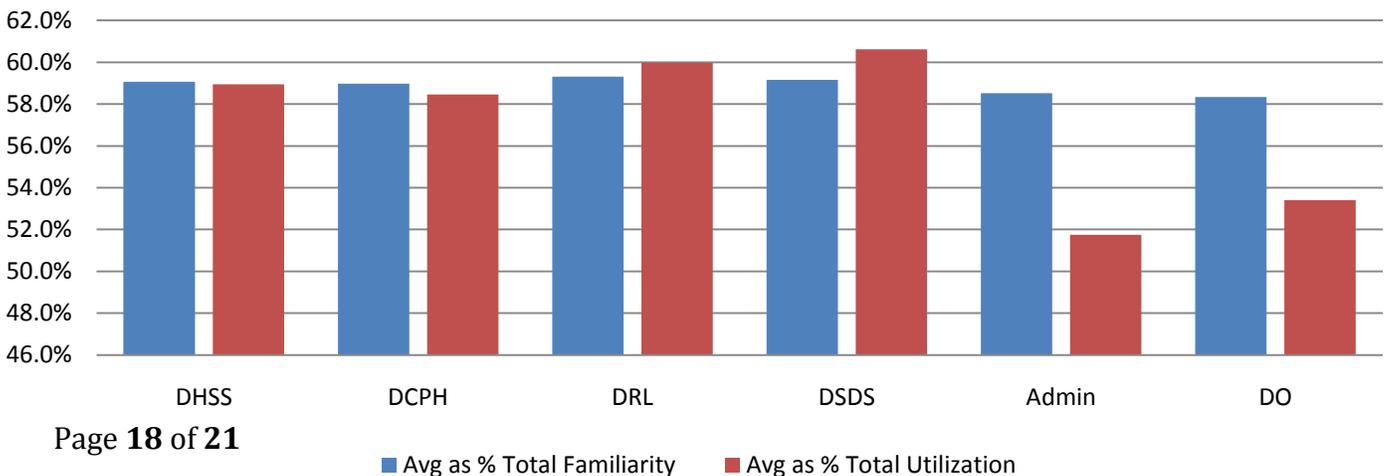
- 5 = Very Familiar
- 4 = Familiar
- 3 = Neither Familiar/Unfamiliar
- 2 = Unfamiliar
- 1 = Very Unfamiliar

### Overall Familiarity and Utilization by Division



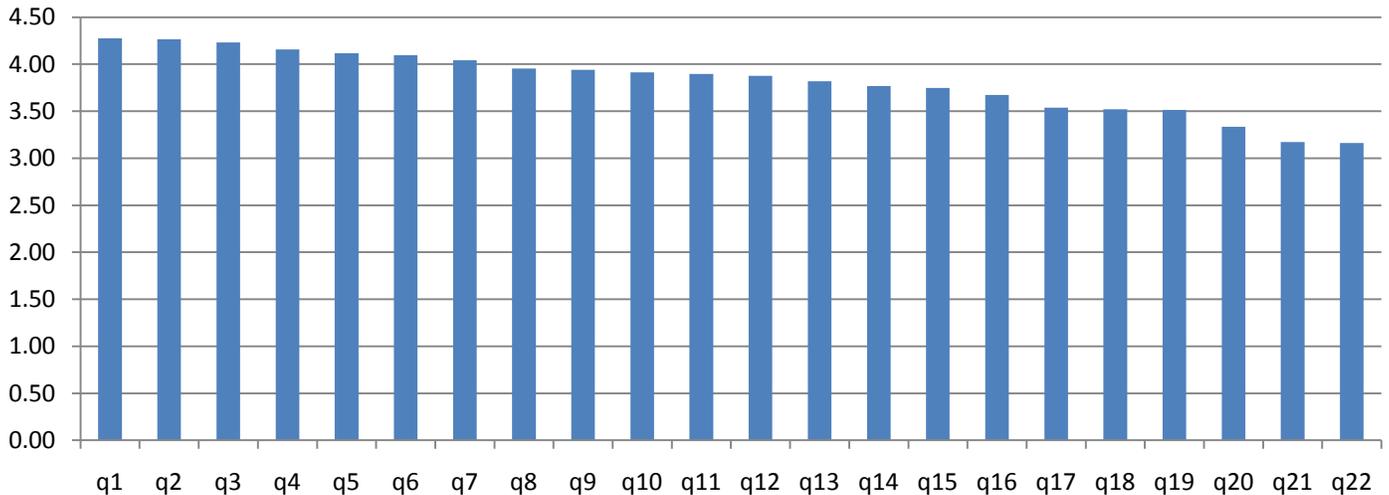
	DHSS	DCPH	DRL	DSDS	Admin	DO
Average Aggregate Familiarity Score (Range = 30-6)	17.7	17.7	17.8	17.7	17.6	17.5
Average Aggregate Utilization Score (Range = 30-6)	17.7	17.5	18.0	18.2	15.5	16.0

