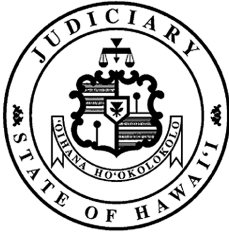


Interagency Council on Intermediate Sanctions



HAWAII STATE
DEPARTMENT
OF HEALTH

Organizational Climate Survey Results

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FINAL

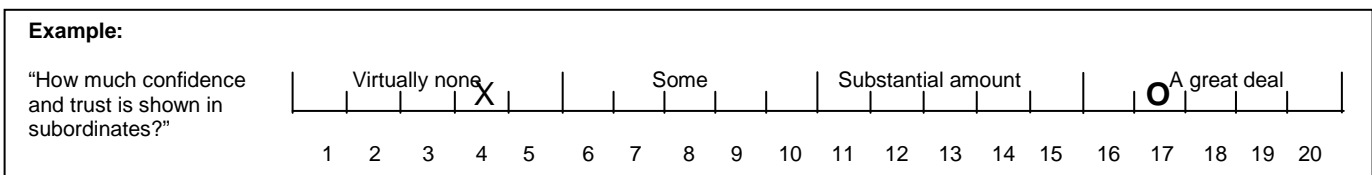
September 2010

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I. Introduction

In August 2009, the Department of the Attorney General's Research and Statistics Branch distributed 309 organizational climate surveys to correctional officers and support staff, including probation officers at Adult Probation (hereafter "Probation"); parole officers at the Hawaii Paroling Authority (hereafter "Parole"); social workers at correctional facilities managed by the Department of Public Safety (hereafter "PSD"); and social workers at the Intake Service Centers (hereafter "ISC") located within the Department of Public Safety, but reported separately for the purposes of this report. The objective and purpose of this study is to assess, through the surveying of corrections professionals, perceived differences between the present and ideal organizational climate conditions, specified along six broad areas: leadership, motivation, communication, decision-making, goals, and control. A cover letter, which accompanied each survey, assured staff members of full confidentiality with respect to their individual responses. The 18-question, 20-point Likert scale survey asked for respondents' description of their organization now, and as their ideal for the future.



"X"=Organization at the Present Time
"O"=Ideal for the Future

Figure 1

In the example above, the respondent presently believes that there is virtually no trust and confidence shown to subordinates. Therefore, s/he placed an "X" in box number 4. (Had s/he felt the problem was more severe, s/he could have placed an "X" in box number 1 or 2). The respondent also felt that, ideally, and in the future, subordinates should receive "a great deal" of trust. Therefore, s/he placed an "O" in box number 17. The respondent's "current" and "ideal" scores represent a 13-point **gap distance**. Theoretically, those items with a large gap between the ideal and present conditions, pose the greatest threat to the efficiency of the various agencies (refer to Appendix A for the survey instruments' gap distance, by agency).

Methodology: This is the third organizational climate survey conducted by ICIS. The earlier surveys reported in the 2002 and 2005 studies included statewide participants from Probation, Parole, and the Department of Public Safety. The 2009 study duplicates the methodology from the two previous studies. For standardization purposes, the gap distance (respondents' "current" versus "ideal" perceptions of their respective agency's organizational climate) are in three classified ranges, based on the 2005 and 2009 gap distance distributions. Standardized distributions are useful in making a statistical judgment on whether the gap distances are narrow, moderate, or wide. Appendix B depicts the gap distance cut-off ranges for each of the eighteen questions, and six climate areas. The cut-offs represent individual item and climate area frequency distributions, and where the gap distances represent defined distribution percentiles, e.g., Narrow (<25%ile), Moderate (25-75%ile), and Wide (>75%ile).

This report compares the current (2009) results with those from the 2005 study. It reflects "current" versus "ideal" respondent perceptions of the organizational climate. This will determine if the overall organizational climate, by agency, has changed over time and, if so, whether or not the differences are significant. The term "statistically significant," used throughout this report, demonstrates that the difference in a compared statistic is beyond chance occurrence, e.g., within a .05 margin of error. The **gap margins** reported throughout this study represent the difference in gap distances between 2005

and 2009, for each question, and for each climate area. A positive sign represents a wide gap disparity, whereas, a negative sign represents a narrow disparity.

Tabulations: The Department of the Attorney General received 208 out of 309 (67.3%) completed surveys, and subsequently entered the responses into a statistical database. Depicted below are the following agency response rates:

- Probation – 58.8% (106/180)
- Parole – 66.7% (22/33)
- PSD – 87.0% (40/46)
- Intake Service Center – 76.5% (26/34)

This study also includes summarized descriptions of staff respondents, based on Job Classification and Judicial Circuits. Of the 192 respondents from Probation, Parole, ISC, and PSD, the following represent the number and percent of classified staff: correctional officers (100, 53%); senior-level officers (41, 21%); supervisors (35, 18%); social service assistants (12, 6%); and specialists (4, 2%). Additionally, the staff responded from the following individual counties: City and County of Honolulu (111, 59.0%); Maui County (35, 18.6%); Hawaii County (31, 16.5%); and Kauai County (11, 5.8%).

II. Key Findings

- The **gap distance** between the ideal and current organizational climate has narrowed from 2005 to 2009 (Table 5):
 1. In the 2005 study, the difference in total responses between the current organizational climates versus what they ideally seek in the future, revealed an 8.7 average gap distance. This represented a statistically significant increase of +1.4 points in the gap distance, from the 7.3 gap distance established in the 2002 study.
 2. The 2009 study, for all questions combined, reveals an average gap distance of 6.8, representing a narrowing gap margin (-1.9 pts.) from 2005 to 2009.
 3. An examination of individual agencies showed that the organizational climates of Probation (Table 6) and Parole (Table 7) have made statistically significant improvements since 2009. The results for PSD and ISC indicate marginal, statistically insignificant change from 2005 to 2009.
- A sizeable gap distance exists between how respondents currently see their organization's climate, and how they want it to be, ideally, in the future. Standardized distributions from previous studies (see methodology) classify gap distances in the narrow, moderate, and wide ranges, and are depicted in Appendix B. The following three organizational climate areas were problematic in 2009, due to higher than average gap distances (Figure 8):
 1. Shared decision-making processes:
The respondents believed that decisions contribute "relatively little" to staff motivation. Policy (top-level) people make decisions, with some delegation. There are only occasional consultations with subordinates regarding work-related decisions. *The average gap distance (7.7 pts.) between current beliefs and the ideal is at the moderate level.*

2. Establish organizational goals:

The respondents believed that management establishes organizational goals, with only some staff input invited. *The average gap distance between current beliefs and the ideal is at the moderate level (7.6).*

3. Maintain review and control functions:

The respondents believed that top-level administrators maintain organizational and decision-making control, although there is an informal organization that usually resists the formal one. The staff believed that management uses reward and punishment for the purposes of cost, productivity, and control. *The average gap distance between current beliefs and the ideal is at the moderate level (6.9).*

- In terms of agency type, the gap distance in 2009 between how respondents currently perceive their organizational climate versus their ideal is highest for PSD (7.9) and lowest for Parole (5.6). The following numbered items rank the agencies by average gap distance for all questions combined in 2009 (Table 2):

1. Parole (Gap Distance =5.6)
2. Probation (Gap Distance=6.6)
3. Intake Service Centers (Gap Distance=7.0)
4. Department of Public Safety (Gap Distance=7.9)

- With respect to organizational climate areas of interest, by agencies in 2009 (Table 4); Parole had the narrowest gap distance in the areas of Communication Processes (4.9), Managerial Leadership (5.0), and Managerial Decision Making (5.8). PSD had the widest gap distance in the areas of Managerial Decision Making (9.0), Staff Resistance to Goal Setting (8.6), Control (8.1), and Motivation (7.8).

- The 2009 study revealed narrowing gap distances over time for Probation (Table 6), Parole (Table 7), and PSD (Table 9). Parole had the largest decline in gap distance (11.7 to 5.6) from 2005 to 2009, followed by Probation (8.7 to 6.6), and PSD (8.1 to 7.9). On the other hand, the Intake Service Center (ISC) had an increase in the gap distance (6.5 to 7.0) from 2005 to 2009. Of the four agencies, only Parole and Probation experienced statistically significant declines in gap margins, from the 2005 to 2009 studies. These two agencies showed reduced disparities and a narrowing gap between the current and ideal perceptions of their respective agency's organizational climate from 2005 to 2009. The following average gap margins (2009 Gap Distance – 2005 Gap Distance) are reported by agency:

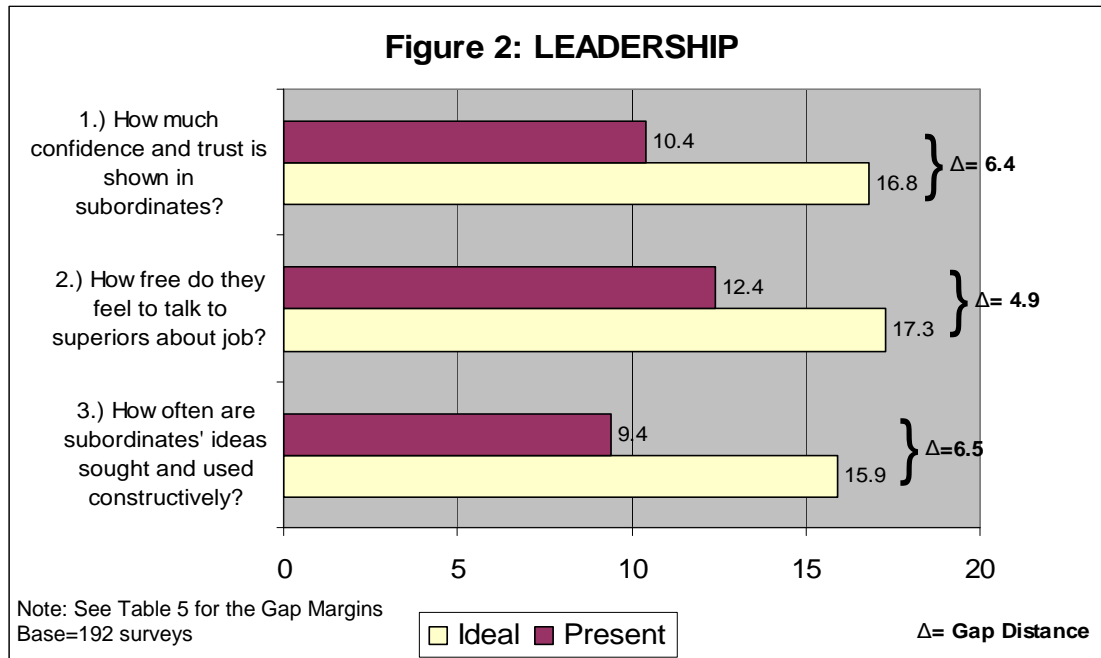
1. Parole (Gap Margin= -6.1)
2. Probation (Gap Margin= -2.1)
3. Intake Service Centers (Gap Margin= +0.5)
4. Department of Public Safety (Gap Margin= -0.2)

- The following depicts the top three climate areas that reported the greatest narrowing of gap distances (reduced disparities) from 2005 to 2009 (Figure 8):

1. Increase Staff Motivation: Gap distance declined from 8.5 to 6.4 (gap margin=-2.1)
2. Maintain Review & Control Functions: Gap distance declined from 8.9 to 6.9 (gap margin=-2.0)
3. Shared Decision-Making Processes: Gap distance declined from 9.7 to 7.7 (gap margin=-2.0)

**III. Summary of Results,
2009 Organizational Climate Survey**

Leadership Questions, 2009 Survey



For each of the three “leadership” questions in **Figure 2**, the survey respondents described their organization at the present time as well as their ideal for the future using a 20-point Likert scale.

