



**Performance Management:
Employee Familiarity and Utilization Survey Results
August 31, 2012**



Prepared by the DHSS Office of Performance Management

We welcome comments, questions, and suggestions at susan.thomas@health.mo.gov

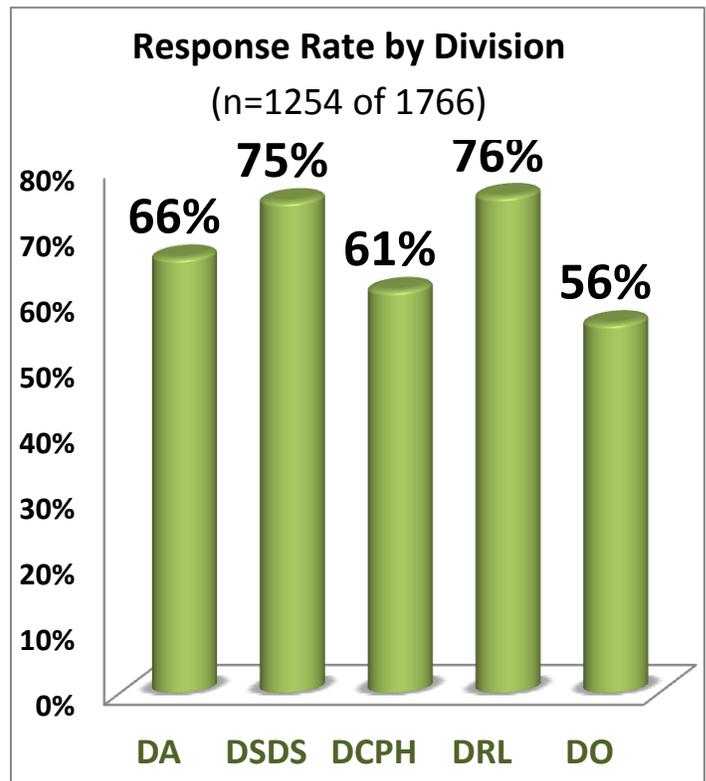
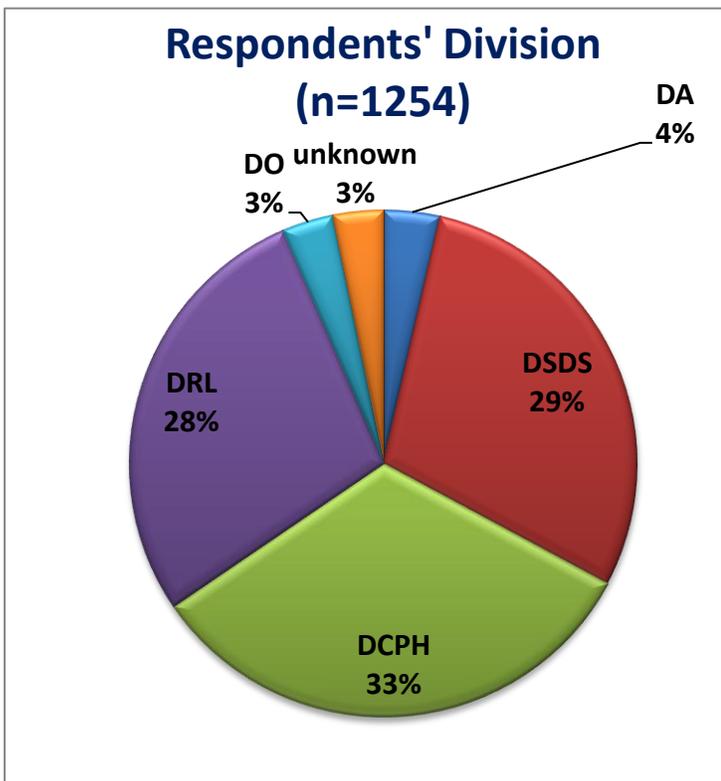


Background: DHSS currently has a public health infrastructure grant under the Affordable Care Act to improve the efficiency and effectiveness of the public health system in Missouri through performance management. A brief online survey was recently distributed to all staff to serve as a follow-up to the baseline survey conducted in 2011. This survey was to measure 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 follow-up survey conducted in late August, 2012 and compares the 2011 results with the 2012 results. The survey covered:

- Familiarity and utilization of the department's Strategic Plan, Mission and Vision
- Familiarity and utilization of performance management, defined 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

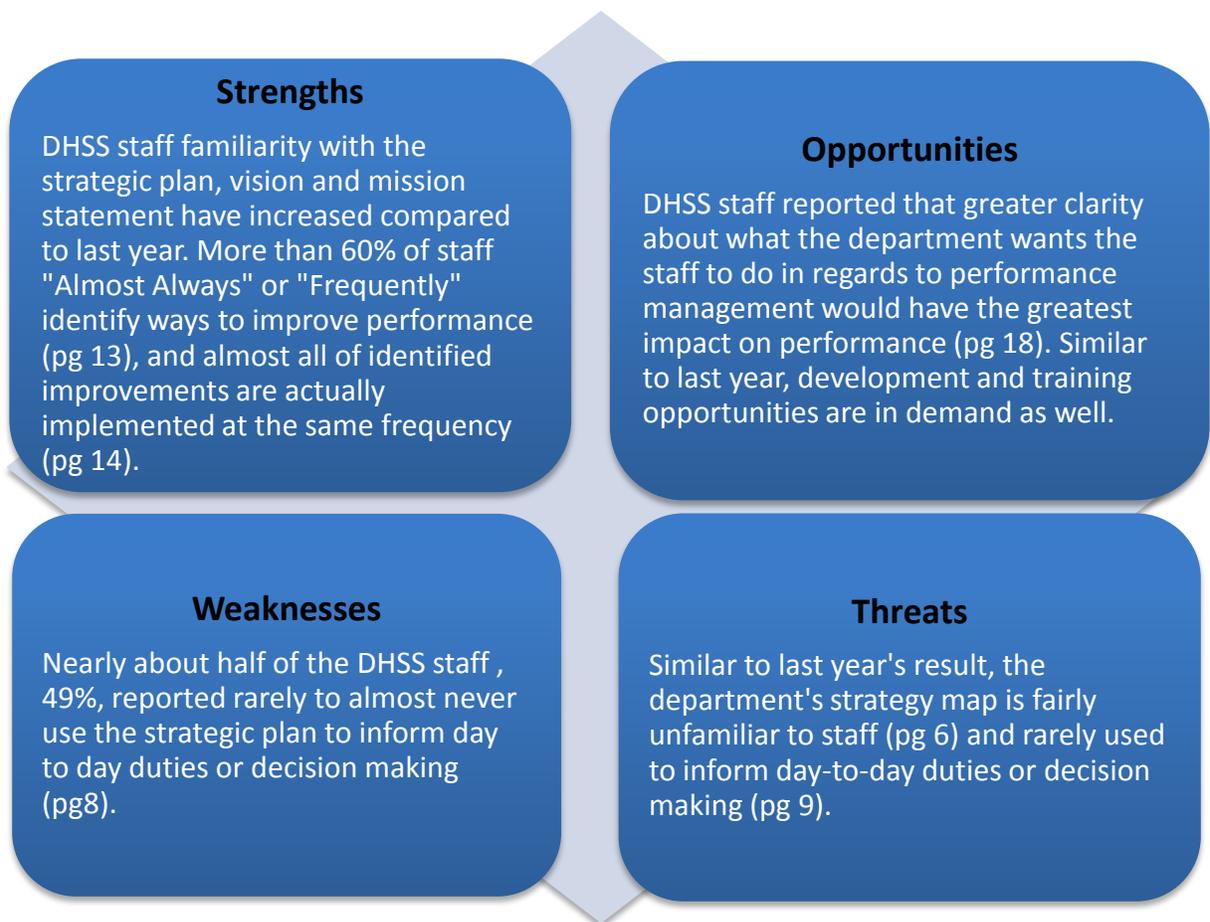
More than 1,250 individuals responded for a response rate of 71% department-wide. Composition of the respondents closely reflected the true composition of the department.



