

**Opportunity for Change-How to Create a Meaningful Workplace  
Bureau of Rehabilitative and Medical Support Services**

**Sheila L. Mills, M.P.H.  
Bureau Chief  
SC Department of Health and Human Services  
1801 Main Street  
Columbia, South Carolina 29202  
(803) 898-2565  
[millssl@dhhs.state.sc.us](mailto:millssl@dhhs.state.sc.us)**

**S. C. STATE LIBRARY**

**JUN 2 2006**

**STATE DOCUMENTS**

## TABLE OF CONTENTS

Introduction.....	Page 3
Problem Statement .....	Page 4
Data Collection and Analysis .....	Page 5
Implementation Plan Recommendations .....	Page 7
Future Implications .....	Page 8
Appendix A – 22 Keys To A Meaningful Workplace.....	Page 10
Appendix B – Team Strength Survey .....	Page 11
Appendix C – Team Readiness Survey .....	Page 12

### **Special Acknowledgment**

A special thanks to the staff of the Bureau of Rehabilitative and Medical Support Services for your commitment to embark on the journey for change and creating a meaningful workplace. As Ambassadors for Change, we individually and collectively represent the change we want to create as we become involved. Your sharing of innovative ideas, constructive feedback, words of encouragement and tenacity have afforded me the opportunity to have a clearer vision of what is really important at the beginning and the end of the workday. Lets take this Opportunity for Change journey to capture the essence of our diversities and commonalities in pursuit of our vision and goal to be of service to the citizens of our state.

## **Introduction**

The South Carolina Department of Health and Human Services (SCDHHS) is the single state authority for the administration of the Medicaid program. The Medicaid program is a federal and state jointly funded program to provide health insurance for eligible citizens. The vision of SCDHHS is to manage the state's Medicaid program to provide the best health care value for South Carolinians. The Bureau of Rehabilitative and Medical Support Services (BRMSS) administers programs for preventive and rehabilitative services to the Medicaid eligible population, including children with special health care needs. BRMSS accomplishes its mission through collaborative partnerships with public/private providers and key policy stakeholders. BRMSS is comprised of two divisions: the Division of Family Services and the Division of Preventive and Ancillary Health Services.

Public sector managers and employees want and need tools (i.e. time, resources, professional development training and outcome measurements for evaluating their progress) for effective and efficient job performance. Managers (at all levels) have a responsibility to know what their employees needs are and how to best support those needs. Managers must have the freedom to actually manage and lead their employees, without all the red tape and bureaucracy if they are going to be held accountable for employee performance. Employees must engage in a greater understanding and appreciation of management responsibilities and limitations in meeting the diverse needs of employees.

The Opportunity for Change – How to Create A Meaningful Workplace Initiative represents a long-term commitment for both management and non-management employees. The primary goal is to identify, implement and evaluate strategies to successfully engage both management and employees in creating a meaningful and rewarding work place environment at our organizational unit level.

## **Problem Statement**

The increasing demands on public sector entities often create work place environments that have conflicting priorities and goals for both employees and management. Management staff is constantly looking for new and innovative ways to support and contribute towards the agency mission and values. A key responsibility and contribution towards the agency mission is for management to promote and maintain a motivating and rewarding workplace environment for employees. One of the challenges often faced by public sector managers is the pressure placed on public entities for outcome based performance and accountability for staff performance. The employees often express concerns over unrealistic expectations and demands, micromanagement, lack of meaningful rewards, lack of clarity of how their individual roles impact the overall mission of the agency and whether their efforts are acknowledged by management. Somewhere in the middle of management fulfilling its role and the employees striving to make contributions towards the agency mission while meeting the expectations of management – the work place environment may become less meaningful.

The current work environment within BRMSS is challenging to both management and employees due to problems associated with low morale, diminishing job satisfaction and increasing performance expectations. BRMSS needs to identify, implement and evaluate measurable strategic and performance based activities to create and maintain a meaningful and productive work environment in support of the agency mission and values. Within BRMSS, there is an increasing need for both management and employees to identify and engage in both formal and informal activities which supports a meaningful and productive work environment. The challenge is to be aware of and responsive to both management and employees measurements for job satisfaction in the process of carrying out the daily business of the agency.

As Bureau Chief, I am committed to: 1) leadership strategies that provide opportunities for participatory management; 2) constructive dialogue and activities to address concerns which may adversely impact staff morale or productivity and, 3) integration of our diverse talents and competencies towards the achievement of BRMSS and DHHS mission and

goals. BRMSS employees are communicating their commitment to the Opportunity for Change process through: 1) meaningful dialogue on factors affecting job satisfaction; 2) participating in training opportunities and, 3) exercising greater ownership and accountability for individual and team job performance.

