

**Community Action Partnership of Mid-Nebraska**

**Staff Survey Results**



**May 2011**

## Mid Organizational Survey Results:

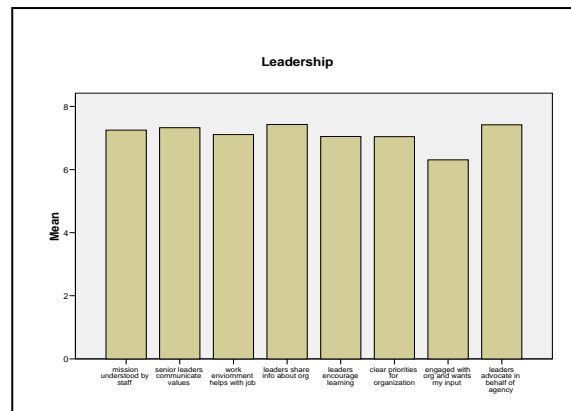
This survey examined seven categories using quantitative measures scaled from **1 (strongly disagree) to 10 (strongly agree)**. Qualitative sections followed each category where comments and suggestions for improvements could be made.

### Category 1: Leadership

Category One assesses leadership qualities in Community Action's senior leaders and addresses the mission, values, direction, and performance expectations, while focusing on customers/stakeholders, as well as empowerment of staff, innovation, and learning within the organization. Overall the employee's were satisfied with the agency's leadership. The strongest area of leadership is that staff understands the mission and senior leaders communicate values. Opportunities for improvement included staff feeling engaged within the organization (18.8% did not agree that the agency engages them compared to 32.1% in 2007).

#### Category 1 Graph:

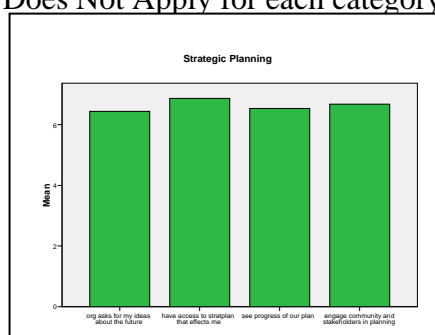
An average of 82.1% of staff agreed or strongly agreed with these statements. This is a 4.38% increase from the 2007 survey.



### Category 2: Strategic Planning

Category Two examines how Community Action assesses needs, sets long-term strategic direction and develops operational plans, updates these plans, and utilizes the strategic plan as a living document that guides the agency. It also analyzes customer, community, and staff participation. The two strongest areas included: staff having access to the strategic plan (76.4% agreed/strongly agreed); and involving community and stakeholders in future planning of the agency (69.8% agreed/strongly agreed). Opportunities for improvements include involving staff members and asking them for ideas for future planning. (16.1% disagreed/strongly disagreed that the agency asks for their ideas compared to 31.5% in 2007). This category also had a high number of respondents mark No Opinion/Does Not Apply for each category question.

#### Category 2 Graph:

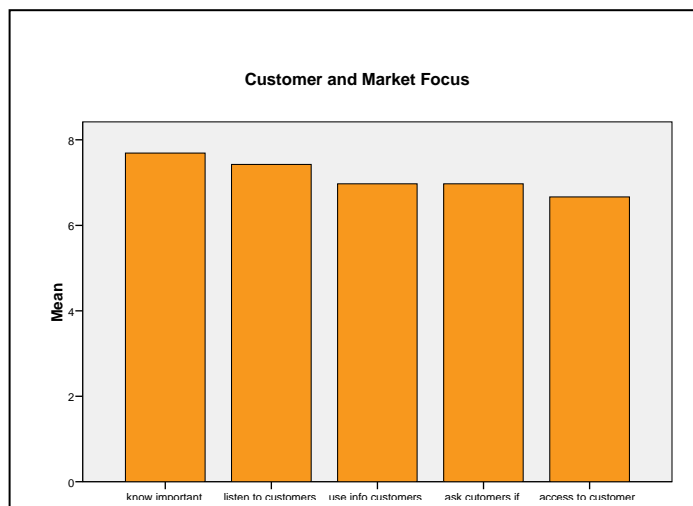


An average of 68.3% of staff agreed or strongly agreed with these statements. This is a 9.27% increase from the 2007 survey.

### Category 3: Customer and Market Focus

Category Three examines how the agency listens to, and understand the voices of clients, customers, constituents, and stakeholders in the community. This section also examines how the agency builds relationships with the clients/customers by using feedback and measured data essential for agency wide improvement. Staff responses showed they are aware of whom the agency's customers are and the agency does well in listening to customer and evaluating customer satisfaction/dissatisfaction. Opportunities for improvement include staff access to customer feedback and decision-making 10.4% disagreed that they have access to customer feedback.