DHSS Strategic Planning and Performance Management

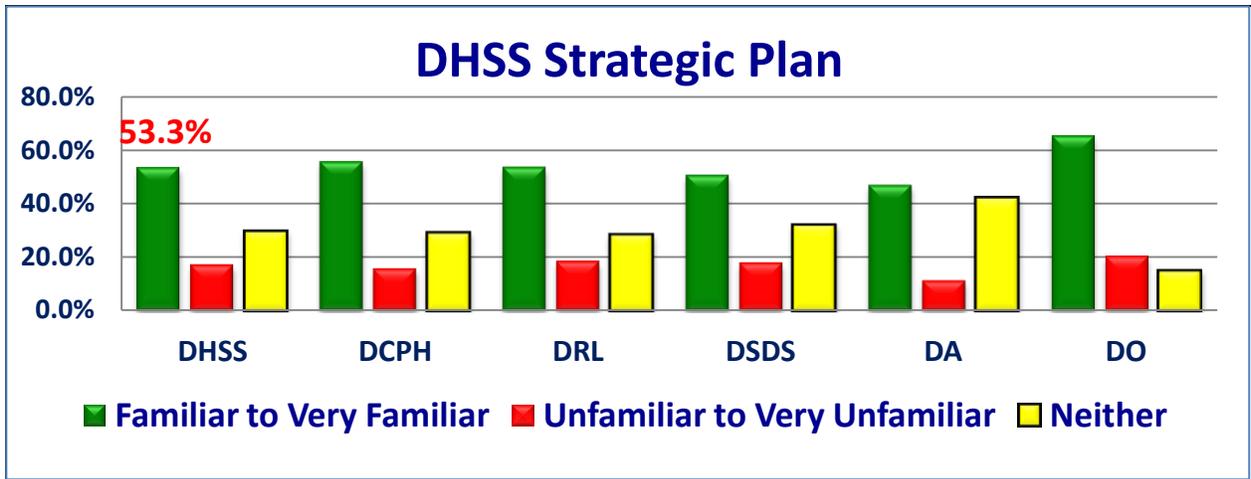
SWOT analysis

SWOT evaluation is a strategic planning method to evaluate the **Strengths**, **Weaknesses/Limitations**, **Opportunities**, and **Threats** involved in a project or in a business venture. It summarily evaluates internal and external factors influencing the successful completion of an organization's strategic mission and vision. Our greatest strengths include the familiarity with DHSS strategic plan, vision and mission statement that has increased compared to last year's result. Opportunities for capturing efficiencies and performance improvements underlie respondent requests for greater clarity about what the department wants from staff in regards to performance management. Like last year, more development and training opportunities would increase understanding of performance management expectations. The greatest weakness seems like utilization of DHSS strategic plan, as it was reported by half of staff as rarely to almost never used. Opportunities also lie in our greatest threats to success. Although an increase was seen over last year's results, the current strategy map is fairly unfamiliar to staff and rarely used to inform day-to-day duties or decision-making.





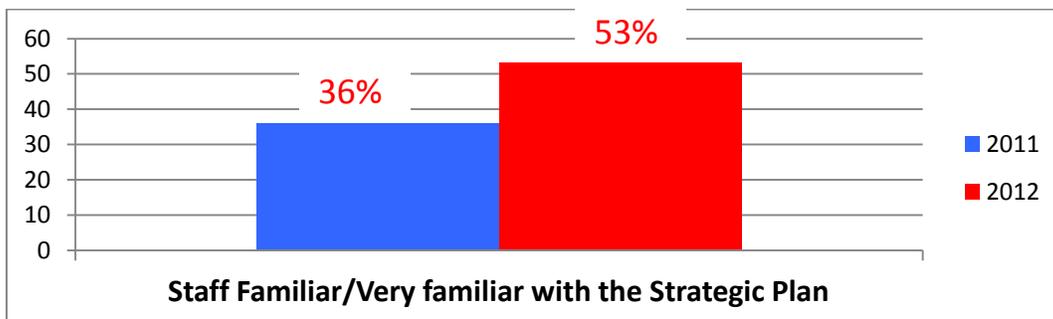
Familiarity with the DHSS Strategic Plan: Nearly 54% of the respondents reported being familiar or very familiar with the department’s strategic plan while 17% of the respondents reported being unfamiliar or very unfamiliar.



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

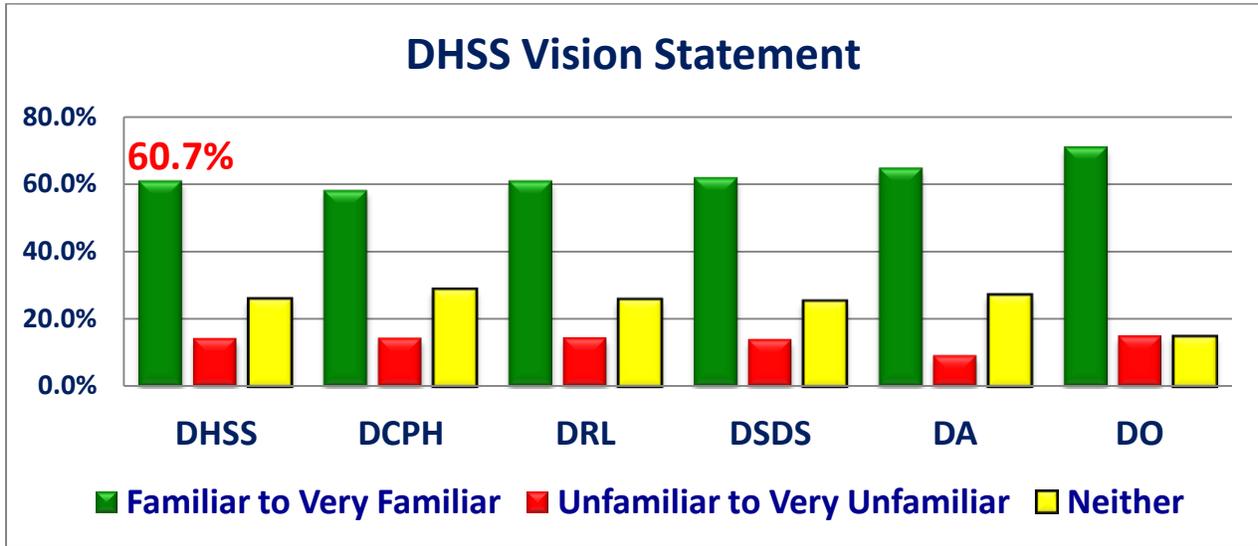
		DHSS	DCPH	DRL	DSDS	DA	DO
Very Familiar	n	64	23	20	12	0	5
	%	5.1%	5.6%	5.7%	3.3%	0.0%	12.5%
Familiar	n	602	203	168	172	21	21
	%	48.2%	49.8%	47.7%	47.1%	46.7%	52.5%
Neither Familiar/ Unfamiliar	n	372	119	100	117	19	6
	%	29.8%	29.2%	28.4%	32.1%	42.2%	15.0%
Unfamiliar	n	155	50	49	43	3	8
	%	12.4%	12.3%	13.9%	11.8%	6.7%	20.0%
Very Unfamiliar	n	56	13	15	21	2	0
	%	4.5%	3.2%	4.3%	5.8%	4.4%	0.0%
Total	n	1249	408	352	365	45	40
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 17% in the total number of DHSS Staff who reported being familiar with the strategic plan from 2011 – 2012.





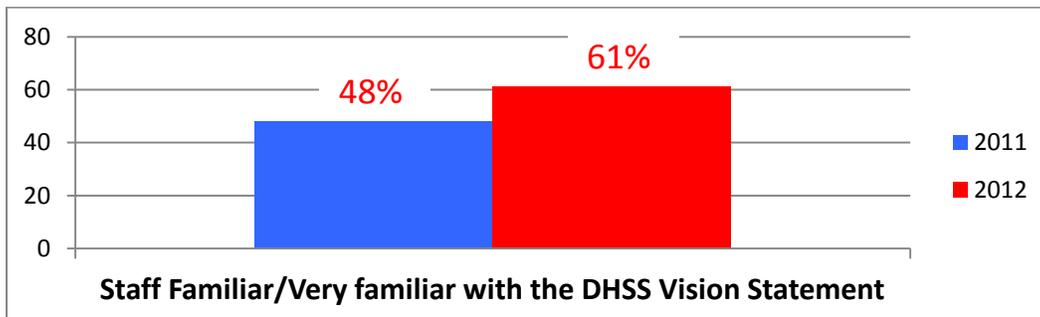
Familiarity with the DHSS Vision Statement: More than 60% of respondents reported being familiar or very familiar with the department’s vision statement.



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

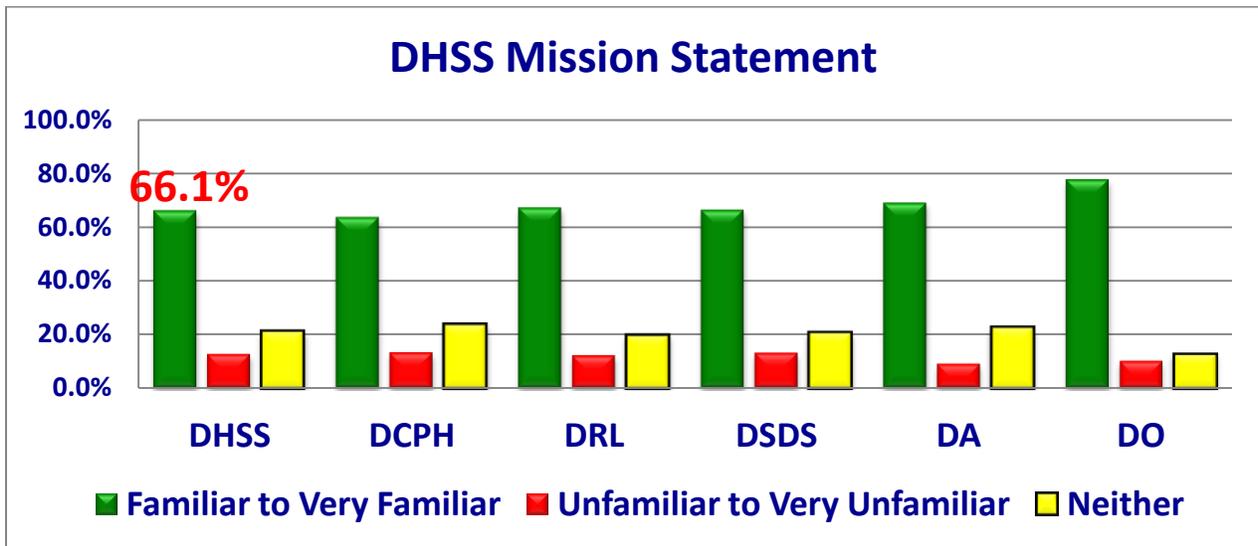
		DHSS	DCPH	DRL	DSDS	DA	DO
Very Familiar	n	122	42	35	33	0	9
	%	9.8%	10.3%	10.1%	9.1%	0.0%	22.0%
Familiar	n	632	194	176	190	29	20
	%	50.8%	47.5%	50.6%	52.5%	64.4%	48.8%
Neither Familiar/ Unfamiliar	n	317	115	88	90	12	6
	%	25.5%	28.2%	25.3%	24.9%	26.7%	14.6%
Unfamiliar	n	133	44	42	36	3	6
	%	10.7%	10.8%	12.1%	9.9%	6.7%	14.6%
Very Unfamiliar	n	39	13	7	13	1	0
	%	3.1%	3.2%	2.0%	3.6%	2.2%	0.0%
Total	n	1243	408	348	362	45	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 13% in the total number of DHSS Staff who reported being familiar with the vision statement from 2011 – 2012.