- **Question 1: How much confidence and trust do supervisors show to their subordinates?** (1-5 = “Virtually none”; 6-10 = “Some”; 11-15 = “Substantial amount”; 16-20 = “A great deal”)

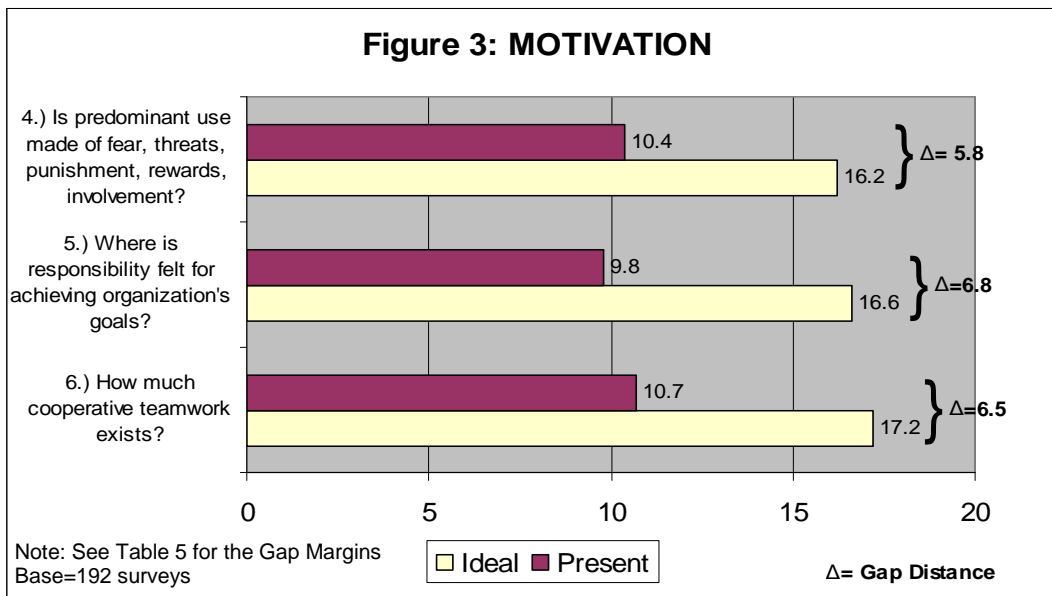
Overall, respondents stated that supervisors show “some” confidence and trust in subordinates (10.4). Ideally, however, they want supervisors to show “a great deal” of trust (16.8). The gap distance (6.4) between the current and ideal perceptions for this question has narrowed (gap margin=-0.8) since the 2005 study (Table 5).

- **Question 2: How free do they feel to talk to their superiors about job?** (1-5 = “Not very free”; 6-10 = “Somewhat free”; 11-15 = “Quite free”; 16-20 = “Very free”)

Overall, respondents said they feel “quite free” to talk to their superiors about their job (12.4). Ideally, however, they want to be “very free” to discuss their job (17.3). The gap distance (4.9) between the current and ideal perceptions for this question has narrowed (gap margin=-2.1) since the 2005 study (Table 5).

- **Question 3: How often do superiors constructively seek and use their subordinates’ ideas?** (1-5 = “Seldom”; 6-10 = “Sometimes”; 11-15 = “Often”; 16-20 = “Very frequently”)

Overall, respondents said that superiors “sometimes” seek and constructively use their ideas (9.4). Ideally, however, they want this to happen almost “very frequently” (15.9). The gap distance (6.5) between the current and ideal perceptions for this question has narrowed (gap margin=-1.9) since the 2005 study (Table 5).



For each of the three “motivation” questions in **Figure 3**, survey respondents described their organization at the present time as well as their ideal for the future using a 20-point Likert scale.

- **Question 4: Is predominant use made of fear, threats, punishment, rewards, and involvement?** (1-5 = “Fear, threats, punishment, occasionally rewards”; 6-10 = “Rewards, some punishment”; 11-15 = “Rewards, some punishment, some involvement”; 16-20 = “Involvement, rewards based on group”)

Overall, respondents believed that management uses rewards and some punishment (10.4). Ideally, however, the respondents want management to use involvement, with rewards, based on group input (16.2). The gap distance (5.8) between the current and ideal perceptions for this question has narrowed (gap margin=-2.3) since the 2005 study (Table 5).

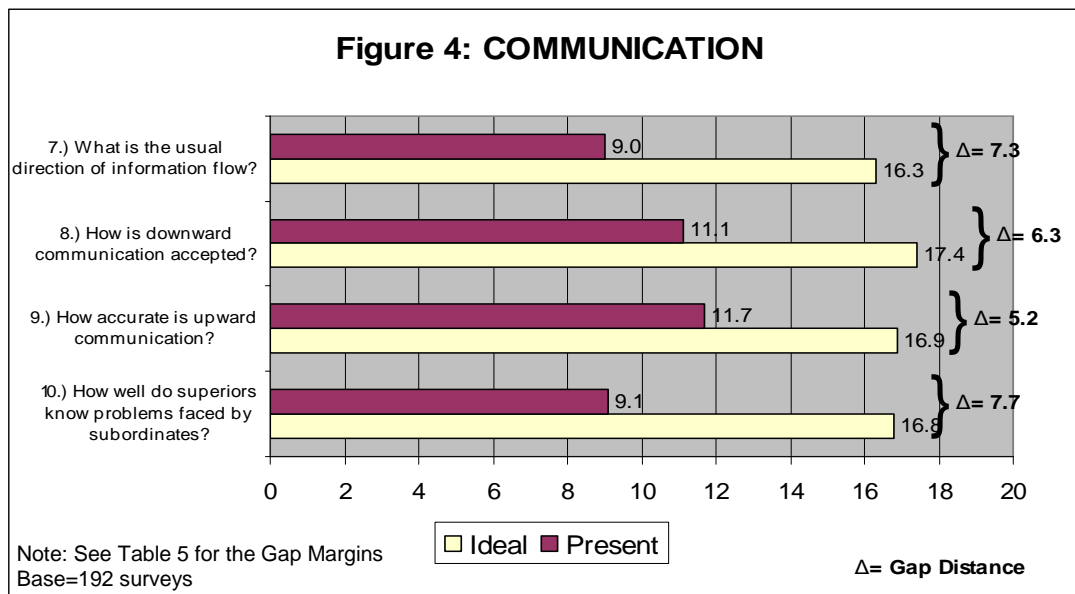
- **Question 5: Where is responsibility felt for achieving organization’s goals?** (1-5 = “Mostly at top”; 6-10 = “Top and middle”; 11-15 = “Fairly general”; 16-20 = “At all levels”)

Overall, respondents felt that the responsibility for achieving their organization’s goals lies at the “top to middle” management levels (9.8). Ideally, however, they want the responsibility for achieving its goals “at all levels” of the organization (16.6). The gap distance (6.8) between the current and ideal perceptions for this question has narrowed (gap margin=-2.2) since the 2005 study (Table 5).

- **Question 6: How much cooperative teamwork exists?** (1-5 = “Very little”; 6-10 = “Relatively little”; 11-15 = “Moderate amount”; 16-20 = “Great deal”)

Overall, respondents said that “relatively little” cooperative teamwork exists (10.7). Ideally, however, they want “a great deal” of cooperative teamwork (17.2). The gap distance (6.5) between the current and ideal perceptions for this question has narrowed (gap margin=-1.9) since the 2005 study (Table 5).

Communication Questions, 2009 Survey



For each of the four “communication” questions in **Figure 4**, survey respondents described their organization at the present time as well as their ideal for the future using a 20-point Likert scale.

- **Question 7: What is the usual direction of information flow?** (1-5 = “Downward”; 6-10 = “Mostly downward”; 11-15 = “Down and up”; 16-20 = “Down, up, and sideways”)

Overall, respondents believed that information flow is “mostly downward” (9.0). Ideally, however, staff want information to flow “down, up, and sideways” (16.3). The gap distance (7.3) between the current and ideal perceptions for this question has narrowed (gap margin=-2.0) since the 2005 study (Table 5).

- **Question 8: How is downward communication accepted?** (1-5 = “With suspicion”; 6-10 = “Possibly with suspicion”; 11-15 = “With caution”; 16-20 = “With a receptive mind”)

Overall, respondents felt that downward communication is accepted “with caution” by staff (11.1). Ideally, however, they want staff to accept downward communication “with a receptive mind” (17.4). The gap distance (6.3) between the current and ideal perceptions for this question has narrowed (gap margin=-1.9) since the 2005 study (Table 5).