### Overall Familiarity and Utilization by Division, Percent of Total Familiarity and Utilization



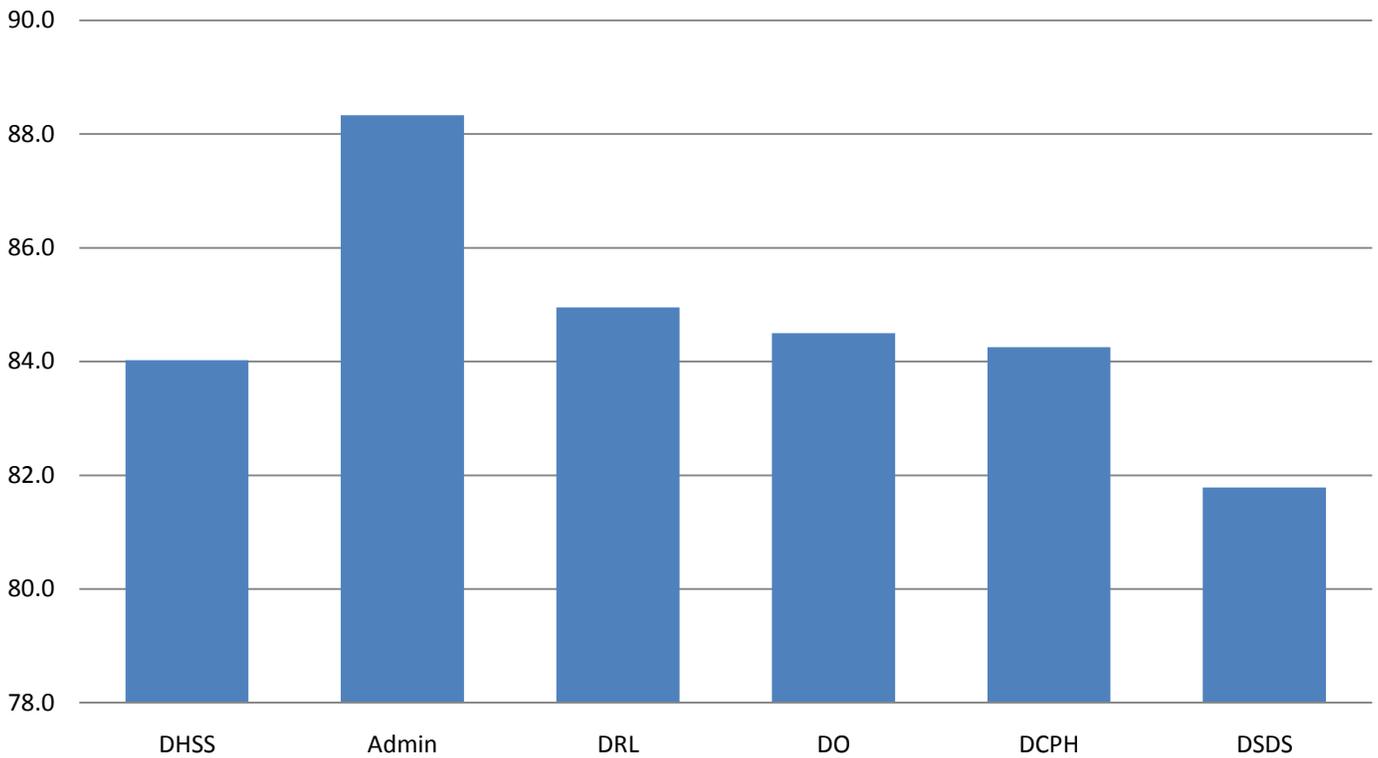
**Engagement Overview:** Doing more than what is expected of the respondent was the most highly agreed-upon engagement question. Highly deserving of further discussion, five of the six least agreed-upon engagement questions involved staff perception of senior management.