**Category 3 Graph**

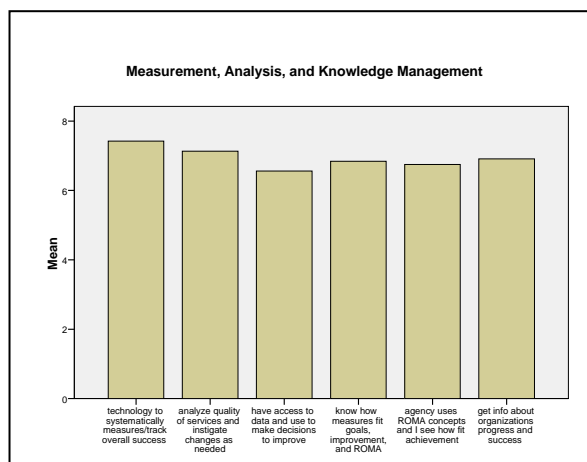


An average of 75.5% of staff agreed or strongly agreed with these statements. This is a 6.46% increase from the 2007 survey.

### Category 4: Measurement, Analysis, and Knowledge Management

Category Four examines the agency's information, technology, and performance measurement systems and how the organization analyzes performance data and information to utilize the information to improve performance including ROMA. Staff responses give high marks to technology and implementing changes as needed. This category had high levels of staff that marked Does not Apply/No opinion (25.5% average) related to Access to Data, ROMA measurement and using ROMA concepts.

**Category 4 Graph**

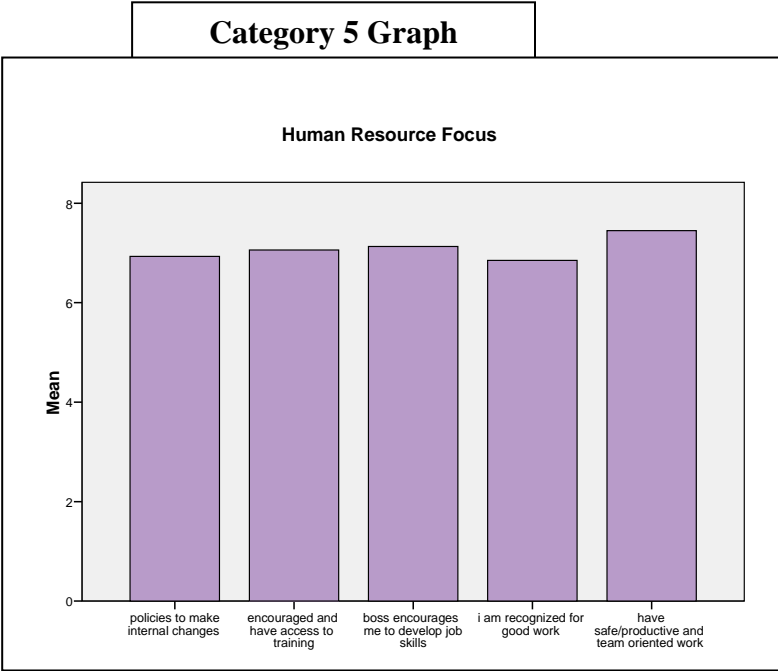


An average of 70.9% of staff agreed or strongly agreed with these statements. This is a 6.6% increase from the 2007 survey.

### Category 5: Human Resource Focus

Category Five examines how the agency's learning and work systems enable all employees to develop and utilize their resources to meet their full potential and align their goals with the organization's overall mission, strategies, and action plans. It also examines how the organization seeks to build and maintain a healthy and safe work environment. Opportunities for improvement: 17.2% of staff does not feel they are recognized for their good work compared to 23.6% in 2007.

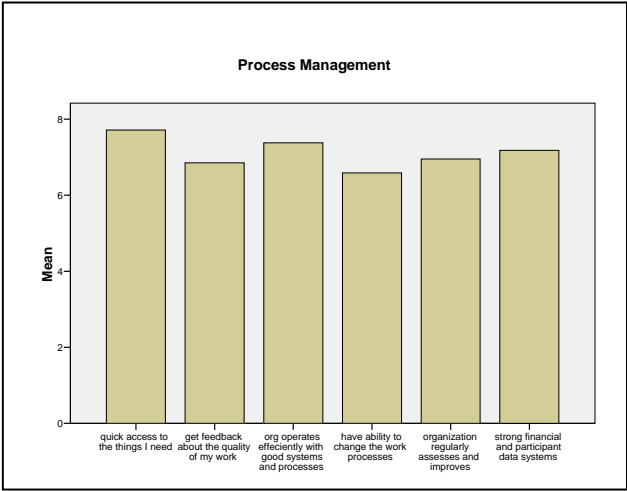
An average of 75.5% of staff agreed or strongly agreed with these statements. This is 3.15% increase from the 2007 survey.