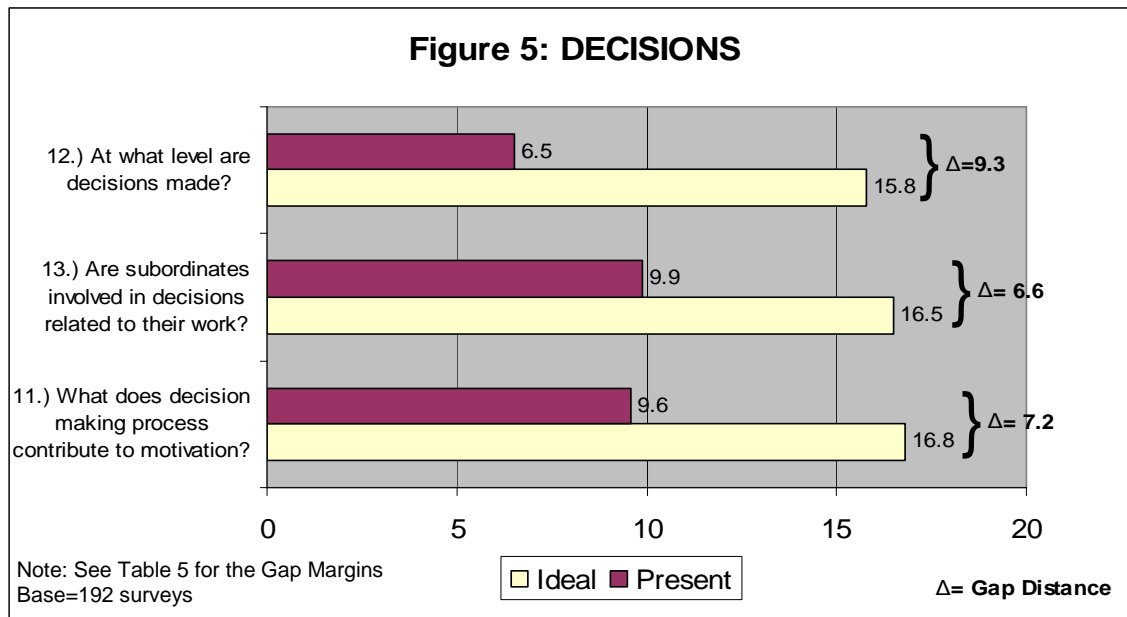
- **Question 9: How accurate is upward communication?** (1-5 = “Usually inaccurate”; 6-10 = “Often inaccurate”; 11-15 = “Often accurate”; 16-20 = “Almost always accurate”)

Overall, respondents believed that upward communication is “often accurate” (11.7). Ideally, however, they want “almost always accurate” upward communication (16.9). The gap distance (5.2) between the current and ideal perceptions for this question has narrowed (gap margin=-0.9) since the 2005 study (Table 5).

- **Question 10: How well do superiors know problems faced by subordinates?** (1-5 = “Not very well”; 6-10 = “Rather well”; 11-15 = “Quite well”; 16-20 = “Very well”)

Overall, respondents believed that superiors know, “rather well” (9.1), the problems faced by their subordinates. Ideally, however, they want superiors to know the problems “very well” (16.8). The gap distance (7.7) between the current and ideal perceptions for this question has narrowed (gap margin=-2.3) since the 2005 study (Table 5).

Decision Questions, 2009 Survey



For each of the three “decisions” questions in **Figure 5**, survey respondents described their organization at the present time as well as their ideal for the future using a 20-point Likert scale.

- **Question 12: Decisions are made at what level?** (1-5 = “Mostly at top”; 6-10 = “Policy at top, some delegation”; 11-15 = “Broad policy at top, broad delegation”; 16-20 = “Throughout but well integrated”)

Overall, respondents believed that administrators make decisions based on “policy at the top, and with some delegation” (6.5). Ideally, however, staff want decisions made nearly “throughout the organization, but well integrated” (15.8). The gap distance (9.3) between the current and ideal perceptions for this question has narrowed (gap margin=-0.3) since the 2005 study (Table 5).

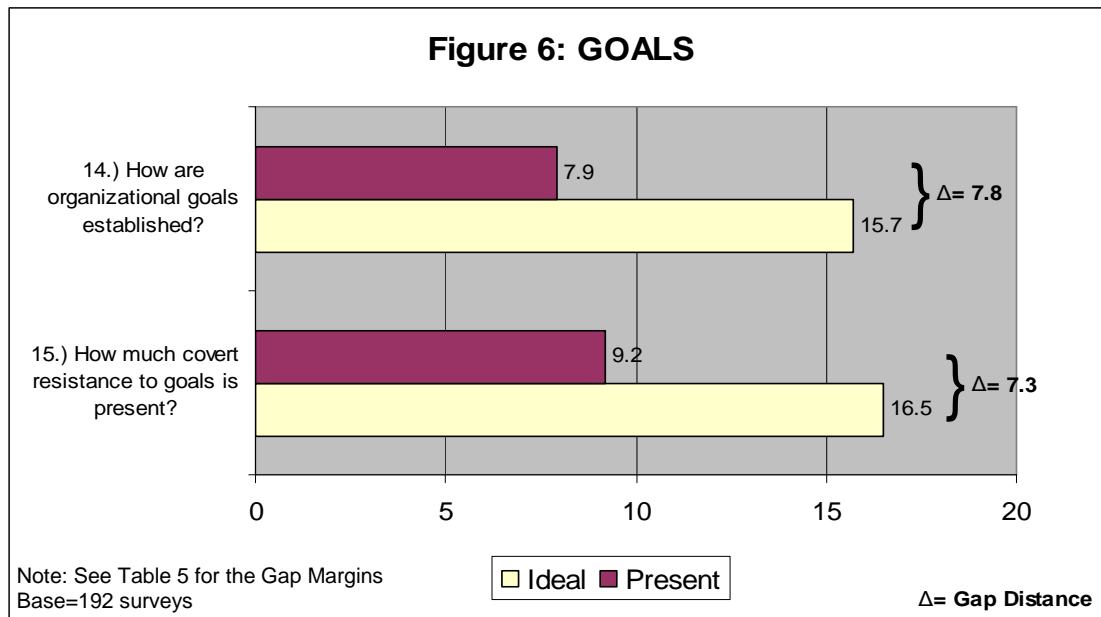
- **Question 13: Are subordinates involved in decisions related to their work?** (1-5 = “Almost never”; 6-10 = “Occasionally consulted”; 11-15 = “Generally consulted”; 16-20 = “Fully involved”)

Overall, respondents felt subordinates are “occasionally consulted” with work-related decisions (9.9). Ideally, however, they feel subordinates want to be “fully involved” in the decision-making process (16.5). The gap distance (6.6) between the current and ideal perceptions for this question has narrowed (gap margin=-1.3) since the 2005 study (Table 5).

- **Question 11: What does the decision-making process contribute to motivation?** (1-5 = “Not very much”; 6-10 = “Relatively little”; 11-15 = “Some contribution”; 16-20 = “Substantial contribution”)

Overall, respondents felt the decision-making process contributes “relatively little” to motivation (9.6). Ideally, however, they want decision making to have “a substantial contribution” to motivation (16.8). The gap distance (7.2) between the current and ideal perceptions for this question has narrowed (gap margin=-4.4) since the 2005 study (Table 5).

Goals Questions, 2009 Survey



For each of the two “goals” questions in **Figure 6**, survey respondents described their organization at the present time as well as their ideal for the future using a 20-point Likert scale.

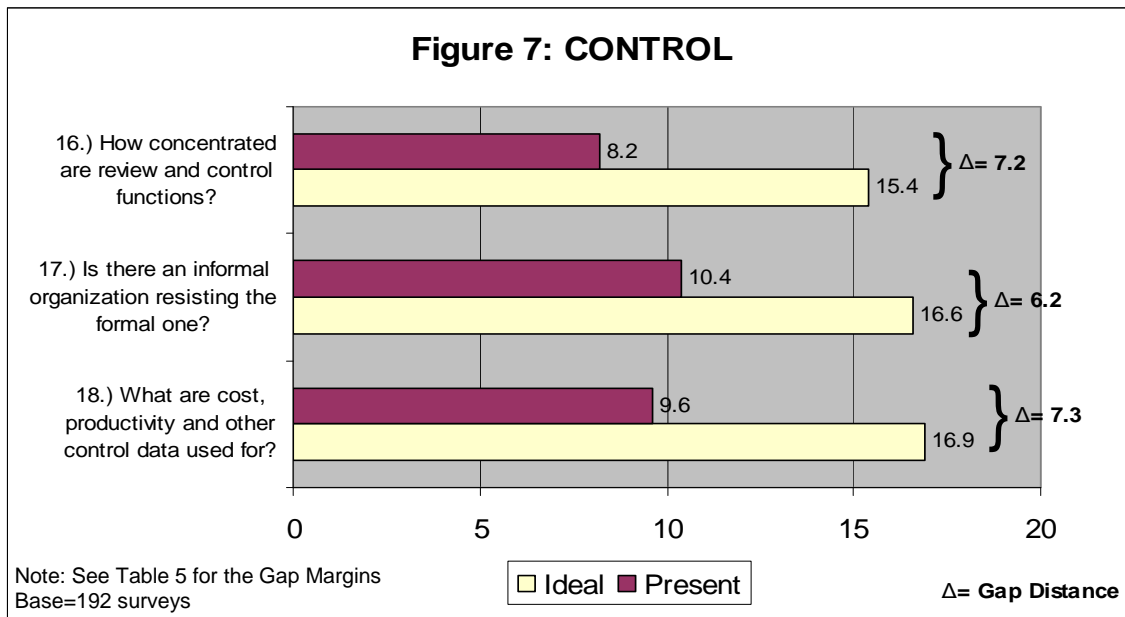
- **Question 14: How are organizational goals established?** (1-5 = “Orders issued”; 6-10 = “Orders, some comments invited”; 11-15 = “After discussion, by orders”; 16-20 = “By group action (except in crisis)”)

Overall, respondents stated that administration established organizational goals through “orders, with some comments invited” (7.9). Ideally, however, respondents appear to want administration to establish organizational goals “by group action” (15.7). The gap distance (7.8) between the current and ideal perceptions for this question has narrowed (gap margin=-2.5) since the 2005 study (Table 5).

- **Question 15: How much covert resistance to goals is present?** (1-5 = “Strong resistance”; 6-10 = “Moderate resistance”; 11-15 = “Some resistance at times”; 16-20 = “Little or none”)

Overall, respondents believed that “moderate resistance” to goals is currently present (9.2). Ideally, however, they want “little or no” resistance (16.5). The gap distance (7.3) between the current and ideal perceptions for this question has narrowed (gap margin=-1.1) since the 2005 study (Table 5).

Control Questions, 2009 Survey



For each of the three “control” questions in **Figure 7**, survey respondents described their organization at the present time as well as their ideal for the future using a 20-point Likert scale.

- **Question 16: How concentrated are review and control functions?** (1-5 = “Very highly at top”; 6-10 = “Quite highly at top”; 11-15 = “Delegation to lower levels”; 16-20 = “Widely shared”)

Overall, respondents stated that review and control functions are concentrated “quite highly at the top” of the organization (8.2). Ideally, however, they want control functions to be “widely shared” (15.4). The gap distance (7.2) between the current and ideal perceptions for this question has narrowed (gap margin=-2.5) since the 2005 study (Table 5).

- **Question 17: Is there an informal organization resisting the formal one?** (1-5 = “Yes”; 6-10 = “Usually”; 11-15 = “Sometimes”; 16-20 = “No, same goals as formal”)

Overall, respondents believed there is “usually” an informal organization resisting the formal one (10.4). Ideally, however, they do not want an informal organization (16.6). The gap distance (6.2) between the current and ideal perceptions for this question has narrowed (gap margin=-1.9) since the 2005 study (Table 5).