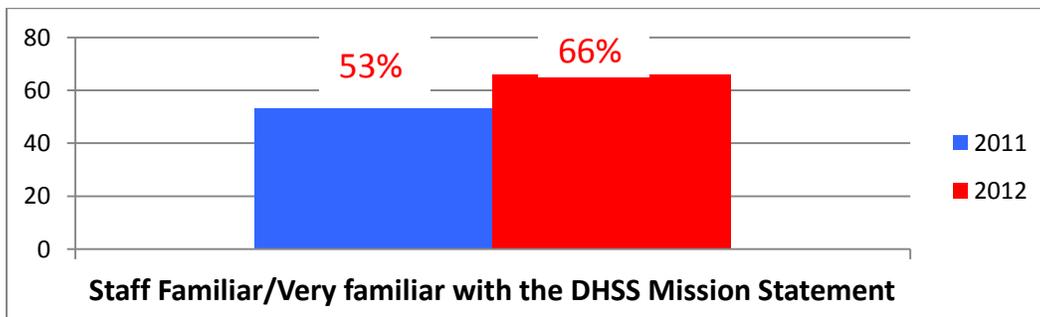
Familiarity with the DHSS Mission Statement: Nearly 66% of respondents reported being familiar or very familiar with the department’s mission statement.



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

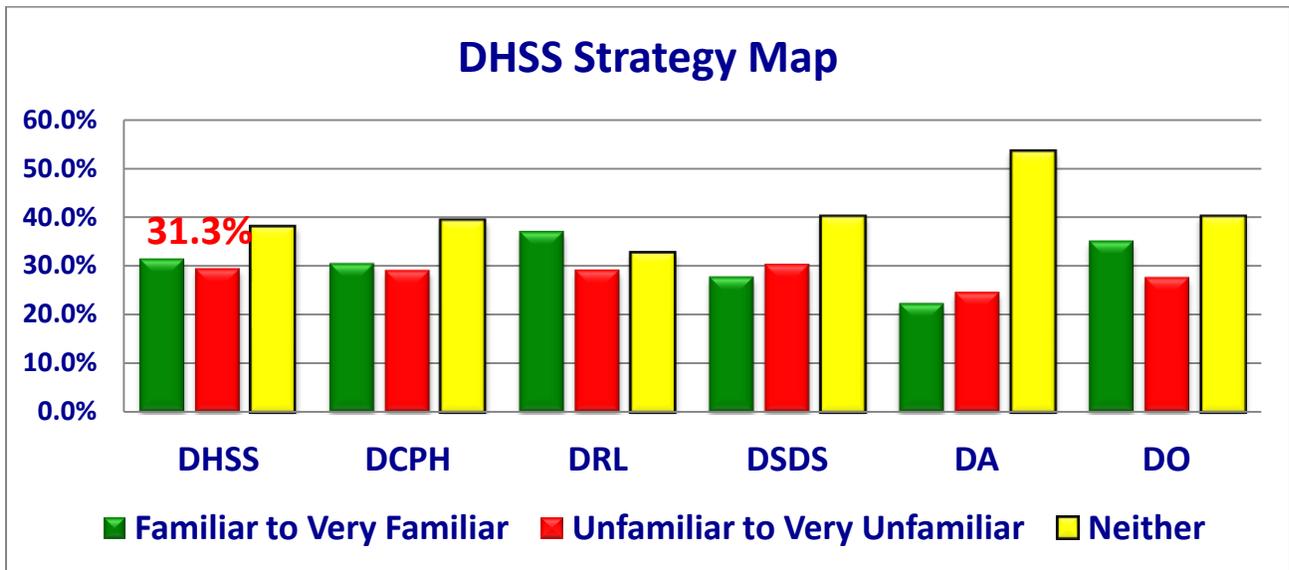
		DHSS	DCPH	DRL	DSDS	DA	DO
Very Familiar	n	138	46	38	40	1	8
	%	11.0%	11.3%	10.8%	11.0%	2.2%	20.0%
Familiar	n	687	213	198	202	30	23
	%	55.0%	52.2%	56.3%	55.3%	66.7%	57.5%
Neither Familiar/ Unfamiliar	n	259	95	68	74	10	5
	%	20.7%	23.3%	19.3%	20.3%	22.2%	12.5%
Unfamiliar	n	121	41	35	35	3	4
	%	9.7%	10.0%	9.9%	9.6%	6.7%	10.0%
Very Unfamiliar	n	34	12	7	12	1	0
	%	2.7%	2.9%	2.0%	3.3%	2.2%	0.0%
Total	n	1239	407	346	363	45	40
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 13% in the total number of DHSS Staff who reported being familiar with the mission statement from 2011 – 2012.





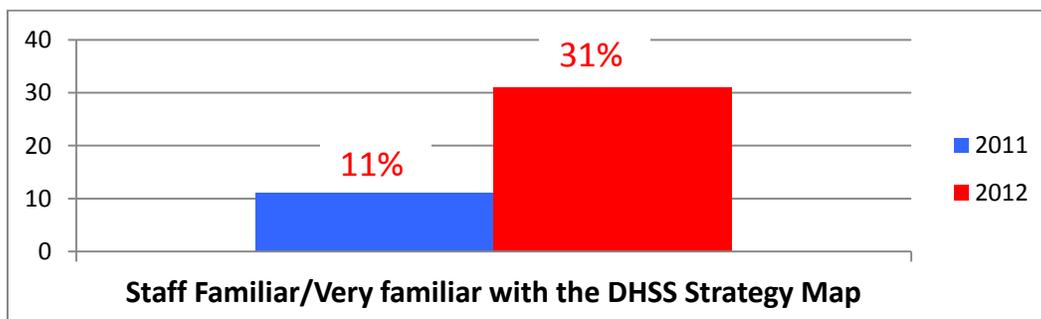
Familiarity with the DHSS Strategy Map: More than 31% of respondents reported being familiar or very familiar with the department’s strategy map.



How would you rate your familiarity with the DHSS Strategy Map?

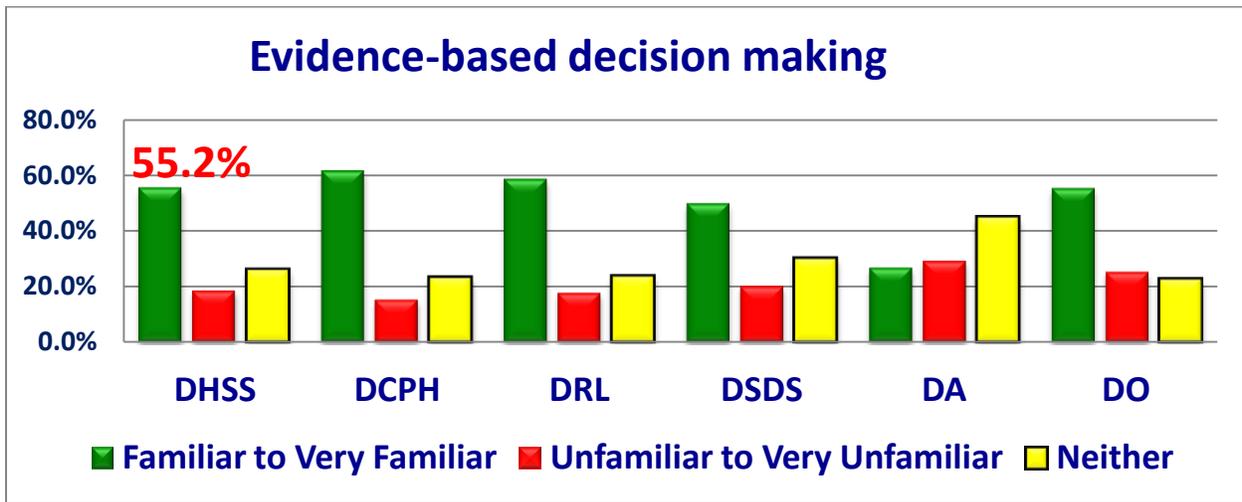
		DHSS	DCPH	DRL	DSDS	DA	DO
Very Familiar	n	37	14	10	8	0	3
	%	3.0%	3.4%	2.8%	2.2%	0.0%	7.5%
Familiar	n	354	110	120	93	10	11
	%	28.3%	27.0%	34.1%	25.5%	22.2%	27.5%
Neither Familiar/ Unfamiliar	n	474	160	115	146	24	16
	%	38.0%	39.2%	32.7%	40.0%	53.3%	40.0%
Unfamiliar	n	274	91	83	75	8	9
	%	21.9%	22.3%	23.6%	20.5%	17.8%	22.5%
Very Unfamiliar	n	91	27	19	35	3	2
	%	7.3%	6.6%	5.4%	9.6%	6.7%	5.0%
Total	n	1230	402	347	357	45	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 20% in the total number of DHSS Staff who reported being familiar with the strategy map from 2011 – 2012.





