

DEPARTMENT OF HEALTH AND HUMAN SERVICES
THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON
ORGANIZATIONAL CLIMATE

Human Resource Management Index

Results for Organization Code
1207

Indian Health Service
California Area Office

Report for the
INDIAN HEALTH SERVICE
(HHS Organization Code 1207)

CALIFORNIA AREA OFFICE

This section provides an overall summary of responses from the 24 IHS California Area Office employees who responded to the HRMI 2000 survey.

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HUMAN RESOURCE MANAGEMENT (HRM) INDEX

Introduction

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

- o Effectiveness of Management Practices
- o Employee Feelings About the Organization
- o Use of Employee's Abilities
- o Group Effectiveness as Seen by Others
- o Morale
- o Fairness of Management
- o Planning and Organization
- o Delegation of Authority
- o Co-Worker Cooperation
- o Performance Feedback
- o Communication
- o Operational Efficiency
- o Climate for Innovation
- o Need for Change

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

Putting Things in Context

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

Overall Results

Based on the responses of 24 employees, the HRM Index for your component was about average when compared to the total organization surveyed. Since the Index is based on responses to multiple questions, some aspects of the work environment may be better than others. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

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Analysis of the responses to individual questions indicated that your component had relative strengths in the following areas.

- o Performance Feedback, Item 10
- o Use of Employee's Abilities, Item 3
- o Effectiveness of Management Practices, Item 1

The following areas may warrant further discussion to identify opportunities for improvement.

Item 13. How much encouragement is given to people in your work group to try new approaches for getting the work done? (Climate for Innovation)

50% of the employees said encouragement for new approaches was lacking.

Item 2. How do the people in your work group feel about their OPDIV/STAFFDIV?

29% of the employees said people felt generally negative or very negative about their organization.

Item 6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.? (Fairness of Management)

25% of the employees said they were only sometimes or rarely treated fairly in such matters.

Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.