**Engagement Questions: Average Score (5=Strongly Agree, 1=Strongly Disagree)**

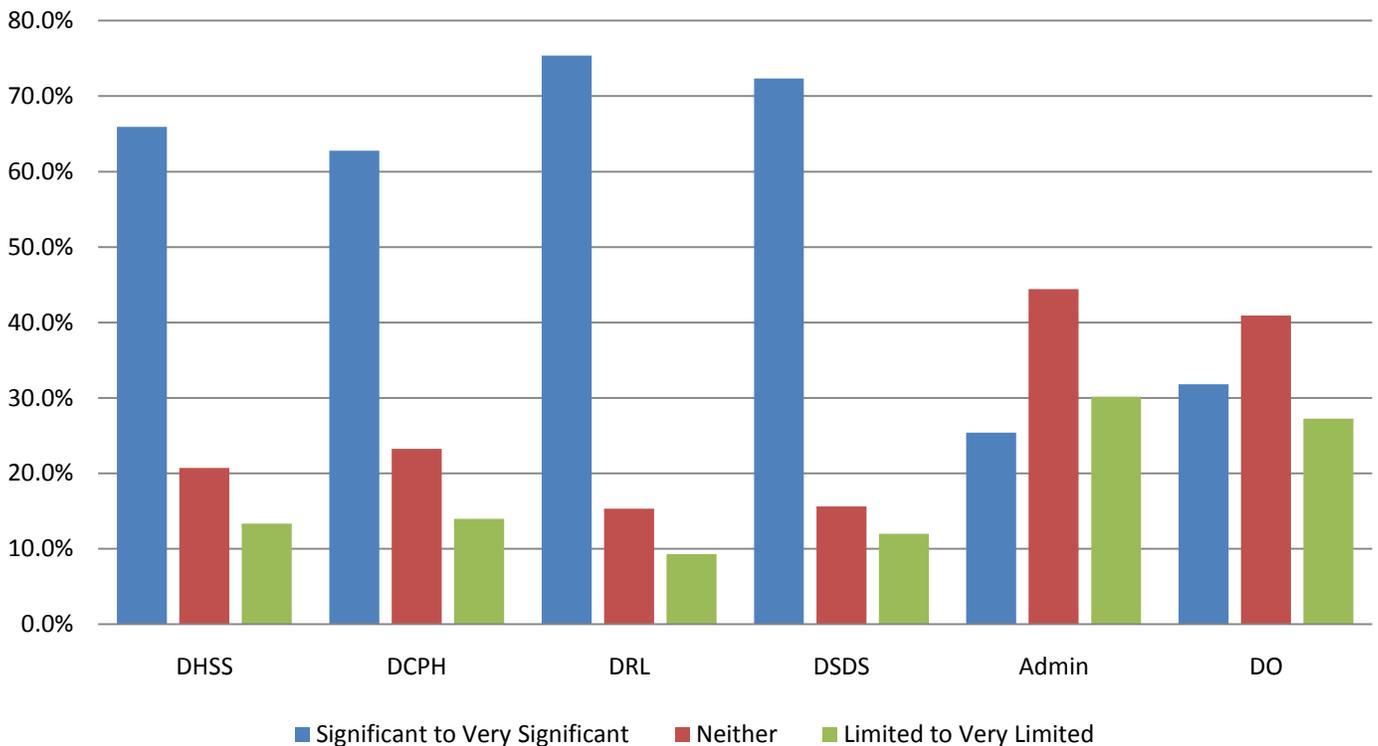


Number	Engagement Question	Average Score
q1	I do more than is expected of me.	4.27
q2	I am clear on my work priorities – i.e., what I need to achieve in the next 3-6 months.	4.27
q3	I like the work that I do.	4.23
q4	I think of my work as more than “just a job.”	4.16
q5	I can rely on my manager.	4.12
q6	I am proud to work here.	4.10
q7	I have a great working relationship with my manager.	4.04
q8	I understand how my own work priorities support the department’s strategy.	3.95
q9	My manager encourages me to use my talents as much as possible.	3.94
q10	My manager treats me as an individual with unique interests and needs.	3.91
q11	My manager delegates assignments effectively without micromanaging me.	3.90
q12	My manager asks for and acts on my input.	3.88
q13	More often than not, I am very satisfied to work here.	3.82
q14	My manager provides regular, specific feedback on my performance.	3.77
q15	My manager has built a strong sense of belonging within our team or department.	3.75
q16	My manager recognizes and rewards my achievements.	3.67
q17	Senior leaders act in alignment with the department’s core values or guiding principles.	3.54
q18	I can rely on the senior leaders at DHSS.	3.52
q19	Senior leaders link the work of the department to a larger purpose.	3.52
q20	Senior leaders communicate honestly.	3.34
q21	I have career opportunities at DHSS.	3.17
q22	Senior leaders have created a work environment that drives high performance.	3.16