- **Question 18: What are cost, productivity, and other control data used for?** (1-5 = “Policing, punishment”; 6-10 = “Reward and punishment”; 11-15 = “Reward, some self guidance”; 16-20 = “Self-guidance, problem solving”)

Overall, respondents believed that administration used cost, productivity, and other control data for “reward and punishment” purposes (9.6). Ideally, however, they want the data for self-guidance and problem-solving purposes (16.9). The gap distance (7.3) between the current and ideal perceptions for this question has narrowed (gap margin=-1.7) since the 2005 study (Table 5).

Table 1: Ranking of Questions by Gap Distance, 2009 Survey

Table 1: Ranked Items, by Gap Distance, 2009 Survey

Question	Area	Present	Ideal	Present--Ideal (Description)	Gap Distance
2.) How free do subordinates feel talking to superiors about their work?	Leadership	12.4	17.3	Quite free -- Very free	4.9
9.) How accurate is upward communication?	Communication	11.7	16.9	Often accurate -- Almost always accurate	5.2
4.) Do superiors primarily use (1)fear, (2)threats, (3)punishment, (4)rewards, (5)involvement?	Motivation	10.4	16.2	Some punishment/rewards -- rewards/involvement	5.8
17.) Is there an informal organization resisting the formal one?	Control	10.4	16.6	Usually -- No, same goals as formal	6.2
8.) How is downward communication accepted?	Communication	11.1	17.4	With Caution -- With a receptive mind	6.3
1.) How much confidence and trust is shown in subordinates?	Leadership	10.4	16.8	Some -- A great deal	6.4
3.) How often are subordinates' ideas sought and used constructively?	Leadership	9.4	15.9	Sometimes -- Often	6.5
6.) How much cooperative teamwork exists?	Motivation	10.7	17.2	Relatively little -- Great deal	6.5
13.) Are subordinates involved in decisions related to their work?	Decisions	9.9	16.5	Occasionally consulted -- Fully involved	6.6
5.) Where is the responsibility felt for achieving the organization's goals?	Motivation	9.8	16.6	Top and middle -- At all levels	6.8
11.) What does decision making process contribute to motivation?	Decisions	9.7	16.8	Relatively little -- Substantial contribution	7.1
16.) How concentrated are review and control functions?	Control	8.2	15.4	Quite highly at top -- Delegation to lower levels	7.2
18.) What are cost, productivity and other control data used for?	Control	9.6	16.9	Reward and punishment -- Self-guidance, problem-solving	7.3
7.) What is the usual direction of information flow?	Communication	9.0	16.3	Mostly downward -- Down, up and sideways	7.3
15.) How much covert resistance to goals is present?	Goals	9.2	16.5	Moderate resistance -- Little or none	7.3
10.) How well do superiors know the problems faced by subordinates?	Communication	9.1	16.8	Rather well -- Very well	7.7
14.) How are organizational goals established?	Goals	7.9	15.7	Orders, some comments invited -- After discussion, by orders	7.8
12.) At what level are decisions made?	Decisions	6.5	15.8	Policy at top, some delegation -- Broad policy at top, broad delegation	9.3
Total Average for all Questions:		9.7	16.5		6.8

Base=192 surveys

Table 1 lists 18 organizational climate questions, ranked ordered, by gap distances in the 2009 survey. The gap distance, for each question, represents the average ideal score subtracted from the average present score. The questions that have narrower gap distances between the “ideal” and “present” situations are at the top of the table, while the ones that have wider gap distances are at the bottom of the table.

- The following question had the narrowest gap distance between how respondents see their organization at the present time and how they want it to be, ideally, in the future:

2.) How free do subordinates feel talking to superiors about their job?

The gap distance (4.9) represents the difference between the current and ideal perception. Overall, respondents felt “quite free” to talk to their superiors about their job (12.4). Ideally, however, they want to be “very free” to discuss their job (17.3).

- The following question had the widest gap distance between how respondents see their organization at the present time and how they want it to be, ideally, in the future:

12.) At what level are decisions made?

The gap distance (9.3) represents the difference between the current and ideal perception. Overall, respondents believed that administration makes “policy decisions at the top, with some delegation” (6.5). Ideally, however, they want administration to make decisions “broadly at the top, with broad delegation” (15.8).

Table 2: Question Items, by Classification, 2009 Survey

Question	Probation	Parole	ISC	PSD
1.) How much confidence and trust is shown in subordinates?	6.1	5.7	6.2	7.9
2.) How free do they feel to talk to superiors about job?	5.0	4.2	5.7	4.6
3.) How often are subordinates' ideas sought and used constructively?	6.6	4.9*	6.8	7.4
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	5.0	5.3	5.5	8.0
5.) Where is responsibility felt for achieving organization's goals?	6.4	6.9	6.7	8.1
6.) How much cooperative teamwork exists?	6.0	7.1	6.5	7.3
7.) What is the usual direction of information flow?	7.7	3.5*	7.6	8.2
8.) How is downward communication accepted?	5.9	6.3	6.9	6.7
9.) How accurate is upward communication?	5.5	3.9*	4.5	5.7
10.) How well do superiors know problems faced by subordinates?	7.1	5.7	8.2	9.6
11.) What does decision making process contribute to motivation?	6.9	5.3	7.0	8.8
12.) At what level are decisions made?	9.4	7.2	9.7	10.1
13.) Are subordinates involved in decisions related to their work?	6.3	5.0	6.9	8.1
14.) How are organizational goals established?	7.8	6.3	7.4	9.2
15.) How much covert resistance to goals is present?	7.3	5.5	7.6	8.0
16.) How concentrated are review and control functions?	7.0	5.5	8.0	8.3
17.) Is there an informal organization resisting the formal one?	5.6	6.3	6.6	7.4
18.) What are cost, productivity and other control data used for?	6.9	5.6	8.5	8.6
Total Average for all Questions:	6.6	5.6	7.0	7.9

Note: All gap distances in individual classification groups are in the "moderate" gap distance range, except when indicated by an asterisk.

*Narrow range (<25%ile)

Second Note: Gaps calculated for each question subtracts the total average score for "present" from the total average score for "ideal."

Table 2 lists gap distances for 18 organizational climate questions, specified by agency (Probation, Parole, Intake Service Centers, and the Department of Public Safety). The gap distances represent the differences along the Likert Scale between how respondents currently view their organization, and how they want it to be, ideally, in the future.

- For Probation, the following questions had the widest and narrowest gap distances, respectively:
 - 1) Q12: At what level are decisions made? (9.4)
 - 2) Q2: How free do they feel in talking to superiors about their job? (5.0)
 - 3) Q4: Is predominant use made of fear, threats, punishment, rewards, and involvement? (5.0)
- For Parole, the following questions had the widest and narrowest gap distances, respectively:
 - 1) Q12: At what level are decisions made? (7.2)
 - 2) Q7: What is the usual direction of information flow? (3.5)
- For the Intake Service Centers, the following questions had the widest and narrowest gap distances, respectively:
 - 1) Q12: At what level are decisions made? (9.7)
 - 2) Q9: How accurate is upward communication? (4.5)
- For the Department of Public Safety, the following questions had the widest and narrowest gap distances, respectively:
 - 1) Q12: At what level are decisions made? (10.1)
 - 2) Q2: How free do they feel in talking to superiors about their job? (4.6)

Table 3: Gap Distances, by Classification, 2009 Survey

Question	Officer	Senior Officer	Supervisor	SSA
1.) How much confidence and trust is shown in subordinates?	6.5	6.6	0.2*	5.4
2.) How free do they feel to talk to superiors about job?	5.1	4.6	-0.1*	5.8
3.) How often are subordinates' ideas sought and used constructively?	7.2	6.6	-0.1*	6.9
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	5.1	6.0	0.6*	5.3
5.) Where is responsibility felt for achieving organization's goals?	7.0	7.2	5.9	6.2
6.) How much cooperative teamwork exists?	6.3	6.8	6.5	6.2
7.) What is the usual direction of information flow?	7.3	7.3	7.1	7.0
8.) How is downward communication accepted?	6.2	6.2	6.3	6.4
9.) How accurate is upward communication?	5.3	5.2	4.1	5.2
10.) How well do superiors know problems faced by subordinates?	8.0	7.6	8.2	6.4
11.) What does decision making process contribute to motivation?	7.6	6.8	7.1	6.6
12.) At what level are decisions made?	9.4	9.6	9.8	8.6
13.) Are subordinates involved in decisions related to their work?	5.3	7.3	6.3	6.6
14.) How are organizational goals established?	8.2	8.4	6.2	6.6
15.) How much covert resistance to goals is present?	6.4	7.5	5.9	7.5
16.) How concentrated are review and control functions?	7.7	7.5	5.4	6.9
17.) Is there an informal organization resisting the formal one?	6.0	5.9	5.1	6.9
18.) What are cost, productivity and other control data used for?	7.3	7.5	7.5	6.6
Total Average for all Questions:	6.8	6.9	5.1	6.5

Note: All gap distances in individual classification groups are in the "moderate" gap distance range, except when indicated by an asterik.

*The gap distance for Supervisors, who answered questions 1 thru 4, is classified in the "narrow" gap distance range.

Table 3 lists gap distances for 18 organizational climate questions specified by position classification (Officer, Senior Officer, Supervisor, and SSA (Social Services Aide). The gap distances represent the differences along the Likert Scale between how respondents presently see their organization, and how they want it to be, ideally, in the future.