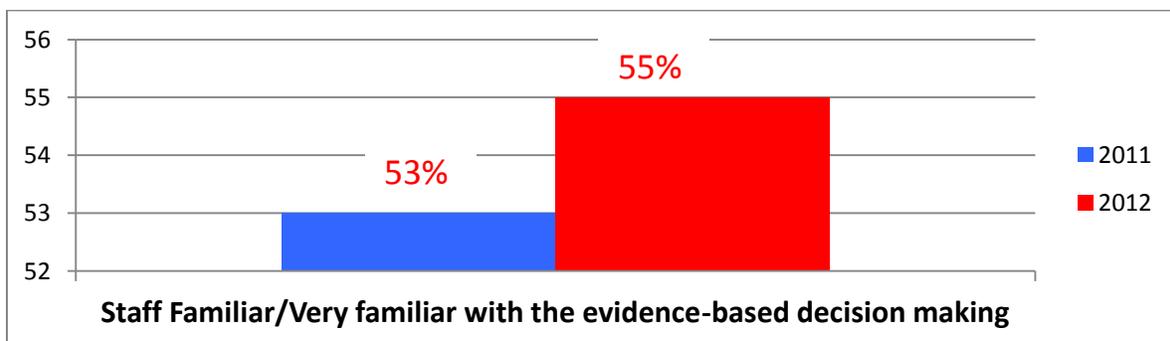
Familiarity with Evidence-Based Decision Making: More than 55% of respondents reported being familiar or very familiar with evidence-based decision making.



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

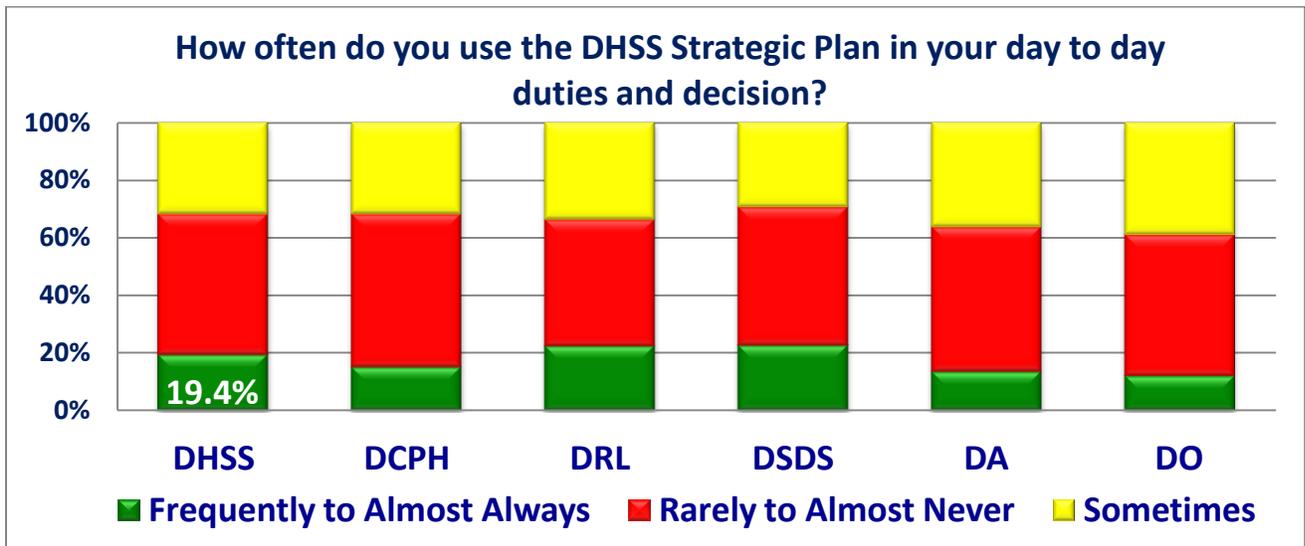
		DHSS	DCPH	DRL	DSDS	DA	DO
Very Familiar	n	174	72	54	37	0	5
	%	13.9%	17.6%	15.3%	10.1%	0.0%	12.5%
Familiar	n	516	178	151	144	12	17
	%	41.3%	43.6%	42.9%	39.5%	26.7%	42.5%
Neither Familiar/ Unfamiliar	n	323	94	83	109	20	9
	%	25.9%	23.0%	23.6%	29.9%	44.4%	22.5%
Unfamiliar	n	183	49	50	58	12	8
	%	14.7%	12.0%	14.2%	15.9%	26.7%	20.0%
Very Unfamiliar	n	47	13	12	15	1	2
	%	3.8%	3.2%	3.4%	4.1%	2.2%	5.0%
Total	n	1243	406	350	363	45	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 2% in the total number of DHSS Staff who reported being familiar with the evidence-based decision making from 2011 – 2012.





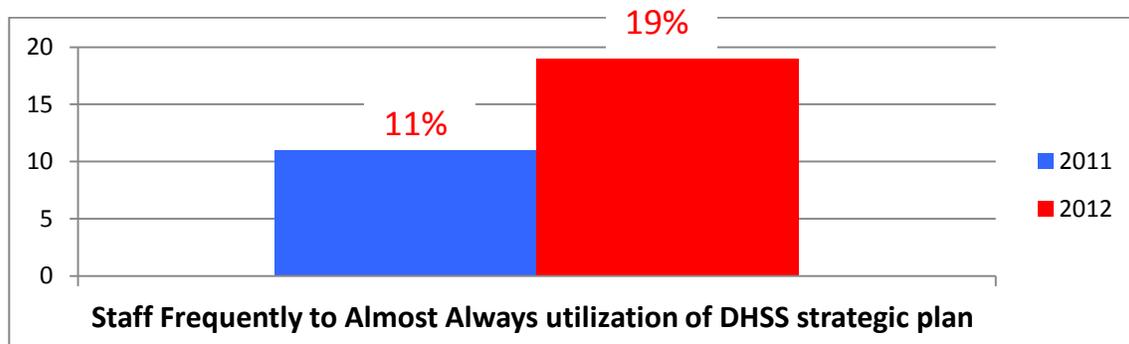
Utilization of the Strategic Plan: Nearly 20% of respondents reported frequently to almost always using the strategic plan to inform day to day duties or decision making.



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

		DHSS	DCPH	DRL	DSDS	DA	DO
Almost Always	n	39	5	20	10	0	1
	%	3.1%	1.2%	5.7%	2.8%	0.0%	2.4%
Frequently	n	203	57	58	72	6	4
	%	16.3%	14.0%	16.6%	19.8%	13.6%	9.8%
Sometimes	n	397	130	118	107	16	16
	%	31.9%	31.9%	33.8%	29.5%	36.4%	39.0%
Rarely	n	301	109	75	87	10	11
	%	24.2%	26.7%	21.5%	24.0%	22.7%	26.8%
Almost Never	n	305	107	78	87	12	9
	%	24.5%	26.2%	22.3%	24.0%	27.3%	22.0%
Total	n	1245	408	349	363	44	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 8% in the total number of DHSS Staff who reported frequently to almost always using the DHSS strategic plan in their day to day duties and decision making from 2011 – 2012.





Utilization of the Strategic Planning Processes: Nearly 28% of respondents reported frequently to almost always using the strategic planning processes to inform planning and decision making.



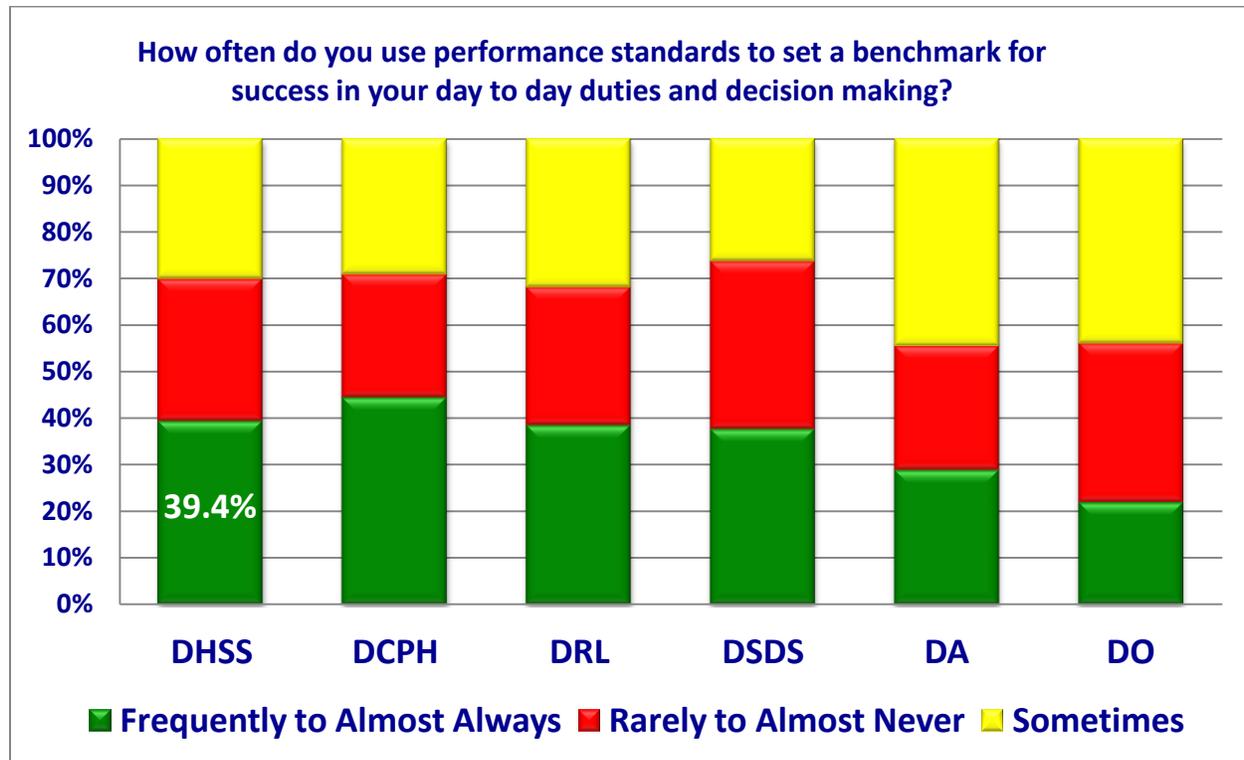
How often do you use strategic planning processes in your planning and decision making?