The Opportunity for Change initiative is the beginning of a continuous quality improvement process.

### **Data Collection and Analysis**

To fully engage management and employees in this process, it is essential that consideration for various data collection methodologies be used. Each data collection methodology should allow for: 1) both formal and informal two-way communication; 2) objective and subjective measures; 3) confidentiality; 4) internal and external intervention facilitators and, 5) real time commitment.

The initial data collection methodologies included: 1) "22 Keys to a Meaningful Work Place Survey – Attachment A; 2) Employee Suggestion Inbox; 3) Management and Team Feedback Meetings; 4) Team Strengths Questionnaire – Attachment B; 5) First Time Partnerships Survey; 5) SurveyMonkey.com Survey Tools, and 6) The Questions Book – Team Readiness Survey- Attachment C

The **"22 Keys to a Meaningful Work Place Survey** represented the first structured approach to obtain information regarding management and employees perception of BRMSS work place environment. This allowed staff the opportunity to identify strengths and challenges of the workplace in an attempt to implement change action plans for building a meaningful workplace. The low or incomplete respondent rate for the survey did not allow for a statistically sound evaluation of the results. However, respondents indicated three opportunities for change: 1) less micromanagement and more trust for employee ownership; 2) acknowledgement of efforts as well as successes; and 3) clarity of policy direction and relevance. In addition, respondents indicated three strengths: 1) work is challenging; 2) work has purpose and, 3) provides service to others.

The **BRMSS Employee Suggestion Inbox** provided practical information on how to: 1) provide staff greater autonomy for completion of delegated tasks; 2) minimize need for revisions or duplication of work efforts and, 3) show acknowledgement and appreciation for staff diversity and accomplishments.

The **Management and Team Feedback Meetings** provided information on key priorities from respective of both management and employees. Employees were provided the opportunity to give information on their essential daily job functions, priority tasks which must be completed within next 30 –60 days and to seek any clarity on policy directions and ongoing tasks. Management provided feedback on policy directions and high profile priority projects for each respective Team. In addition, suggestions were offered on prioritizing and balancing multi-tasks (essential and priority projects) to avoid unbalancing of employee daily functions and management expectations and demands for multi-tasks timelines.

The **Team Strengths Questionnaire** is designed to provide information on specific elements of strength-based change implemented within respective Teams. Intra-bureau publication of the strength-based change will allow staff to learn from each other successes/efforts vs. re-inventing the wheel. It is an optimal tool for sharing trial and error approaches that resulted in process improvements at the Team level. The collective process improvements are an inventory of opportunities to strengthen the BRMSS workplace environment.

The **First Time Partnerships Survey** identified collaborative partnerships between SCDHHS and BRMSS related policy stakeholders and intended outcomes for meeting the needs of Medicaid beneficiaries.

The **Questions Book** is used to compile surveys that cover a wide array of topics to address factors that may influence BRMSS workplace environment.

The **SurveyMonkey.com Survey Tools** is used to collect and analyze confidential survey data for ongoing BRMSS staff professional development and workplace improvement. The initial survey **Team Readiness** (see Attachment C) was administered to evaluate the staff perception of the agency and BRMSS staff capacity and support for team approaches. Respondents were asked to respond using the 5-measurement scale of “ To A Very Great Extent” to “ To A Very Little Extent”.

Of the 28 BRMSS employees who received the survey, 20 responded. The response rate was 69%. An email message was sent to each of the 28 employees emphasizing the importance in providing feedback. Forty five percent (45%) responded that the agency have “To A Little Extent” real interest in the welfare and satisfaction of those who work here. Fifty-two percent (52%) responded that “To A Very Great Extent” increased teamwork would benefit this bureau. Fifty percent (50%) responded “To Some Extent” is there an emphasis on teamwork in this bureau. Forty percent (40%) responded “To A Very Little Extent” is the work climate or culture of this bureau likely to support team activities. Forty percent (40%) responded “ To A Great Extent” would like to see a team approach taken to improve product/service quality in this bureau. Thirty-five percent (35%) responded “To Some Extent” and “To A Very Great Extent” would like to take a leadership role in team activities.

### **Implementation of Team Readiness Strategies**

Based on the Team Readiness Survey results, several specific activities will be undertaken and evaluated as outlined below.