- For Officers, the following questions had the widest and narrowest gap distance, respectively:
 - 1) Q12: At what level are decisions made? (9.4)
 - 2) Q2: How free do they feel in talking to superiors about their job? (5.1)
 - 3) Q4: Is predominant use made of fear, threats, punishment, rewards, and involvement? (5.1)
- For Senior Officers, the following questions had the widest and narrowest gap distance, respectively:
 - 1) Q12: At what level are decisions made? (9.6)
 - 2) Q2: How free do they feel in talking to superiors about their job? (4.6)
- For Supervisors, the following questions had the widest and narrowest gap distance, respectively:
 - 1) Q12: At what level are decisions made? (9.8)
 - 2) Q2: How free do they feel in talking to superiors about their job? (-0.1)
 - 3) Q3: How often are subordinates' ideas sought and used constructively: (-0.1)
- For SSAs, the following questions had the widest and narrowest gap distance, respectively:
 - 1) Q12: At what level are decisions made? (8.6)
 - 2) Q9: How accurate is upward communication? (5.2)

**IV. Comparison of 2002, 2005, and 2009
Organizational Climate Survey Results, by Agency**

Gap Distances, by Organizational Climate Areas, 2005 & 2009 Surveys

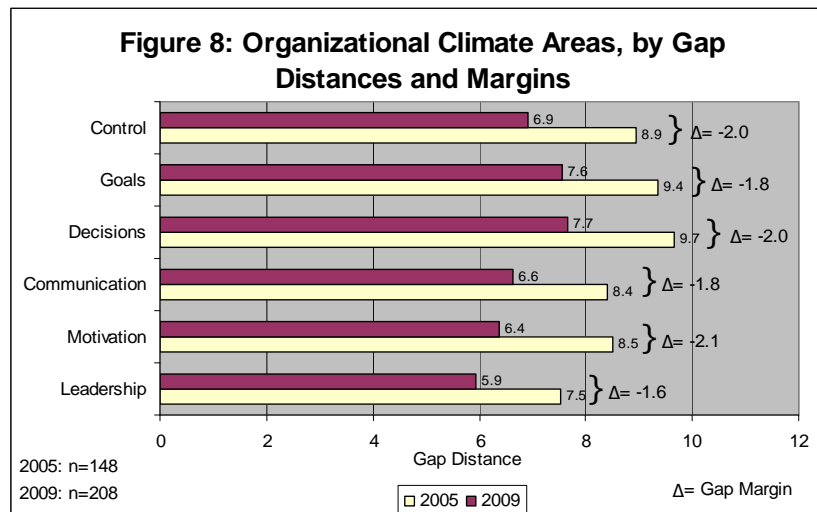


Figure 8 depicts the 2005 and 2009 gap distances of six pre-defined organizational climate areas. Each gap distance represents the average difference in the respondents' perceptions of the current and ideal organizational climate conditions that operate in their respective agencies. The gap margin represents the average difference in gap distance from 2005 to 2009. A negative sign in the gap margin means that the respondents' perceptions between the "current" and "ideal" in 2009 have narrowed since 2005, and reflects a closer alignment (between the current and ideal) along the six dimensional areas. Conversely, a positive sign represents a wider gap margin since 2005, and reflects greater disparity between the "current" and "ideal," over time. The six organizational climate areas represent the following:

1. **Leadership:** Management has confidence and trust in subordinates, freedom of subordinates to talk freely to superiors about their work, and constructively uses subordinate ideas. The 2005 gap distance (7.5) and 2009 gap distance (5.9) is at the moderate level, and reflects a narrowing gap margin (-1.6).
2. **Motivation:** Management uses a mix of motivational signals (fear, threats, punishment, and rewards) on subordinates, such as recognizing staff efforts in achieving the organization's goals, and supporting cooperative teamwork efforts. The 2005 gap distance (8.5) and 2009 gap distance (6.4) is at the moderate level, and reflects a narrowing gap margin (-2.1).
3. **Communication:** There is a direction of information flow, subordinates accept downward communication, there is accurate upward communication, and superiors recognize the problems faced by subordinates. The gap distance in 2005 (8.4) and 2009 (6.6) is at the moderate level, and reflects a narrowing gap margin (-1.8).
4. **Decisions:** The decision-making process contributes to staff motivation, and subordinates are involved in work-related decisions and decision-making process. The gap distance in 2005 (9.7) and 2009 (7.7) is at the moderate level, and reflects a narrowing gap margin (-2.0).
5. **Goals:** Management discusses organizational goals with staff, and there is limited staff resistance to organizational goals. The gap distance in 2005 (9.4) and 2009 (7.6) is at the moderate level, and reflects a narrowing gap margin (-1.8).
6. **Control:** There are delegated and shared review/control functions, limited informal organization that resists the formal organization, and rewarding/self-guiding control mechanisms. The gap distance in 2005 (8.9) and 2009 (6.9) is at the moderate level, and reflects a narrowing gap margin (-2.0).

Table 4: Gap Distance, by Organizational Climate Areas and Agency, 2005 & 2009 Surveys

	Probation		Parole		Intake Service Center		Dept. of Public Safety	
	2005 (n=85)	2009 (n=104)	2005 (n=17)	2009 (n=22)	2005 (n=20)	2009 (n=26)	2005 (n=17)	2009 (n=40)
Leadership	7.3	5.9	11.5	5.0	5.8	6.2	6.9	6.6
Motivation	8.2	5.8	12.3	6.5	5.9	6.2	9.7	7.8
Communication	8.5	6.6	11.4	4.9	6.8	6.8	7.6	7.5
Decisions	10.0	7.5	11.3	5.8	7.4	7.9	9.0	9.0
Goals	9.6	7.6	11.3	5.9	6.7	7.5	9.1	8.6
Control	8.9	6.5	12.2	5.8	6.2	7.7	9.0	8.1

Table 4 reveals the average gap distance in the respondents' perceptions of the "current" and "ideal" organizational climate, by organizational climate areas, and by individual agencies in 2005 and 2009. All agencies, except for Intake Service Centers, had narrowing gap distance from 2005 to 2009. The following bulleted items represent the organizational climate areas' gap margins for each agency:

- The gap margins for Parole have narrowed since 2005 in the following areas:
 - Leadership (-6.5 pts.)
 - Communication (-6.5 pts.)
 - Control (-6.4 pts.)
- The gap margins for Probation have narrowed since 2005 in the following areas:
 - Decisions (-2.5 pts.)
 - Motivation (-2.4 pts.)
 - Control (-2.4 pts.)
- The gap margins for PSD have narrowed since 2005 in the following areas:
 - Motivation (-1.9 pts.)
 - Control (-0.9 pts.)
 - Goals (-0.5 pts.)
- The gap margins for ISC have widened since 2005 in the following areas:
 - Control (+1.5 pts.)
 - Goals (+0.8 pts.)
 - Decisions (+0.5 pts.)

Note: The parentheses represent the gap margins (difference in the gap distance between 2005 and 2009) for each climate area.

Table 5: Comparisons of Gap Distances and Margins - All Agencies (2002-2009)

Question	2002 Gap Distance	2005 Gap Distance	2009 Gap Distance	2005 Gap Margin	2009 Gap Margin
1.) How much confidence and trust is shown in subordinates?	5.9	7.2	6.4	1.3	-0.8
2.) How free do they feel to talk to superiors about job?	6.1	7.0	4.9	0.9	-2.1
3.) How often are subordinates' ideas sought and used constructively?	7.3	8.4	6.5	1.1	-1.9
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	6.8	8.1	5.8	1.3	-2.3
5.) Where is responsibility felt for achieving organization's goals?	7.5	9.0	6.8	1.5	-2.2
6.) How much cooperative teamwork exists?	6.7	8.4	6.5	1.7	-1.9
7.) What is the usual direction of information flow?	7.3	9.3	7.3	2.0	-2.0
8.) How is downward communication accepted?	6.4	8.2	6.3	1.8	-1.9
9.) How accurate is upward communication?	5.1	6.1	5.2	1.0	-0.9
10.) How well do superiors know problems faced by subordinates?	8.4	10.0	7.7	1.6	-2.3
11.) At what level are decisions made?	9.9	11.5	7.1	1.6	-4.4
12.) Are subordinates involved in decisions related to their work?	7.3	9.6	9.3	2.3	-0.3
13.) What does decision making process contribute to motivation?	7.3	7.9	6.6	0.6	-1.3
14.) How are organizational goals established?	8.8	10.3	7.8	1.5	-2.5
15.) How much covert resistance to goals is present?	7.6	8.4	7.3	0.8	-1.1
16.) How concentrated are review and control functions?	8.1	9.7	7.2	1.6	-2.5
17.) Is there an informal organization resisting the formal one?	6.9	8.1	6.2	1.2	-1.9
18.) What are cost, productivity and other control data used for?	7.4	9.0	7.3	1.6	-1.7
Base:	107	148	192		
Total Average Gap for all Questions:	7.3	8.7	6.8	1.4	-1.9

*The difference is statistically significant. $t(311) = -4.64$; $p < .001$

Note: Gaps calculated for each question subtracts the total average score for "current" from the total average score for "ideal."

Table 5 depicts All Agency gap distances for 18 organizational climate questions in 2002, 2005, and 2009.

- The average gap distances of 8.7 in 2005 and 6.8 in 2009 resulted in a statistically significant ($p < .001$) narrowing in the gap margin (-1.9), a reversal from the widening gap margin (+1.4) from 2002 to 2005.
- The questions with the widest and narrowest gaps vary between test periods. Listed below are the widest and narrowest respective gap distances in 2002, 2005, and 2009.

For 2002:

- Q11: At what level are decisions made? (9.9)
- Q9: How accurate is upward communication? (5.1)

For 2005:

- Q11: At what level are decisions made? (11.5)
- Q9: How accurate is upward communication? (6.1)

For 2009:

- Q12: Are subordinates involved in decisions related to their work? (9.3)
- Q2: How free do they feel talking to superiors about their job? (4.9)

- The organizational climate questions in 2005 and 2009 have mixed widening and narrowing gap margins; however, the gap margins are narrower in 2009, as compared to 2005. The question items below have narrowing gap margins and the greatest change in gap distances between 2005 and 2009.
 - Q11: At what level are decisions made? (-4.4)
 - Q16: How concentrated are review and control functions? (-2.5)
 - Q14: How are organizational goals established? (-2.5)

Table 6: Comparisons of Gap Distances and Margins - Probation (2002-2009)

Question	2002 Gap Distance	2005 Gap Distance	2009 Gap Distance	2005 Gap Margin	2009 Gap Margin
1.) How much confidence and trust is shown in subordinates?	5.4	6.8	6.1	1.4	-0.7
2.) How free do they feel to talk to superiors about job?	6.8	6.6	5.0	-0.2	-1.6
3.) How often are subordinates' ideas sought and used constructively?	7.9	8.6	6.6	0.7	-2.0
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	6.3	7.5	5.0	1.2	-2.5
5.) Where is responsibility felt for achieving organization's goals?	7.2	8.9	6.4	1.7	-2.5
6.) How much cooperative teamwork exists?	6.6	8.2	6.0	1.6	-2.2
7.) What is the usual direction of information flow?	8.1	9.8	7.7	1.7	-2.1
8.) How is downward communication accepted?	6.6	8.2	5.9	1.6	-2.3
9.) How accurate is upward communication?	5.7	6.2	5.5	0.5	-0.7
10.) How well do superiors know problems faced by subordinates?	8.4	9.6	7.1	1.2	-2.5
11.) At what level are decisions made?	10.9	11.7	6.9	0.8	-4.8
12.) Are subordinates involved in decisions related to their work?	7.9	10.1	9.4	2.2	-0.7
13.) What does decision making process contribute to motivation?	7.2	8.2	6.3	1.0	-1.9
14.) How are organizational goals established?	9.3	10.6	7.8	1.3	-2.8
15.) How much covert resistance to goals is present?	7.5	8.5	7.3	1.0	-1.2
16.) How concentrated are review and control functions?	8.0	10.1	7.0	2.1	-3.1
17.) Is there an informal organization resisting the formal one?	6.9	7.7	5.6	0.8	-2.1
18.) What are cost, productivity and other control data used for?	7.3	9.0	6.9	1.7	-2.1
Base:	38	85	104	47	
Total Average Gap for all Questions:	7.4	8.7	6.6	1.3	-2.1

*The difference is statistically significant. $t(174) = -3.75$; $p < .001$

Note: Gap distance for each question subtracts the total average score for "current" from the total average score for "ideal."