		DHSS	DCPH	DRL	DSDS	DA	DO
Almost Always	n	75	19	29	18	1	4
	%	6.0%	4.7%	8.3%	5.0%	2.3%	9.8%
Frequently	n	273	89	85	82	7	3
	%	21.9%	21.8%	24.4%	22.6%	15.9%	7.3%
Sometimes	n	396	137	104	109	18	16
	%	31.8%	33.6%	29.8%	30.0%	40.9%	39.0%
Rarely	n	250	86	68	71	7	11
	%	20.1%	21.1%	19.5%	19.6%	15.9%	26.8%
Almost Never	n	235	73	58	77	11	6
	%	18.9%	17.9%	16.6%	21.2%	25.0%	14.6%
Total	n	1229	404	344	357	44	40
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

New question for this year



Utilization of the Performance Standards: Nearly 40% of respondents reported frequently to almost always using the performance standards to set a benchmark for success to inform day to day duties and decision making.



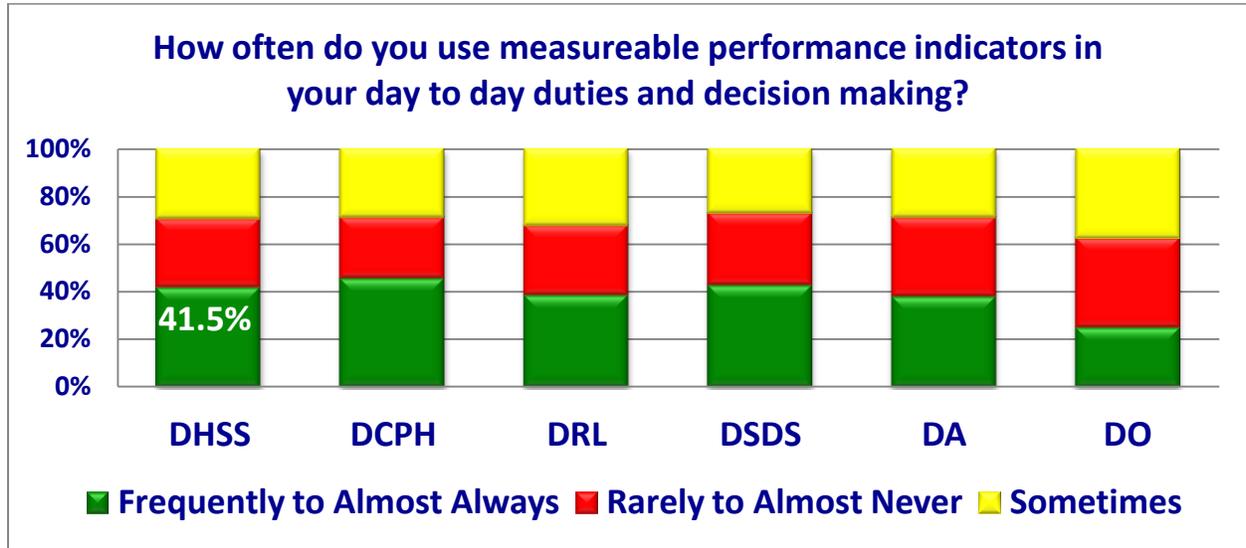
How often do you use performance standards to set a benchmark for success in your day to day duties and decision making (standards can include healthy people objectives, strategic plan objectives, national standards, grant requirements or other established benchmarks)?

		DHSS	DCPH	DRL	DSDS	DA	DO
Almost Always	n	115	39	42	27	1	3
	%	9.2%	9.6%	12.0%	7.4%	2.3%	7.3%
Frequently	n	376	142	93	110	12	6
	%	30.2%	34.8%	26.6%	30.3%	27.3%	14.6%
Sometimes	n	376	119	112	96	20	18
	%	30.2%	29.2%	32.1%	26.4%	45.5%	43.9%
Rarely	n	199	60	59	64	6	6
	%	16.0%	14.7%	16.9%	17.6%	13.6%	14.6%
Almost Never	n	183	48	45	67	6	8
	%	14.7%	11.8%	12.9%	18.5%	13.6%	19.5%
Total	n	1249	408	351	364	45	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

New question for this year



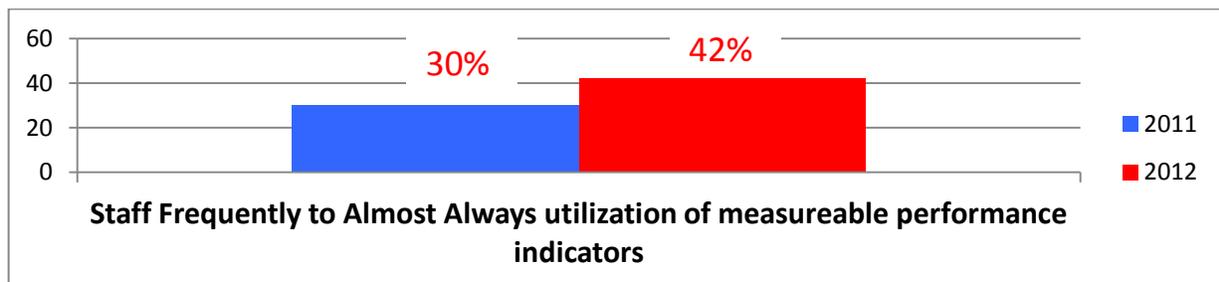
Utilization of Measurable Performance Indicators: 42% of respondents reported using measurable performance indicators to inform duties or decision-making.



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

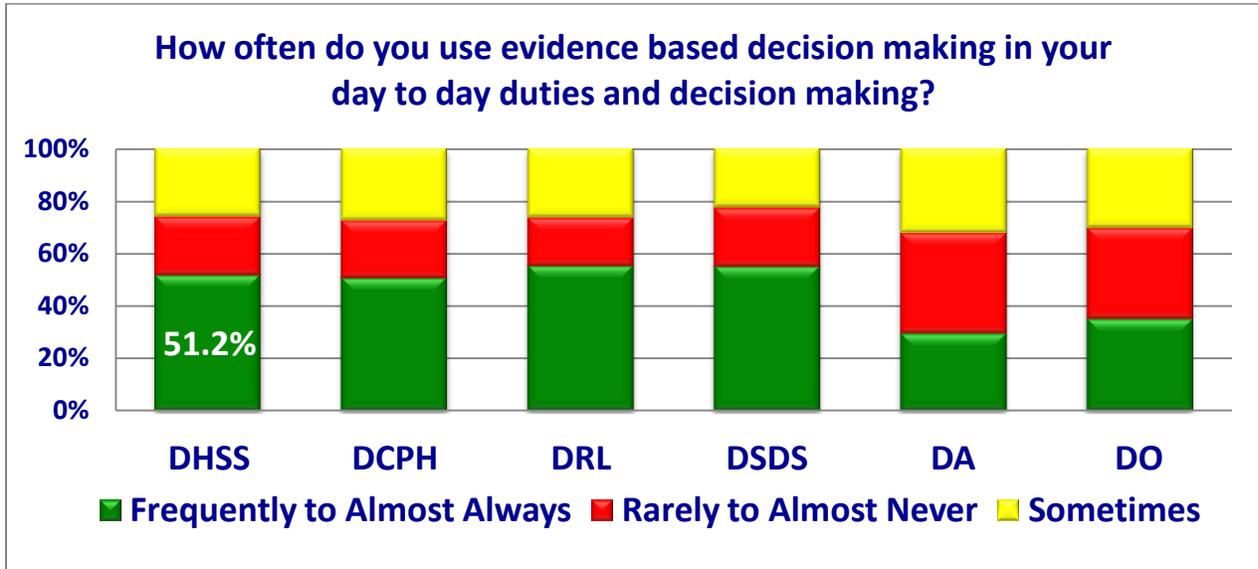
		DHSS	DCPH	DRL	DSDS	DA	DO
Almost Always	n	140	55	39	37	3	1
	%	11.2%	13.5%	11.2%	10.2%	6.8%	2.4%
Frequently	n	377	130	94	118	14	9
	%	30.3%	31.9%	26.9%	32.5%	31.8%	22.0%
Sometimes	n	366	118	112	99	13	15
	%	29.4%	28.9%	32.1%	27.3%	29.5%	36.6%
Rarely	n	208	64	62	59	8	7
	%	16.7%	15.7%	17.8%	16.3%	18.2%	17.1%
Almost Never	n	153	41	40	51	7	8
	%	12.3%	10.0%	11.5%	14.0%	15.9%	19.5%
Total	n	1244	408	347	364	45	40
	%	99.9%	100.0%	99.4%	100.3%	102.3%	97.6%

2011-2012 Comparison: As noted in the chart below, there was an increase of 12% in the total number of DHSS Staff who reported frequently to almost always using the measurable performance indicators in their day to day duties and decision making from 2011 – 2012.