*Forty five percent (45) responded that the agency have “To A Little Extent” real interest in the welfare and satisfaction of those who work here.*

This problem is reflective of employees perception of the agency’s environment rather than just being limited to BRMSS workplace environment. A first step is to engage in dialogue with our Human Resources Department to discuss BRMSS staff perceptions as

reported in the survey results and agencywide factors affecting all staff perception of the agency's minimal investment in employees job satisfaction. The goal is to obtain expert information and benefit from the experiences that the Human Resources Department have employed in order to determine the feasibility of change at BRMSS organizational unit level versus the need for both BRMSS tailored and an agency wide intervention. This approach as a first step is critical since Human Resources is usually the first access point for BRMSS staff to formally get information regarding what they should be able to expect in the work place and to convey their concerns about work place environment issues. The outcome measurements for agency wide related perceptions will be: 1) Human Resources Department self-reporting of increase or decline in number of BRMSS employee complaints regarding agency's/BRMSS interest in the welfare and satisfaction of those who work here; 2) Extent to which BRMSS employees participate in extracurricular events sponsored by the Human Resources Department as part of employee benefits, and 3) Extent to which BRMSS employee are willing to acknowledge (i.e. formal surveys and informal reporting as part of BRMSS Highlights ) the efforts and existence of agency/BRMSS investment in employee's job satisfaction.

A second step is to sponsor an open forum dialogue between BRMSS staff and my direct chain of command ( Deputy Director, Office of Medical Programs). The goal is to allow ad hoc discussion between BRMSS employees and executive staff regarding why staff have expressed perceptions of "no real interest in welfare and satisfaction of those who work here" versus executive staff perception whether they are demonstrating their investment in employees and the workplace environment. The outcome measurements for this activity will be: 1) Percentage of BRMSS employees willing to participate in open forum initially and as needed ; 2) Executive staff commitment to participate in open forum initially and as needed ; 3) Written description of mutually agreed upon key measurable factors to be addressed by both employees and executive staff in validation of agency's interest in welfare of employees, and 4) Higher percentage of BRMSS employee responding "To A Great or Very Great Extent" in a future survey that the agency have real interest in the welfare and satisfaction of those who work here.

*“Fifty-two percent (52%) responded that “To A Very Great Extent” increased teamwork would benefit this bureau.*

*This problem will be approached through multi-level interventions. The first intervention is to consult with Human Resources to identify external team assessment and team building training resources for BRMSS staff engagement. The second intervention will be full implementation of employee suggestions for cross divisional procedures and project teams to be defined and established at division levels (i.e. contract renewal protocol, GO Sheets formulation for dually served populations, bureau retreats agenda planning). The third intervention will be ongoing implementation of cross divisional project teams for major policy initiatives (i.e. GO Sheets formulation, waivers, state plan amendments, Accountability Report, Inventory Budget, policy stakeholders analysis). The outcome measurements for these activities will include: 1) BRMSS participation in team assessment and building training and analysis of completed evaluation forms; 2) Establishment and activation of cross divisional teams for procedures and projects teams with written documentation of work products and success criteria for evaluation, and 3) Establishment and activation of BRMSS project teams with written documentation of work projects and success criteria for evaluation.*

*Thirty-five percent (35%) responded “To Some Extent or “To A Very Great Extent” would like to take a leadership role in team activities.*

This response represents an opportunity for BRMSS to fully engage both employees and management in creating a meaningful workplace. It has the potential for employees to take a leadership role in creating, maintaining and measuring team activities. The first approach is directly related to the staff responsibility and input for establishment of cross divisional procedures and projects teams. Each procedure and project team will be responsible for designating a Team Leader and possibly a co-Team Leader. The second approach will be for staff to volunteer for participation on bureau level project teams (i.e. Accountability Report, Inventory\_Budget Report, GO Sheets, BRMSS retreats agenda planning). The third approach will be for staff to recommend and identify other key staff

for implementation of activities that are designed to boost staff morale as part of team work. The outcome measurements for these activities will include: 1) Number of BRMSS staff functioning (assigned or voluntary ) as team leaders; 2)Duration of time BRMSS staff maintains team leadership role until successful completion of project; 3) Number of BRMSS staff desiring to repeat team leader roles based on previous experiences, and 4)Self-reported measurements of morale improvement through surveys or BRMSS Highlights.

Future surveys will be designed using both management and employees input for areas of investigation and decision making regarding the Opportunity for Change process.

Additional resources for information related to BRMSS strengths and opportunities for change are reported in agency documents. These include but are not limited too: Annual Accountability Report, Training Inventory and Evaluation Forms, Budget Activity Inventory Report, Monthly Activity Report, Employee Performance and Management System and Stakeholders Recognition of BRMSS Employees

### **Implementation Plan Recommendations**

As stated earlier, the Opportunity for Change –Creating A Meaningful Workplace is a long-term commitment of both management and employees. Both formal and informal evaluation measurements must be developed to assess the extent to which real change is experienced and acknowledged in BRMSS workplace. In my opinion, the potential and promise of a meaningful workplace requires both the participants and outcomes to be measurable, realistic and responsive.