Table 6 depicts Probation's gap distances for 18 organizational climate questions in 2002, 2005, and 2009.

- The respective average gap distances of 8.7 in 2005 and 6.6 in 2009 resulted in a statistically significant ($p < .001$) narrowing in the gap margin (-2.1), a reversal from the 2005 gap margin (+1.3).
- The questions with the widest and narrowest gap distances between how respondents presently see their organization and how they want it to function in the future varies between test periods. Listed below are the widest and narrowest respective gap distances in 2002, 2005, and 2009.

For 2002:

- Q11: At what level are decisions made? (10.9)
- Q1: How much confidence and trust is shown in subordinates? (5.4)

For 2005:

- Q11: At what level are decisions made? (11.7)
- Q9: How accurate is upward communication? (6.2)

For 2009:

- Q12: Are subordinates involved in decisions related to their work? (9.4)
- Q2: How free do they feel talking to superiors about their job? (5.0)
- Q4: Is predominant use made of fear, threats, punishment, etc. (5.0)

- The organizational climate questions in 2005 and 2009 have mixed positive-sign and negative-sign gap margins; however, the gap margins are narrower in 2009, as compared to 2005. The question items below have narrowing gap margins and the greatest change in gap distances between 2005 and 2009.
 - Q11: At what level are decisions made? (-4.8)
 - Q16: How concentrated are review and control functions? (-3.1)
 - Q14: How are organizational goals established? (-2.8)

Table 7: Comparisons of Gap Distances and Margins for Parole (2005-2009)

Question	2005 Gap Distance	2009 Gap Distance	2009 Gap Margin
1.) How much confidence and trust is shown in subordinates?	11.8	5.7	-6.1
2.) How free do they feel to talk to superiors about job?	11.5	4.2	-7.3
3.) How often are subordinates' ideas sought and used constructively?	11.2	4.9	-6.3
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	12.6	5.3	-7.3
5.) Where is responsibility felt for achieving organization's goals?	12.0	6.9	-5.1
6.) How much cooperative teamwork exists?	12.2	7.1	-5.1
7.) What is the usual direction of information flow?	11.0	3.5	-7.5
8.) How is downward communication accepted?	12.5	6.3	-6.2
9.) How accurate is upward communication?	7.9	3.9	-4.0
10.) How well do superiors know problems faced by subordinates?	14.0	5.7	-8.3
11.) At what level are decisions made?	13.2	5.3	-7.9
12.) Are subordinates involved in decisions related to their work?	11.5	7.2	-4.3
13.) What does decision making process contribute to motivation?	9.3	5.0	-4.3
14.) How are organizational goals established?	12.3	6.3	-6.0
15.) How much covert resistance to goals is present?	10.2	5.5	-4.7
16.) How concentrated are review and control functions?	11.1	5.5	-5.6
17.) Is there an informal organization resisting the formal one?	14.1	6.3	-7.8
18.) What are cost, productivity and other control data used for?	11.5	5.6	-5.9
Base:	17	22	
Total Average Gap for all Questions:	11.7	5.6	-6.1

*The difference is statistically significant. $t(32) = -5.57$; $p < .001$

Note: Gap distance for each question subtracts the total average score for "current" from the total average score for "ideal."

Table 7 depicts Parole's gap distances for 18 organizational climate questions in 2005 and 2009.

- The respective average gap distances of 11.7 in 2005 and 5.6 in 2009 resulted in a statistically significant ($p < .001$) narrowing in the gap margin (-6.1).
- The questions with the widest and narrowest gap distances between how respondents presently see their organization and how they want it to function in the future varies between test periods. Listed below are the two questions that have the widest and narrowest respective gap distances from 2005 to 2009.

For 2005:

- Q17. Is there an informal organization resisting the formal one? (14.1)
- Q9: How accurate is upward communication? (7.9)

For 2009:

- Q12. Are subordinates involved in decisions related to their work? (7.2)
- Q7: What is the usual direction of information flow? (3.5)

- The organizational climate questions in 2009 have all negative-sign gap margins. The question items below have narrowing gap margins and the greatest change in gap distances between 2005 and 2009.
 - Q10: How well do superiors know problems faced by subordinates? (-8.3)
 - Q11: At what level are decisions made? (-7.9)
 - Q17: Is there an informal organization resisting the formal one? (-7.8)

Table 8: Comparisons of Gap Distances and Margins for ISCs (2005-2009)

Question	2005 Gap Distance	2009 Gap Distance	2009 Gap Margin
1.) How much confidence and trust is shown in subordinates?	5.1	6.2	1.1
2.) How free do they feel to talk to superiors about job?	5.6	5.7	0.1
3.) How often are subordinates' ideas sought and used constructively?	6.8	6.8	0.0
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	5.9	5.5	-0.4
5.) Where is responsibility felt for achieving organization's goals?	6.4	6.7	0.3
6.) How much cooperative teamwork exists?	5.5	6.5	1.0
7.) What is the usual direction of information flow?	6.1	7.6	1.5
8.) How is downward communication accepted?	6.3	6.9	0.6
9.) How accurate is upward communication?	5.6	4.5	-1.1
10.) How well do superiors know problems faced by subordinates?	9.1	8.2	-0.9
11.) At what level are decisions made?	9.8	7.0	-2.8
12.) Are subordinates involved in decisions related to their work?	7.0	9.7	2.7
13.) What does decision making process contribute to motivation?	5.4	6.9	1.5
14.) How are organizational goals established?	7.1	7.4	0.3
15.) How much covert resistance to goals is present?	6.3	7.6	1.3
16.) How concentrated are review and control functions?	6.6	8.0	1.4
17.) Is there an informal organization resisting the formal one?	5.7	6.6	0.9
18.) What are cost, productivity and other control data used for?	6.2	8.5	2.3
Base:	20	26	
Total Average Gap for all Questions:	6.5	7.0	0.5

*No statistical difference found.

Note: Gap distance for each question subtracts the total average score for "current" from the total average score for "ideal."

Table 8 depicts the Intake Service Centers' gap distances for 18 organizational climate questions in 2005 and 2009.

- The respective average gap distances of 6.5 in 2005 and 7.0 in 2009 resulted in a marginal, but insignificant widening in the gap margin (+0.5).
- The questions with the widest and narrowest gap distances between how respondents presently see their organization and how they want it to function in the future varies between test periods. Listed below are the two questions that have the widest and narrowest respective gap distances from 2005 to 2009.

For 2005:

Q11: At what level are decisions made? (9.8)

Q1: How much confidence and trust is shown in subordinates? (5.1)

For 2009:

Q12: Are subordinates involved in decisions related to their work? (9.7)

Q9: How accurate is upward communication? (4.5)

- The organizational climate questions in 2005 and 2009 have mixed widening and narrowing gap margins. The question items below have the greatest directional change in gap distances between 2005 and 2009.
 - Q11: At what level are decisions made? (-2.8)
 - Q12: Are subordinates involved in decisions related to their work? (+2.7)
 - Q18: What are cost, productivity, and other control data used for? (+2.3)

Table 9: Comparisons of Gap Sizes for the Department of Public Safety (2002-2009)

Question	2002 Gap Distance	2005 Gap Distance	2009 Gap Distance	2005 Gap Margin	2009 Gap Margin
1.) How much confidence and trust is shown in subordinates?	6.3	7.2	7.9	0.9	0.7
2.) How free do they feel to talk to superiors about job?	5.7	6.0	4.6	0.3	-1.4
3.) How often are subordinates' ideas sought and used constructively?	7.4	7.6	7.4	0.2	-0.2
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	7.3	8.7	8.0	1.4	-0.7
5.) Where is responsibility felt for achieving organization's goals?	8.4	9.4	8.1	1.0	-1.3
6.) How much cooperative teamwork exists?	7.2	9.4	7.3	2.2	-2.1
7.) What is the usual direction of information flow?	7.4	8.0	8.2	0.6	0.2
8.) How is downward communication accepted?	6.8	6.9	6.7	0.1	-0.2
9.) How accurate is upward communication?	5.2	4.6	5.7	-0.6	1.1
10.) How well do superiors know problems faced by subordinates?	8.8	9.1	9.6	0.3	0.5
11.) At what level are decisions made?	9.7	10.6	8.8	0.9	-1.8
12.) Are subordinates involved in decisions related to their work?	6.9	8.3	10.1	1.4	1.8
13.) What does decision making process contribute to motivation?	7.4	6.9	8.1	-0.5	1.2
14.) How are organizational goals established?	8.6	9.3	9.2	0.7	-0.1
15.) How much covert resistance to goals is present?	7.9	7.9	8.0	0.0	0.1
16.) How concentrated are review and control functions?	8.6	10.0	8.3	1.4	-1.7
17.) Is there an informal organization resisting the formal one?	7.7	7.0	7.4	-0.7	0.4
18.) What are cost, productivity and other control data used for?	7.8	9.3	8.6	1.5	-0.7
Base:	58.0	17.0	40.0		
Total Average Gap for all Questions:	7.5	8.1	7.9	0.6	-0.2

*No statistical difference found.

Note: Gap distance for each question subtracts the total average score for "current" from the total average score for "ideal."

Table 9 depicts the Department of Public Safety's gap distances for 18 organizational climate questions in 2002, 2005, and 2009.

- The respective average gap distances of 8.1 in 2005 and 7.9 in 2009 resulted in a marginal, but insignificant narrowing in the gap margin (-0.2), a reversal from the 2005 gap margin (+0.6).
- The questions with the widest and narrowest gap distances between how respondents presently see their organization and how they want it to function in the future varies between test periods. Listed below are the widest and narrowest respective gap distances in 2002, 2005, and 2009.