### Category 6: Process Management

Category Six evaluates the agency's key administrative support and program/service delivery processes and how the organization manages them to achieve overall agency growth and success. The highest rated statement was that employees agree (90.5%) they have quick access to the most important things that they need to do their jobs. Opportunities for improvement included staff having the ability to change work processes that most affect their work/success. 16% of staff disagreed with that statement and 18.9% felt it Did Not Apply/No Opinion.

**Category 6 Graph**

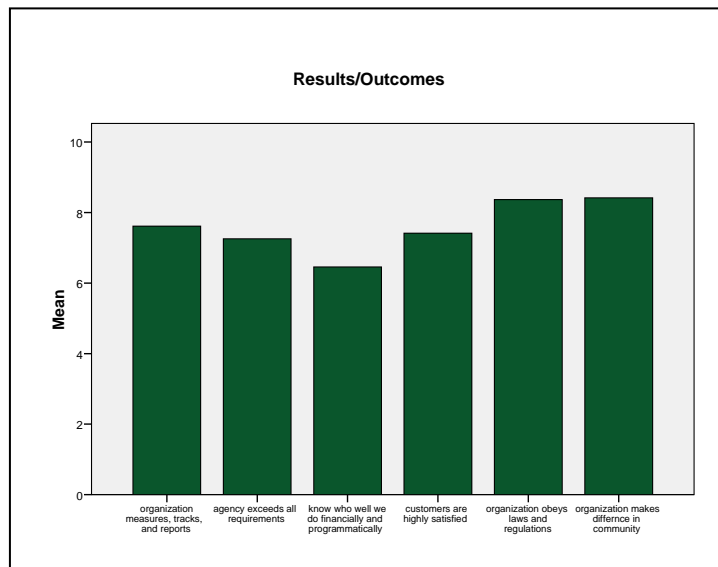


An average of 75.4% of staff agreed or strongly agreed with these statements. This is an 8.91% increase from the 2007 survey.

### Category 7: Results/Outcome

Category Seven examines the agency's performance and improvements in key areas, which include customer/client results, program results, financial health, overall accountability and impact. The highest rated response was that the organization obeys all laws and regulations (94.4% of staff Agreed/Strongly Agreed) and that Community Action does make a substantial difference in the community (93.4 of staff Agreed/Strongly Agreed). Opportunities for improvement include educating staff on how well the organization is doing financially and programmatically (11.3% disagree or strongly disagree that they know how well the agency is doing financially compared to 30.9% in 2007).

**Category 7 Graph**



An average of 82.7% of staff agreed or strongly agreed with these statements. This is a 10.7% increase from the 2007 survey.

### Survey Findings:

The results of this survey conclude that employees of Mid agree that leadership, strategic planning, customer and market focus, knowledge management, human resource focus, and process management are satisfactory overall. Comparison to survey results in 2007 show improvement in overall satisfaction. Some categories had higher responses of No Opinion/Does Not Apply. Areas that staff sought additional improvement were related to engaging staff and asking for their opinions, accessing staff customer feedback, recognition for good work, more training opportunities, and educating the staff on how well the organization is doing financially and programmatically.

## STAFF SURVEY COMMENTS

### Category 1

- Offer more training for various things – customer services, supervising roles, education etc.
- I would love some of our leadership people to actually do a “turn” at different facilities, to help them realize the different challenges each place faces. A hands on approach would encourage the employees that senior leaders understand and “support them”. What a wonderful things for both!
- Senior leadership provides the materials and tools we need to do our jobs but they do not build up staff morale. Our jobs are very important to our clients but often feel unappreciated and that our ideas are not welcomes in problem solving
- So many programs and departments – a good thing, but can be confusing
- Really only hear about Head Start – Early Head Start being priority
- Make sure satellite office feel welcome and included (been at Kearney office and top staff never even greeted)
- The newsletter is the only means to finding out about the organization as a whole.
- Very poor communication, issues never addressed and ignored. Confrontation is handled unprofessionally
- Community skills need to be addressed. New employees need to be welcomed and treated with respect. Issues need to be addressed right away and resolved immediately or as soon as possible.
- The difference of every community needs to be recognized. What may work in one community may not work in another. The different dynamics must be recognized.
- I think it would be nice if senior leaders from Community Action would come out to our open houses to show they support what we are doing in our communities.
- At trainings, rules should apply to all Centers, not just the ones that get pointed out to others! (Talking/Engaging in conversations during trainings).

### Category 2

- More community involvement is needed
- Due to budget restraints, some plans for the near future are unrealistic
- Need to involve employees more with discussions, very poor communication, need to work on this.
- The true difference of each community (area) is not recognized. Doing this would make it difficult to create one plan but should be addressed.