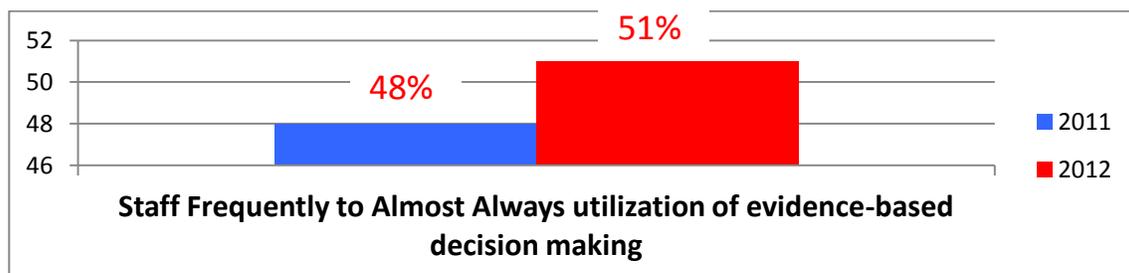
Utilization of Evidence-Based Decision Making: 51% of respondents reported using evidence based decision making to inform day to day duties and decision making.



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

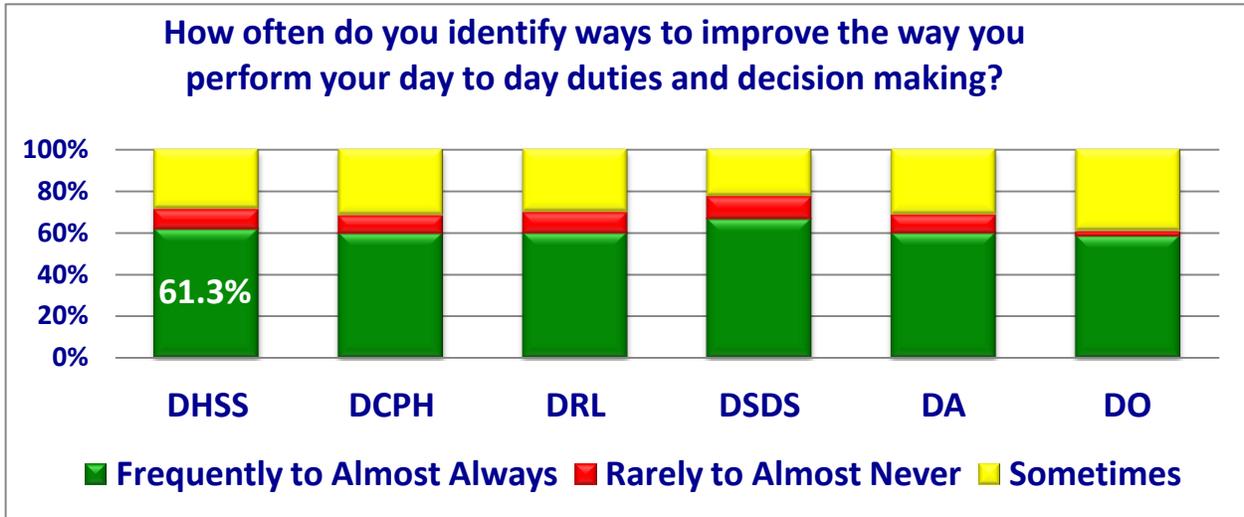
		DHSS	DCPH	DRL	DSDS	DA	DO
Almost Always	n	220	65	83	60	3	3
	%	17.7%	15.9%	23.8%	16.5%	6.8%	7.3%
Frequently	n	417	139	107	139	10	11
	%	33.5%	34.1%	30.7%	38.3%	22.7%	26.8%
Sometimes	n	319	110	90	81	14	12
	%	25.6%	27.0%	25.8%	22.3%	31.8%	29.3%
Rarely	n	150	47	41	42	8	7
	%	12.0%	11.5%	11.7%	11.6%	18.2%	17.1%
Almost Never	n	130	43	24	41	9	7
	%	10.4%	10.5%	6.9%	11.3%	20.5%	17.1%
Total	n	1236	404	345	363	44	40
	%	99.3%	99.0%	98.9%	100.0%	100.0%	97.6%

2011-2012 Comparison: As noted in the chart below, there was an increase of 3% in the total number of DHSS Staff who reported frequently to almost always using the evidence-based decision making in their day to day duties and decision making from 2011 – 2012.





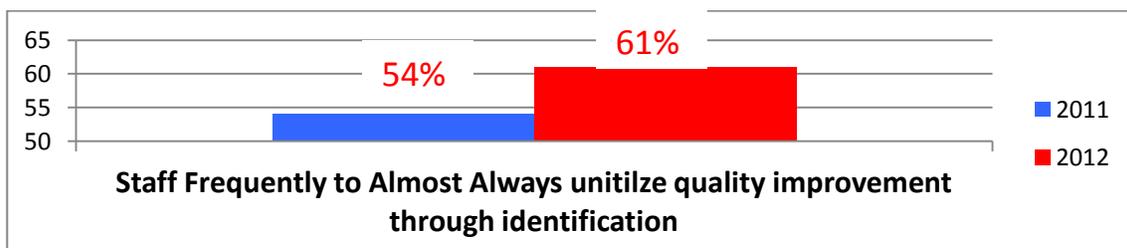
Utilization of Quality Improvement (Identification): More than 61% of respondents reported frequent or higher identification of ways to improve performance in their delivery of duties or decision-making.



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

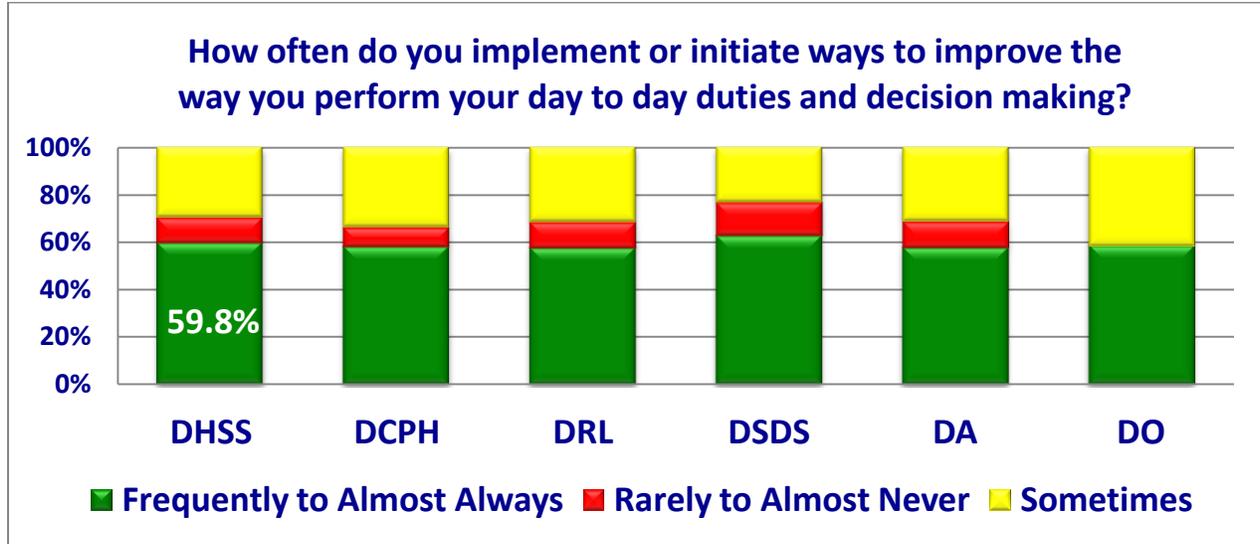
		DHSS	DCPH	DRL	DSDS	DA	DO
Almost Always	n	214	60	61	70	9	8
	%	17.2%	14.7%	17.5%	19.3%	20.5%	19.5%
Frequently	n	549	181	146	166	18	16
	%	44.1%	44.4%	41.8%	45.7%	40.9%	39.0%
Sometimes	n	353	127	103	85	14	16
	%	28.4%	31.1%	29.5%	22.0%	31.8%	39.0%
Rarely	n	72	21	21	24	3	0
	%	5.8%	5.1%	6.0%	6.6%	6.8%	0.0%
Almost Never	n	46	14	14	15	1	1
	%	3.7%	3.4%	4.0%	4.1%	2.3%	2.4%
Total	n	1234	403	345	360	45	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 7% in the total number of DHSS Staff who reported frequently to almost always identify ways to improve the way they perform their day to day duties and decision making from 2011 – 2012.





