

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
1201

Indian Health Service
Office of the Director

Report for the
INDIAN HEALTH SERVICE
(HHS Organization Code 1201)
IHS Headquarters

**This section provides an overall summary of responses from the 156 IHS
Headquarters employees who responded to the HRMI 2000 survey.**

**This is the combined report on all components of Headquarters:
The Office of the Director
The Office of Public Health
The Office of Management Support**

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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 156 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 Use of Employee's Abilities, Item 3
- o Group Effectiveness As Seen By Others, Item 4
- o Delegation of Authority, Item 8

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

Item 10. When performance is discussed, are members of your work group told of ways to improve their performance? (Performance Feedback)

37% of the employees said they were seldom or almost never told of ways to improve performance.

Item 14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.

47% of the employees said there was a rather high or a high need for change in their group.

Item 1. How would you describe management practices in your OPDIV/STAFFDIV?

39% of the employees described management practices as generally ineffective or very ineffective.

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.

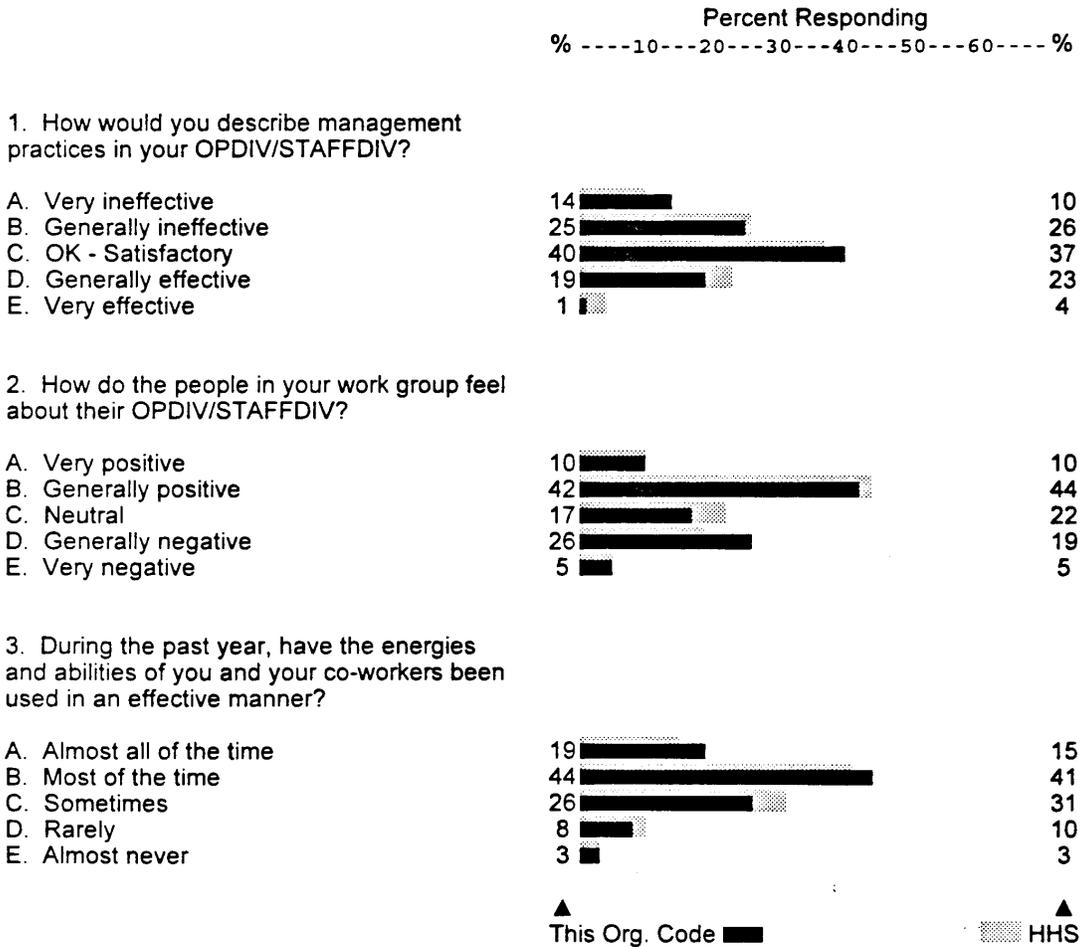
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HUMAN RESOURCE MANAGEMENT INDEX
Results on Individual Questions

Organizations, like individuals, are neither uniformly perfect nor problematic. Responses to individual questions can give an idea of those aspects of work life that are most satisfying or most troublesome to employees. If your component is part of a larger organization, you can compare the data from the larger organization with your own. Since the data do not tell how much emphasis should be placed on any individual area, you will want to involve employees in setting priorities for follow-up action. Use the information below to celebrate your strengths and guide your improvement efforts, but interpret it cautiously given its limitations.



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Percent Responding
% ---10---20---30---40---50---60---%

4. Is the work of your group seen as highly effective by others?

A. Almost always	25		23
B. Usually	42		40
C. Sometimes	23		26
D. Rarely	6		8
E. Very rarely	3		3

5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group?