For 2002:

- Q11. At what level are decisions made? (9.7)
- Q9: How accurate is upward communication? (5.2)

For 2005:

- Q11. At what level are decisions made? (10.6)
- Q9: How accurate is upward communication? (4.6)

For 2009:

- Q12. Are subordinates involved in decisions related to their work? (10.1)
- Q2: How free do they feel talking to superiors about their job? (4.6)

- The organizational climate questions in 2005 and 2009 have mixed widening and narrowing gap margins; however, the gap margins are slightly narrower in 2009, as compared to 2005. The question items below have the greatest directional change in gap distances between 2005 and 2009.
 - Q6: How much cooperative teamwork exists? (-2.1)
 - Q11. At what level are decisions made? (-1.8)
 - Q12. Are subordinates involved in decisions related to their work? (+1.8)

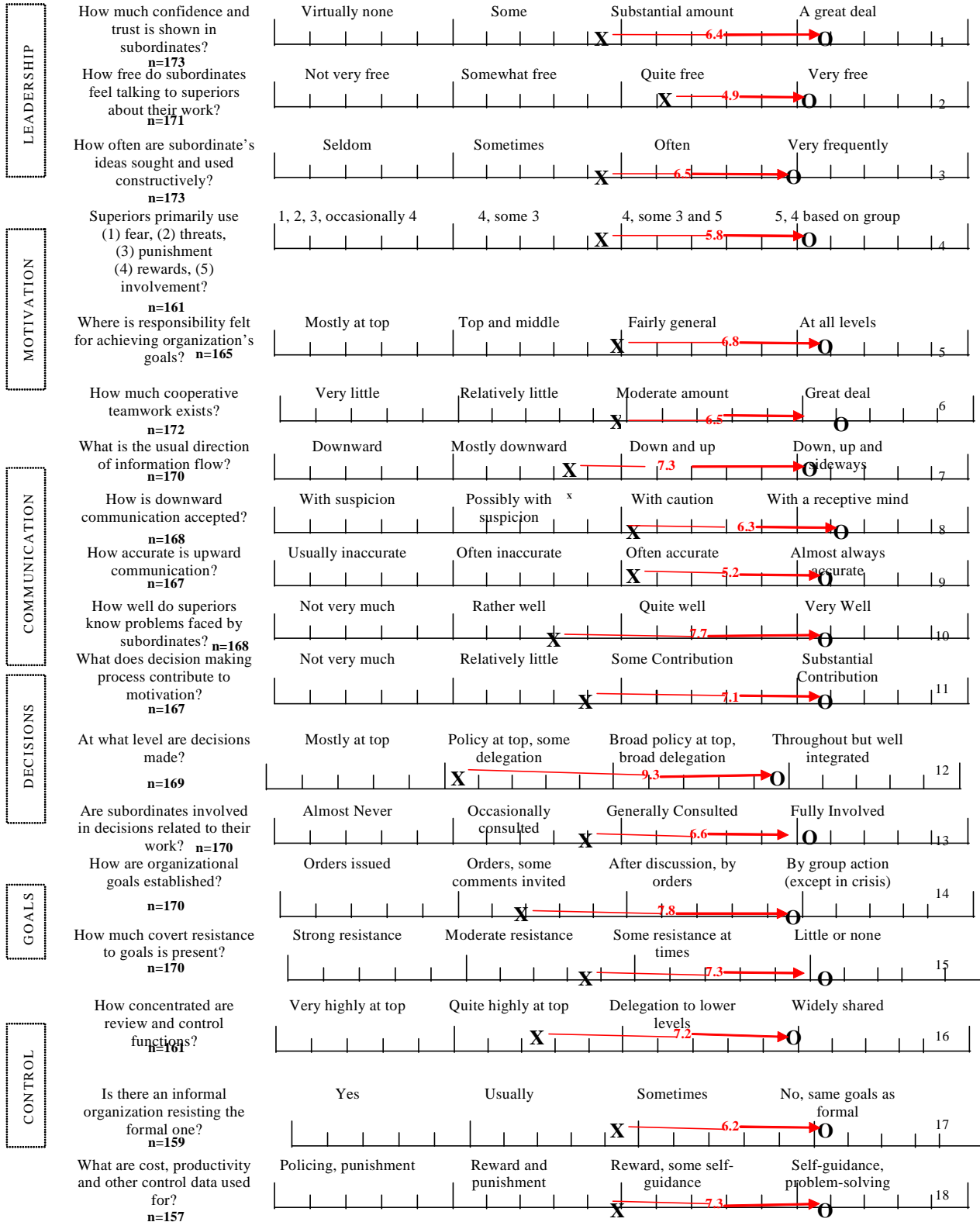
V. Appendix A: Survey Instrument Results, by Agency

Job Classification: All Agencies and Classifications

Date: November 2009

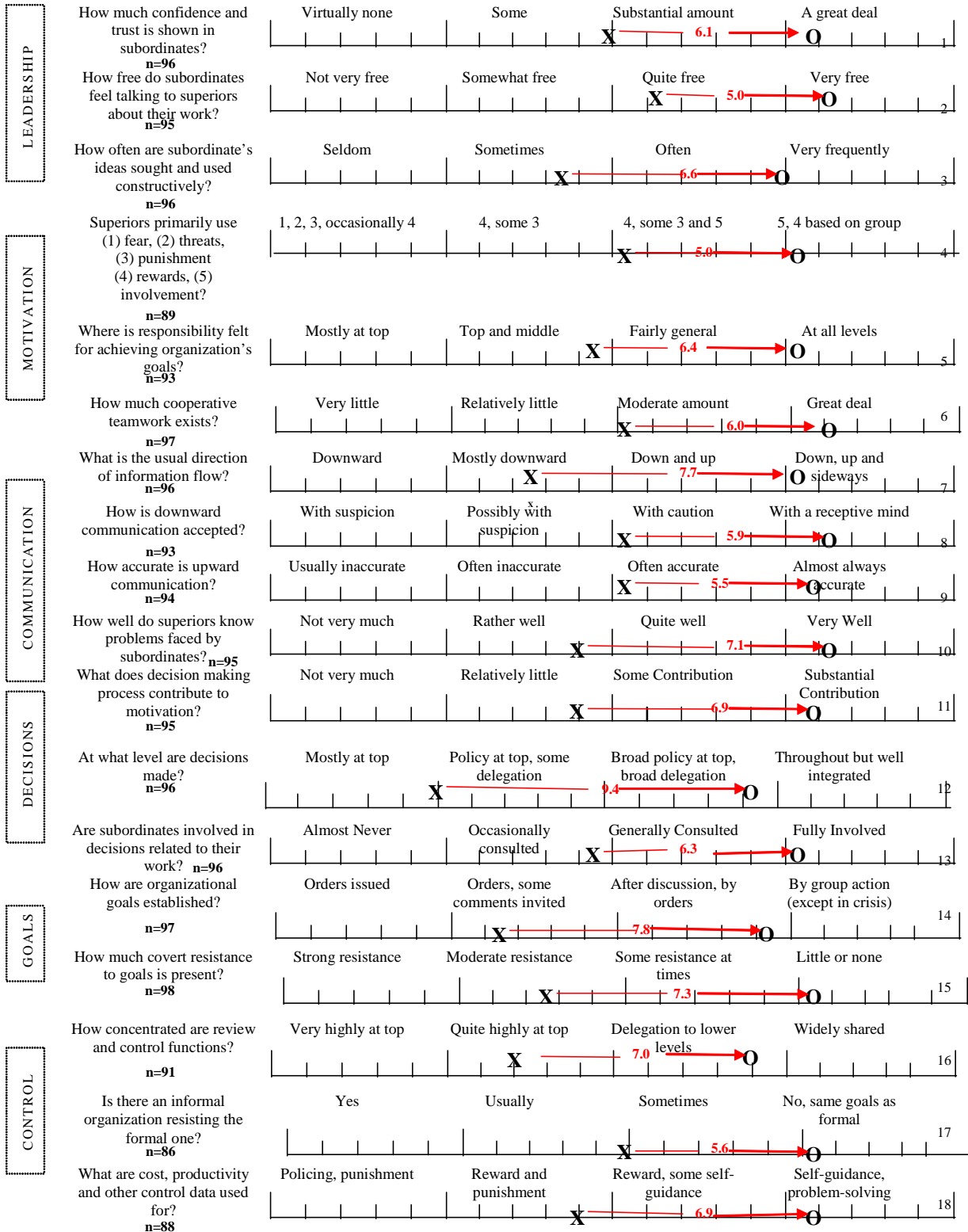
Organizational variables

Item No.