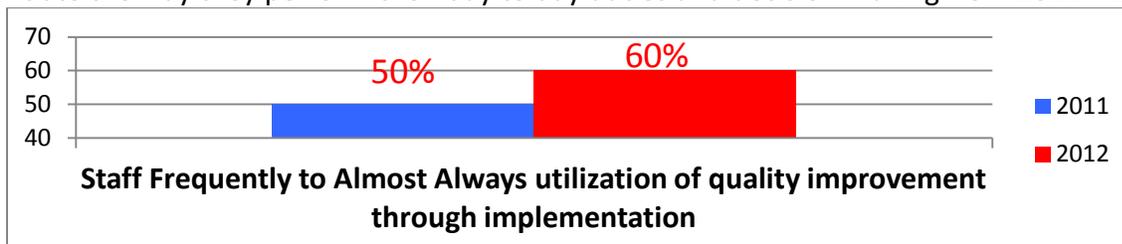
Utilization of Quality Improvement (Implementation): Nearly 60% of respondents reported frequent or higher implementation of ways to improve performance in their delivery of duties or decision-making.



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

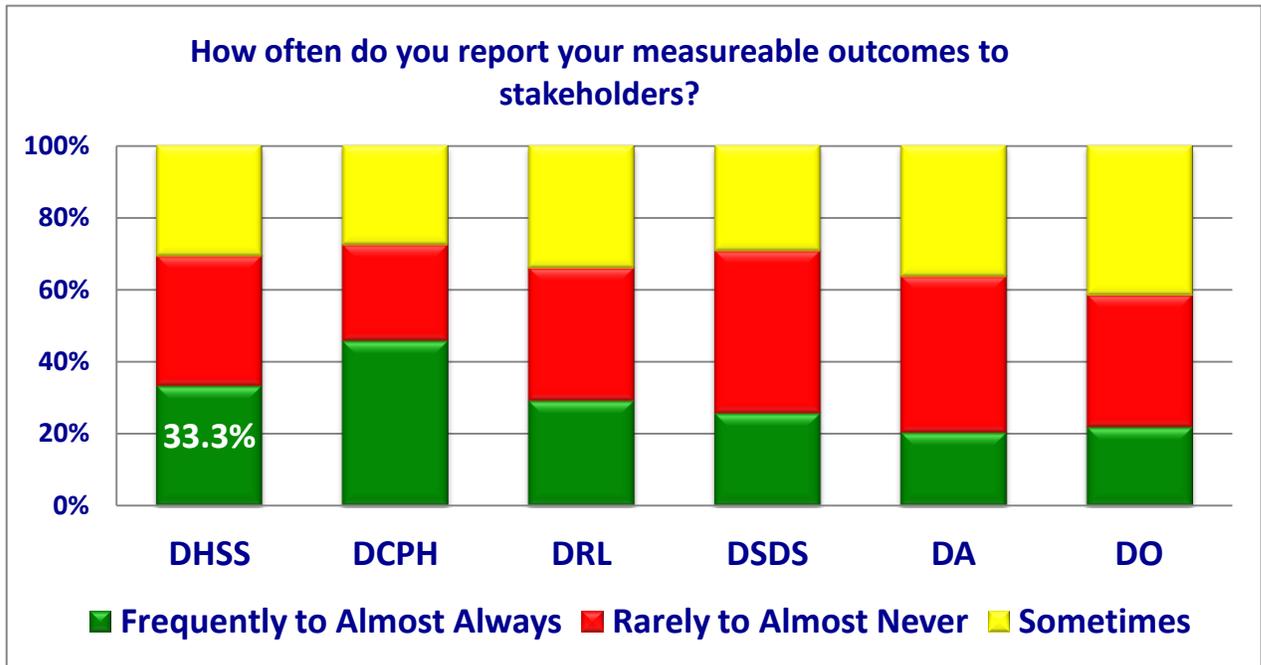
		DHSS	DCPH	DRL	DSDS	DA	DO
Very Significant	n	198	59	47	70	8	7
	%	16.0%	14.5%	13.6%	19.3%	17.8%	17.1%
Significant	n	544	178	152	157	18	17
	%	43.9%	43.7%	44.1%	43.4%	40.0%	41.5%
Neither Significant /Limited	n	365	136	108	84	14	17
	%	29.4%	33.4%	31.3%	23.2%	31.1%	41.5%
Limited	n	84	21	22	33	4	0
	%	6.8%	5.2%	6.4%	9.1%	8.9%	0.0%
Very Limited	n	49	13	16	18	1	0
	%	4.0%	3.2%	4.6%	5.0%	2.2%	0.0%
Total	n	1240	407	345	362	45	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

2011-2012 Comparison: As noted in the chart below, there was an increase of 3% in the total number of DHSS Staff who reported frequently to almost always identify ways to implement or initiate the way they perform their day to day duties and decision making from 2011 – 2012.





Utilization of Reporting Measureable Outcomes: Nearly 34% of respondents frequently or almost always report their measureable outcomes to stakeholders.



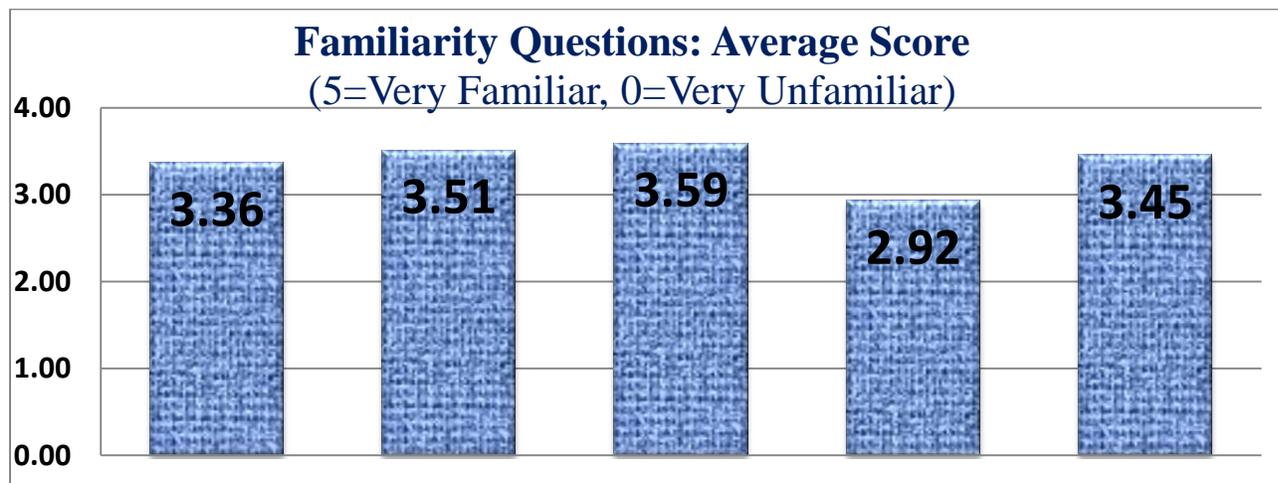
How often do you report your measurable outcomes to stakeholders (internal staff, external partners, other state Departments etc...)?

		DHSS	DCPH	DRL	DSDS	DA	DO
Very Significant	n	92	36	27	18	3	3
	%	7.4%	8.8%	7.8%	5.0%	6.7%	7.3%
Significant	n	321	149	75	75	6	6
	%	25.9%	36.6%	21.7%	20.7%	13.3%	14.6%
Neither Significant / Limited	n	382	112	119	106	16	17
	%	30.8%	27.5%	34.5%	29.3%	35.6%	41.5%
Limited	n	216	53	66	73	6	10
	%	17.4%	13.0%	19.1%	20.2%	13.3%	24.4%
Very Limited	n	229	55	62	89	13	5
	%	18.5%	13.5%	18.0%	24.6%	28.9%	12.2%
Total	n	1240	405	349	361	44	41
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

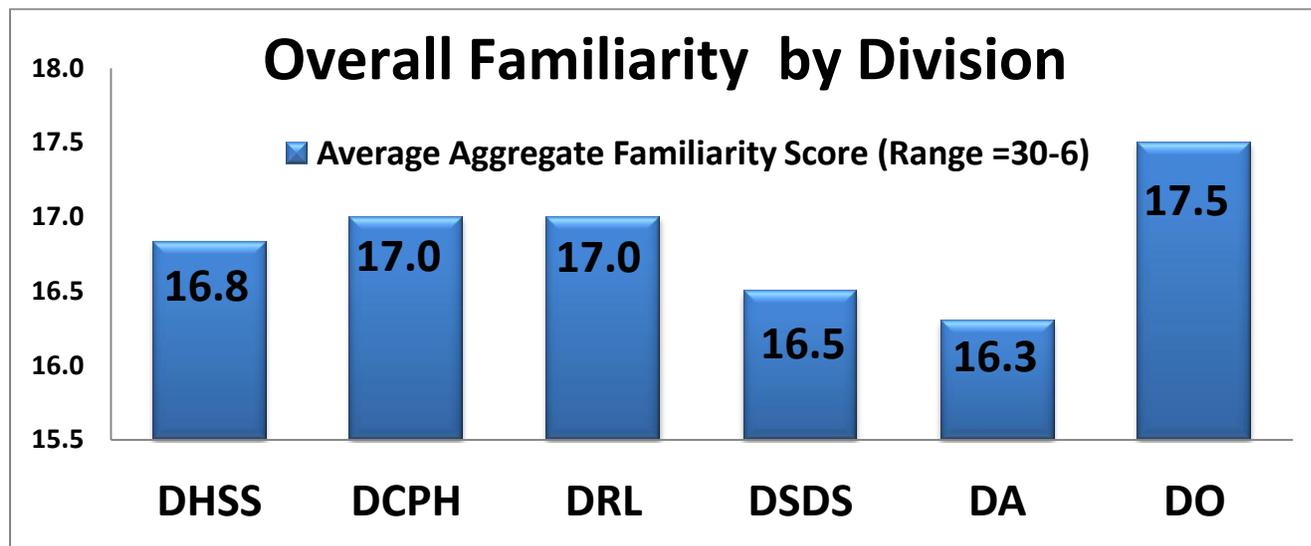
New question for this year



Familiarity Overview: DHSS Mission Statement was the most familiar concept to respondents. The average response was 3.59, between “familiar” and “neither familiar nor unfamiliar”. The least familiar concept was the DHSS strategy map at 2.92, between “unfamiliar” and “neither familiar nor unfamiliar”.