### Category 3:

- Only know about Head Start
- Need to focus more on customers than upper managements own issues, needs, etc.
- I listen to my customers but believe as a whole they have fallen on deaf ears.

### Category 4

- I don't know what ROMA is
- It does not appear that what I say truly makes a difference.

- Would like to recommend having a “shadow day” where and teachers and TA could shadow other teacher or early childhood specialist. FSA’s and Center Directors shadow other FSA’s or central office personal one day per year.
- More opportunities to make decisions as employees. More focus on how ROMA is measured and how goals are met.

#### Category 5

- Trainings are not always focused on what we need – the evaluations are not on a level playing field. My immediate supervisor is very positive and supportive but do not feel supported otherwise.
- Don’t like steps –safety issue
- Concerned about safety of children with no entryway or locked door.
- More training on leadership, more strategies would be beneficial
- I love my job!
- FE’s are not recognized for good work. I have asked what I can do to improve several times and been told nothing, I am doing fine. I don’t agree.
- Communication at all levels. Recognition for job well done. Opportunities for skill development are not readily available or skills I want to learn.
- Head Start does not recognize good work or poor work throughout the year. Feedback should be received on a regular basis, not once a year.
- I don’t think our performance appraisals reflect our quality of work performed. You either do it or don’t. No one seems to get a > (exceeds) even though many staff excel at what they do.

#### Category 6

- More efficient way to get items needed. More input on policies and procedures of program I am working in

#### Category 7

- It may make things easier on employees if they could be paid twice a month. It is hard to make ends meet getting paid only once per month.
- Share information better with employees to help show difference being made.
- More advertising of the RYDE Program. So many people still do not know that it is available to anyone to ride!
- I believe in what work this agency does and truly believe that we are making a positive change in communities and the lives of those that live there.

#### Overall agency comments

- Go back to having All Staff meetings to share important information -- Or have each department set up meetings once a month to go over information/progress. As it is information is available to read but I seldom get to read it as there is not enough time to read through everything.
- I would like to see more outreach to staff outside of Kearney. Visit offices and classrooms more often.
- I love what I do even if some of my comments may seem negative. But of all changes, I believe there has to be a forum for employees to express concerns and feel they are listened to without retribution.

- I have enjoyed working the agency. However the program of Head Start has distorted my views of Community Action. Out of all of my unhappiness with Head Start, my biggest issue is that our parents' concerns and complaints have been repeatedly ignored.
- Employees need to have more feedback and support, especially new programs. Also confrontation issues are handled inappropriately or overlooked instead of addressed. Communication is also a big concern. Important info is not shared with everyone and is not open and honest. Money needs to be budgeted properly. Spending is somewhat overboard with certain programs so more is wasted due to excess buying and purchasing that is not necessary.
- I really love how working with Community Action makes me feel like I am a part of a family and a great work place.
- I would love to see in the future a daycare for staff to take their children as an added benefit.
- I think this agency does excellent things for the communities it serves. Everyone does their best to help fellow community members in need.
- I believe our great staff is overlooked. We have well qualified people leaving to go flip burgers for higher wages. Pay is the top reason for our high turnover rate. Insurance prices are not reasonable.
- My opinion is that Mid doesn't serve their employees as they do their customers. Most Mid employees can probably qualify for state benefits. Part time employees don't get many perks and it's a shame. The rate of accrued PTO is ridiculous and the rate of pay forces a lot of turnover. Well educated, beneficial people don't stick around long. Look to the quality of staff you have and reward them rather than put up with turnover.
- I worry about funding cuts and feel badly for the affected department.
- Agency daycare for staff
- When I was hired for Translator, I was not paid those hours before the interview. I felt I should have been compensated.
- Lactation/breastfeeding room in each building for staff to use to pump/breastfeed
- Would like more learning opportunities for frontline staff outside of the general organization. Each year it is a repeat. Would like job performance – evaluation on a scale of 1-5. 1-3 leave no room for general growth. 1 – you don't do your job , 2 you do, 3 Exceed (not really fair)
- A lot of this doesn't apply to me because I work here part-time
- I work part-time/on call. A lot of information is not necessary for me. I do believe our services are greatly needed and appreciated.
- Lack of communication with the field staff until after the matter.
- We get support from immediate supervisor, but that is becoming weaker also. We are not allowed to question higher ups in our program so many questions fall through the chain of command as no one else cares! We are "easily replaceable".
- RYDE needs computer updates of all systems in their offices which will help the dispatchers and supervisors and drivers become more efficient in the day to day operations to our clients.
- I feel that Leadership Training is a good way to let employees see the big picture at Mid.
- Need a more positive attitude with customers.