### Average Aggregate Engagement Score by Division (Range = 110-22)



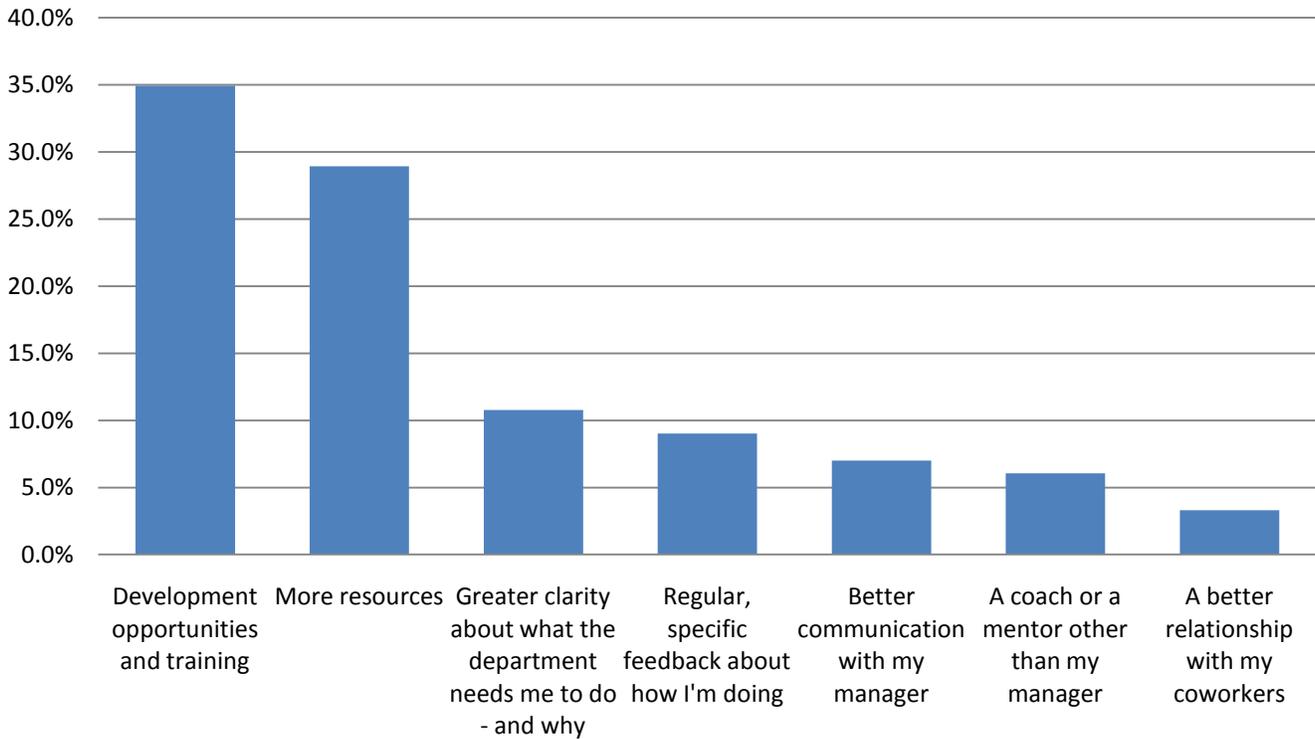
### How would you describe the impact of your day to day duties or decision making on the health and safety of Missourians?





**Performance Improvement:** 35% of respondents felt that development opportunities and training would most improve their performance—a sign of the department’s potential to embrace a learning organizational culture.

**Choose the item that would most improve your performance:**



**Choose the item that would most improve your performance:**

		DHSS	DCPH	DRL	DSDS	Admin	DO
A better relationship with my coworkers	n	49	17	25	4	1	2
	%	3.3%	2.7%	6.3%	1.1%	1.6%	4.5%
A coach or a mentor other than my manager	n	90	39	28	19	4	0
	%	6.1%	6.3%	7.0%	5.3%	6.3%	0.0%
Better communication with my manager	n	104	51	27	18	4	4
	%	7.0%	8.2%	6.8%	5.0%	6.3%	9.1%
Development opportunities and training	n	519	232	113	123	33	18
	%	34.9%	37.2%	28.4%	34.4%	52.4%	40.9%
Greater clarity about what the department needs me to do - and why	n	160	69	40	45	4	2
	%	10.8%	11.1%	10.1%	12.6%	6.3%	4.5%
More resources	n	430	158	116	134	10	12
	%	28.9%	25.4%	29.1%	37.4%	15.9%	27.3%
Regular, specific feedback about how I'm doing	n	134	57	49	15	7	6
	%	9.0%	9.1%	12.3%	4.2%	11.1%	13.6%
<b>Total</b>	<b>n</b>	<b>1486</b>	<b>623</b>	<b>398</b>	<b>358</b>	<b>63</b>	<b>44</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>