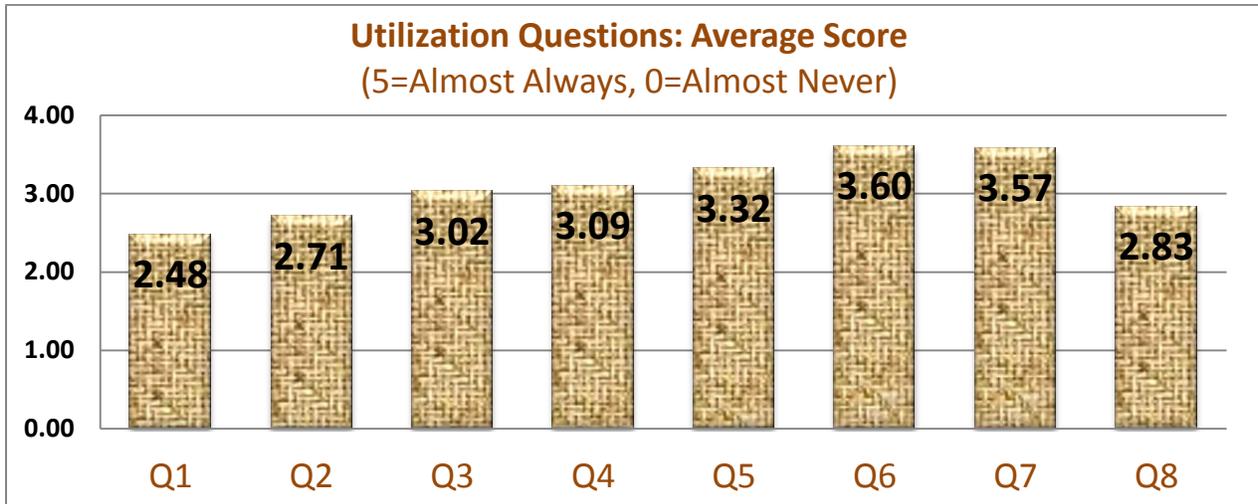


#	Familiarity Question	Average Score
Q1	How would you rate your familiarity with the DHSS strategic plan?	3.36
Q2	How would you rate your familiarity with the DHSS vision statement?	3.51
Q3	How would you rate your familiarity with the DHSS mission statement?	3.59
Q4	How would you rate your familiarity with the DHSS strategy map?	2.92
Q5	How would you rate your familiarity with evidence-based decision making?	3.45

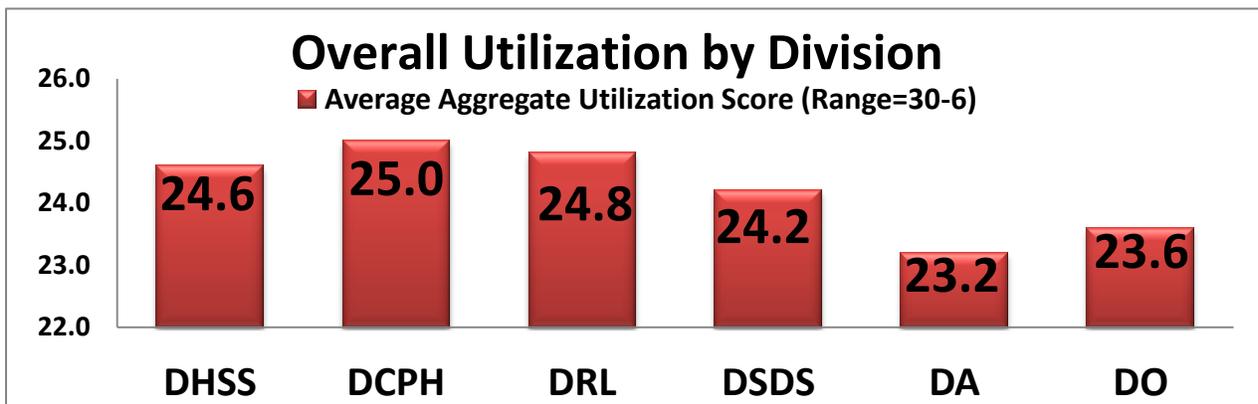




Utilization Overview: Quality improvement identification was the most utilized concept to respondents. The average response was 3.60, between “familiar” and “neither familiar nor unfamiliar”. The least-utilized concept was the DHSS strategic plan at 2.48, near “unfamiliar”.

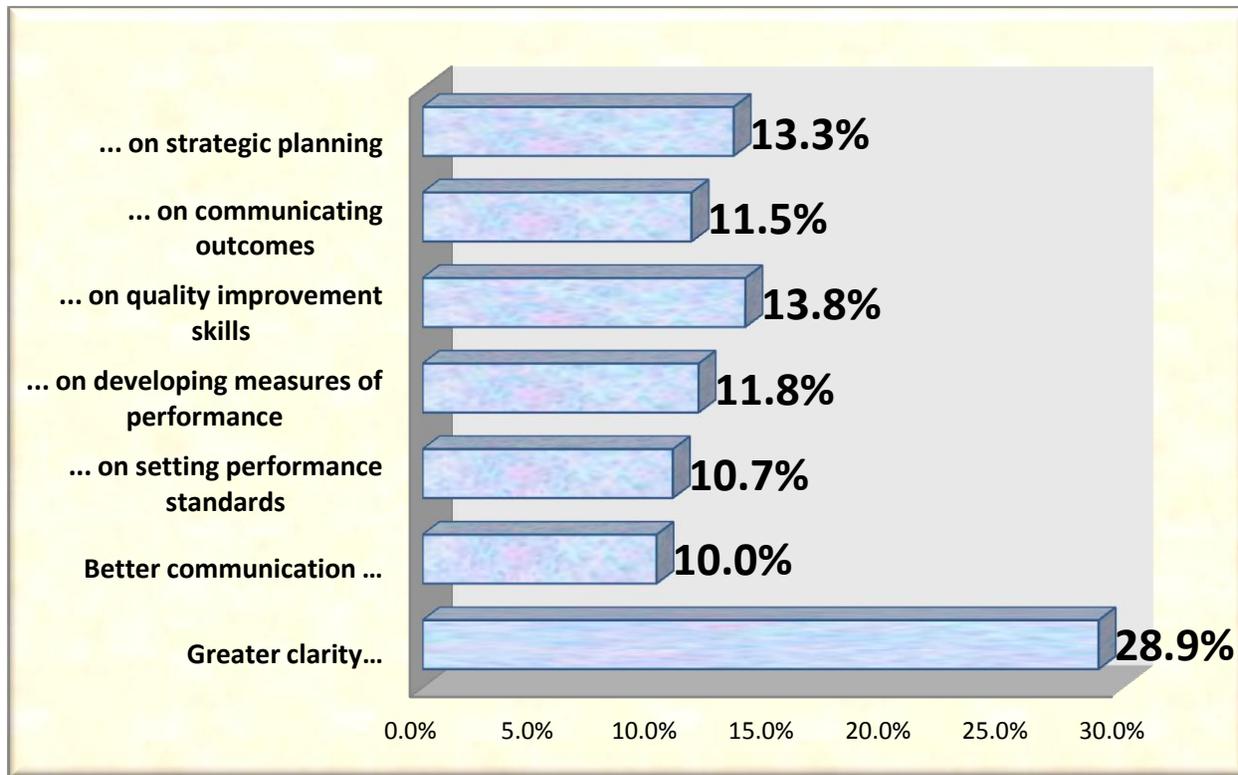


#	Utilization Question	Average Score
Q1	How often do you use the DHSS strategic plan in your day to day duties and decision making?	2.48
Q2	How often do you use strategic planning processes in your planning and decision-making?	2.71
Q3	How often do you use performance standards to set a benchmark for success in your day to day duties and decision making (standards can include healthy people objectives, strategic plan objectives, national standards, grant requirements or other established benchmarks)?	3.02
Q4	How often do you use measurable performance indicators in your day to day duties and decision making?	3.09
Q5	How often do you use evidence based decision-making in your day to day duties and decision making?	3.32
Q6	How often do you identify ways to improve the way you perform your day to day duties and decision making?	3.60
Q7	How often do you implement or initiate ways to improve the way you perform your day to day duties and decision making?	3.57
Q8	How often do you report your measurable outcomes to stakeholders (internal staff, external partners, other state Departments etc...)?	2.83





Performance Improvement: Nearly 30% of respondents felt that greater clarity about what the department wants the employee to do in regards to performance management would most improve their performance.



Choose the item that would most improve your performance:

Greater clarity about what the dept. wants me to do in regards to performance management	28.9%
Better communication with my manager on performance management	10.0%
Development opportunities and training on setting performance standards	10.7%
Development opportunities and training on developing measures of performance	11.8%
Development opportunities and training on quality improvement skills	13.8%
Development opportunities and training on communicating outcomes	11.5%
Development opportunities and training on strategic planning	13.3%