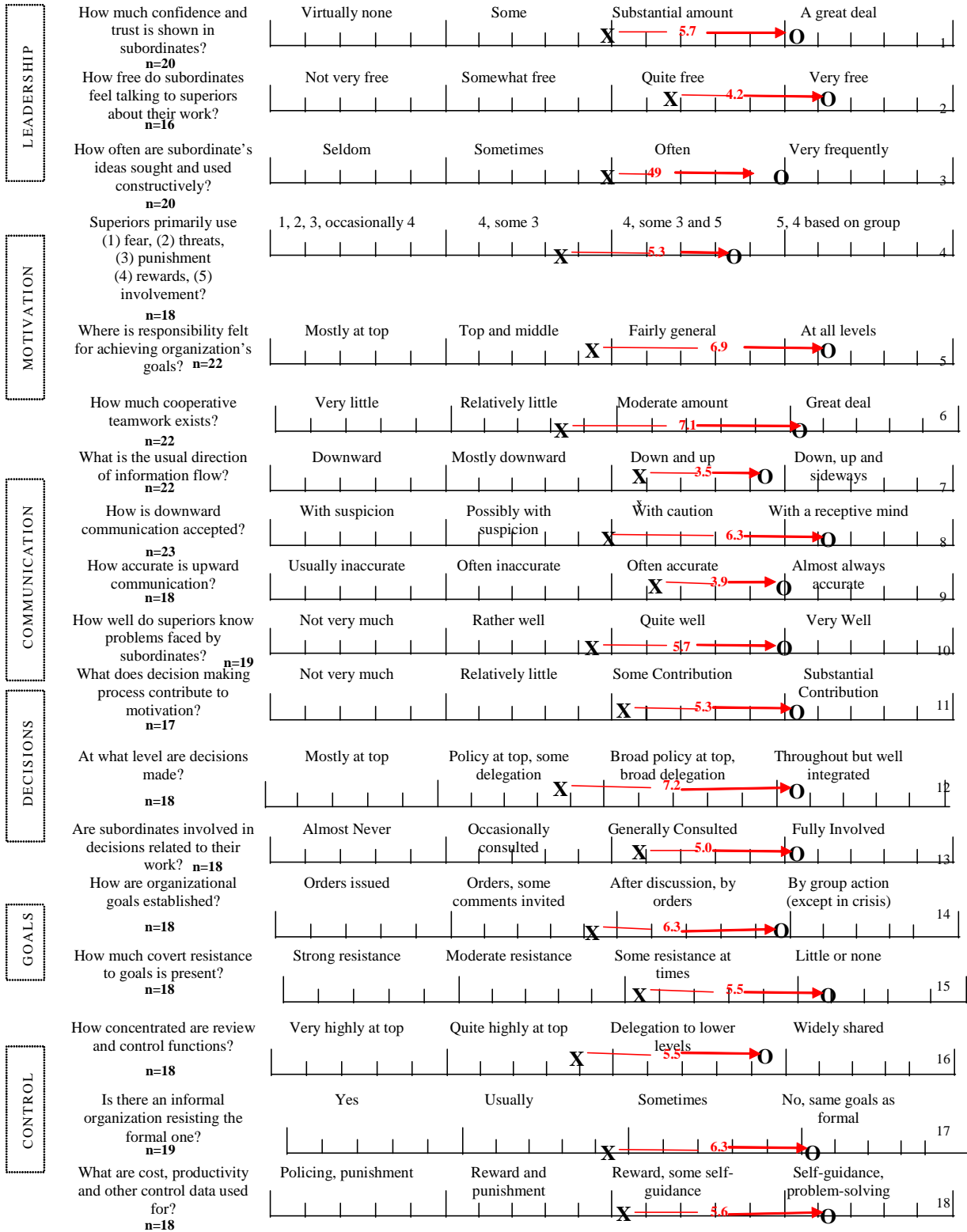
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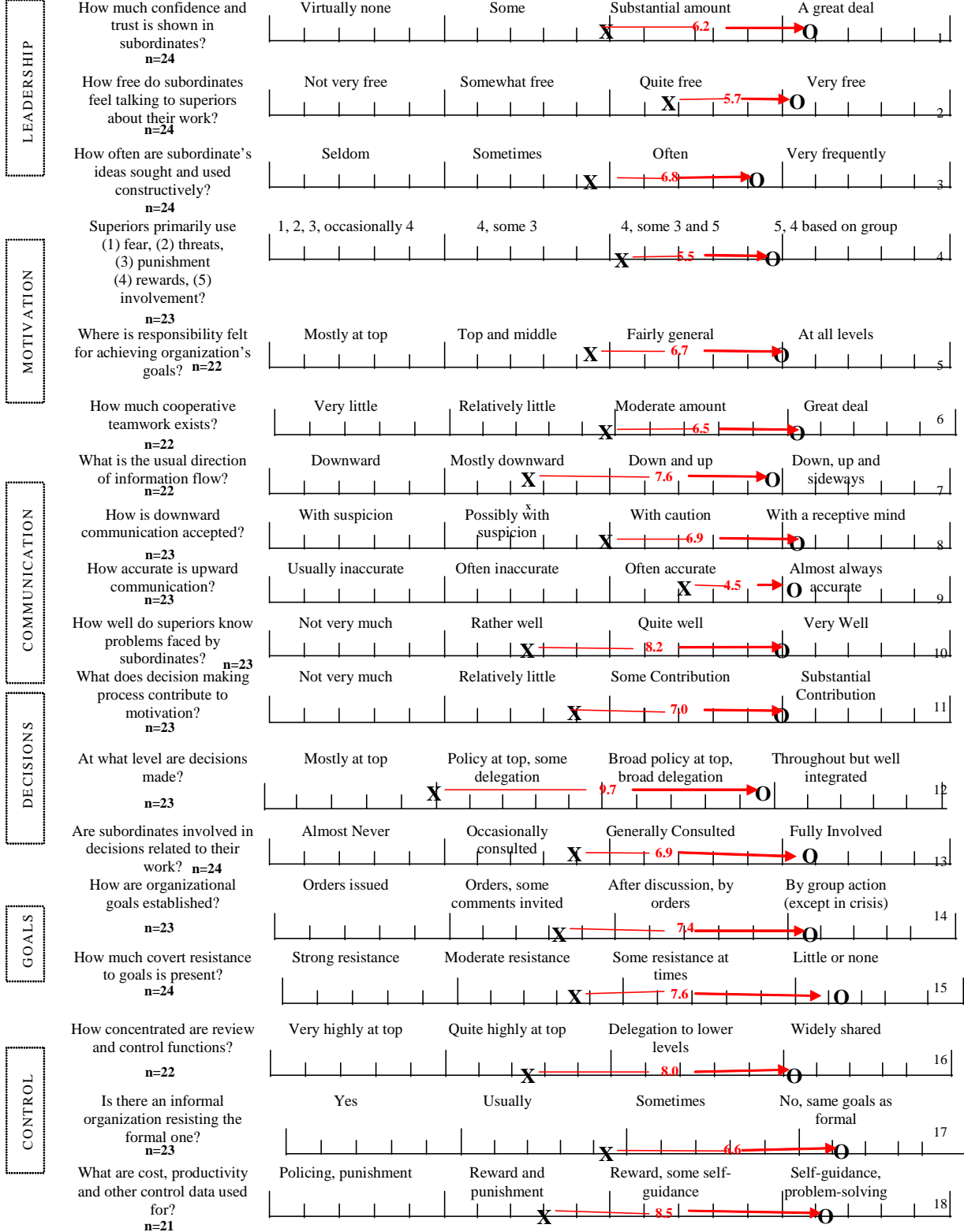
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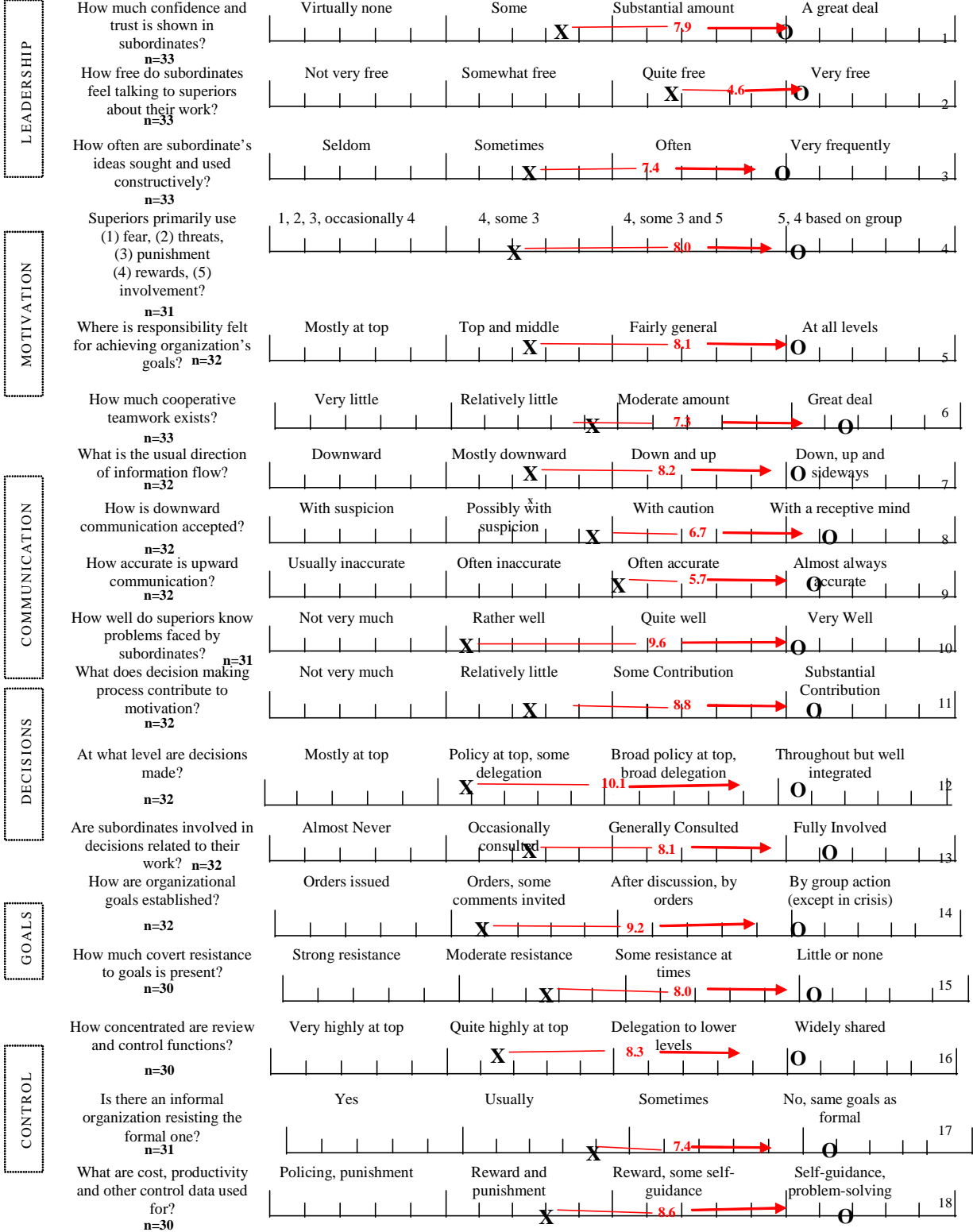


Job Classification: PSD

Date: November 2009

Organizational variables

Item No.



VI. Appendix B: Discrete Gap Levels Based on 2005 and 2009 Gap Studies - Percentile Distributions, by Organizational Climate Areas and Individual Survey Questions

Gap Distances Cut Off Values for Climate Areas			
	Narrow (<25 %ile)	Moderate (25-75 %ile)	Wide (>75%ile)
Leadership	3 or less	4-9	10 or more
Motivation	3 or less	4-10	11 or more
Communication	3 or less	4-10	11 or more
Decision-Making	4 or less	5-13	14 or more
Goal	4 or less	5-12	13 or more
Control	4 or less	5-11	12 or more

Gap Distances Cut Off Values by Likert Questions			
	Narrow (<25 %ile)	Moderate (25-75 %ile)	Wide (>75%ile)
Q1	3 or less	4-9	10 or more
Q2	2 or less	3-9	10 or more
Q3	4 or less	5-11	12 or more
Q4	2 or less	3-11	11 or more
Q5	3 or less	4-10	12 or more
Q6	4 or less	5-10	11 or more
Q7	4 or less	5-12	13 or more
Q8	3 or less	4-9	10 or more
Q9	3 or less	4-7	8 or more
Q10	4 or less	5-12	13 or more
Q11	4 or less	5-13	14 or more
Q12	5 or less	6-14	15 or more
Q13	3 or less	4-11	12 or more
Q14	4 or less	5-13	14 or more
Q15	4 or less	5-10	11 or more
Q16	4 or less	5-11	12 or more
Q17	3 or less	4-10	11 or more
Q18	4 or less	5-12	13 or more

This report can also be viewed at the Interagency Council on Intermediate Sanctions website:
<http://cpja.ag.state.hi.us/icis/>