A. None	10		12
B. Very few	29		24
C. A few	21		22
D. Some	16		23
E. Quite a lot	24		19

6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.?

A. Always treated fairly	27		30
B. Almost always	24		23
C. Generally	24		24
D. Sometimes	15		14
E. Rarely treated fairly	11		9

7. Does wasted effort occur in your work group because of poor planning?

A. Very frequently	17		11
B. Frequently	20		19
C. Sometimes	31		38
D. Seldom	24		23
E. Almost never	7		8

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Percent Responding
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8. Do the employees in your group have the authority they need to do their jobs well?

A. Yes, in everything they do	8	9
B. Yes, except for unusual problems	40	37
C. It's generally OK	29	27
D. Not as much as needed	18	20
E. Almost never have the authority needed	4	6

9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out?

A. Very extensive sharing	16	19
B. Extensive sharing	35	35
C. Some sharing	31	33
D. Little sharing	12	8
E. Very little sharing	7	4

10. When performance is discussed, are members of your work group told of ways to improve their performance?

A. Almost always	14	16
B. Usually	22	30
C. Sometimes	26	26
D. Seldom	20	17
E. Almost never	17	10

11. Is information about what is happening in the organization communicated to your work group in a timely fashion?

A. Communications are very timely	11	11
B. Generally timely	22	27
C. Usually OK	18	20
D. Some delays	16	18
E. Delays are common	33	24

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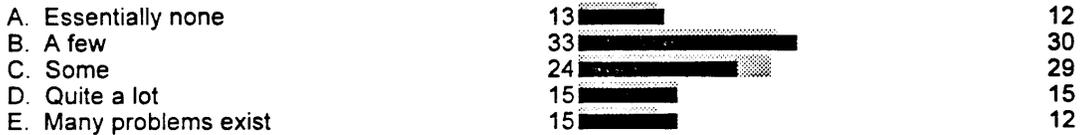
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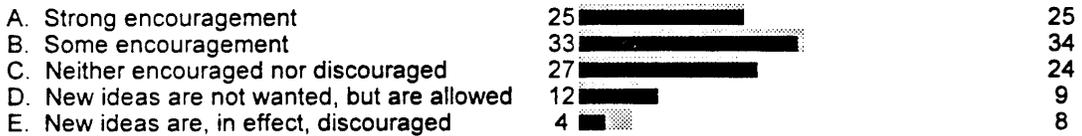
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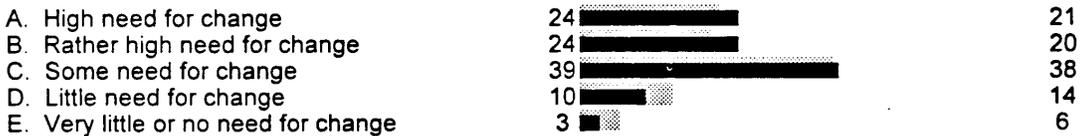
12. Are there any continuing problems that reduce the efficiency of your work group?



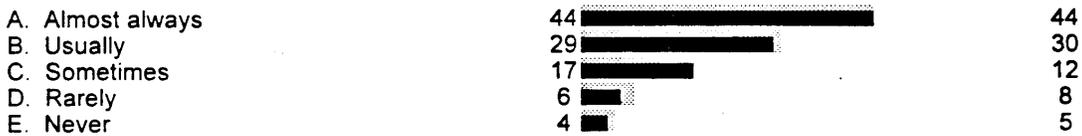
13. How much encouragement is given to people in your work group to try new approaches for getting the work done?



14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.



15. Are you able to balance your work and family life through the use of flexible scheduling and leave options provided by your OPDIV/STAFFDIV?



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16. Are your managers and co-workers supportive of your using flexible scheduling and leave options to help you balance work and family life?

A. Very supportive	34		37
B. Generally supportive	40		31
C. Neutral	21		18
D. Generally unsupportive	3		7
E. Very unsupportive	3		6

17. Do you see the union(s) and management working in partnership to improve the quality of work life in your OPDIV/STAFFDIV?

A. Almost always	8		5
B. Frequently	15		10
C. Sometimes	31		24
D. Seldom or never	26		21
E. I don't know	20		40

18. In the Department of Health and Human Services, have union-management partnerships had a positive effect on service to the public?

A. Yes, substantial positive effect	8		4
B. Yes, moderate positive effect	18		12
C. Limited positive effect	13		12
D. Little or no positive effect	24		17
E. I don't know	37		55

19. What is your grade or rank?

A. GS 1-8 and all WB, WG, WL, WS, WT	15		17
B. GS 9-12, CC 1-4	31		35
C. GS/GM 13-15, CC 5-6, FC, AD	50		45
D. SES, SBRS, ALJ, ASG, SL, ST	3		2

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20. Are you a...?

- A. Civilian permanent employee
- B. Civilian temporary employee
- C. Commissioned Corps Officer
- D. Contractor



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