Examples of ideas provided by management and employees for BRMSS engagement:

- BRMSS will re-take the “22 Keys to a Meaningful Workplace Survey” due to the number of new employees, initial low response rate and lapse of time from initial survey to establish baseline information for work environment. This information

will be used to further define activities that the staff deem as important for staff engagement in team building and participation in agency sponsored events for employees. Evaluation of the survey results will allow baseline measurements for progress and for staff to identify and promote strength keys in carrying out daily responsibilities.

- BRMSS Stakeholders Speakers Forum (to be identified by staff). At a minimum, bimonthly BRMSS meetings will be held and feature a speaker (internal or external) for topics of interest to staff. These speakers may be but are not limited to: agency staff, policy makers, recreational consultants, advocacy representation or providers. Formal evaluation forms will be used for staff feedback on each forum, to include suggestions for additional speakers and topics.
- Quarterly Opportunity for Change Bureauwide Meetings. These meetings will be designated for use as formal and informal forums for staff to present information on activities linked to Opportunity for Change Initiative. Cross sharing of ideas and recommendations for enhancements will be encouraged. A formal archive of activities will be maintained along with evaluation results. Staff will develop the benchmark measurements for this process.
- Bi-annual Opportunity for Change -Creating A Meaningful Workplace Retreat. This retreat will provide an opportunity for BRMSS staff to present highlights of their individual and team accomplishments throughout the year to invited BRMSS management and executive staff. This will be used as a forum to continue open dialogue with executive staff regarding team contributions to agency goals/mission and the agency's acknowledgment of their efforts.
- Utilization of SurveyMonkey.com to administer future staff feedback and quality improvement surveys. Staff will form teams to identify key survey tools desired to measure work place factors of importance to BRMSS. Survey results will be shared with entire BRMSS and with executive staff or Human Resources, only as appropriate when additional training or supportive resources are needed to allow staff to fully implement recommendations or for performance enhancement. Evaluation measurements will be developed for benchmarks.

- Maximize functionality of team organizational units. Full implementation of team organizational units is designed to improve work load distribution, provide greater clarity of staff roles for program management and administration, and boost staff morale by providing greater autonomy. The degree to which team members can accurately identify their specific roles and the functionality of the team will be success criteria.
- Greater opportunities for cross divisional teams. Teams will be implemented at division and bureau level centered around either procedures and/or projects. Teams will be staffed through assignments or voluntary. Each team will have a Team Leader and possibly a co-Team Leader. Each team will have its specific function described in a written plan and success criteria for evaluation. The willingness of staff to assume team leadership roles, participate in team process and engage in repetitive team efforts will be evaluated.
- Creating customized training programs or training courses to address opportunities for change . The results of staff feedback through: “22 Keys to a Meaningful Workplace Survey”; training evaluation forms; employee and management suggestions will be used to identify BRMSS customized training experiences. These experiences will be designed to address specific areas for work place environment strength building and quality improvement.
- Ambassadors for Change Bulletin Board. The bulletin board will be created and maintained by each division with contributions by Bureau Office upon invitation. The bulletin boards will be on display within each division work area and convey ideas and measurements of how the division staff will represent their commitment to changing our work environment and any commitments expected from management. A desired outcome of the bulletin board process is to put the “words on paper “ in action in each division’s fulfillment of its responsibility and goals. A process for measurement will be maintained at each division level and shared with Bureau Office for BRMSS Highlight opportunities.
- Sharing of survey results and training outcomes. All surveys and training activities will be available on shared drive for staff to access for individual and team progress measurements and professional development. All BRMSS staff

participating in agency sponsored training will complete the training evaluation forms and submit them to their supervisors and Human Resources (if applicable) for documentation of training and for feedback on future training needs. Management will regularly review the training evaluation feedback for their employees and assess progress and need for future improvements.

- Recreational activities . BRMSS staff will mutually agree upon the extent to which participation in recreational activities (i.e. motivational speaker, luncheons) will occur. These activities may be generated from staff or management at team/division or bureau level. The activities should be designed for maximum inclusiveness and contribute to the productivity and meaningfulness of the work place environment and must adhere to applicable agency guidelines.

### **Future Implications**

The Opportunity for Change-Creating A Meaningful Workplace journey represents a much needed investment and engagement by both management and employees within BRMSS. It is a welcomed opportunity for both management and employees to identify ways to create and maintain a meaningful and productive work environment in support of our BRMSS goals and the agency's mission. The Opportunities for Change process demands that both management and employees appreciate the individual and collective strengths of our organizational unit while striving for improvements in job satisfaction and the work environment. As we proceed, both management and employees will need to reflect on the meaningfulness of the process, acknowledge change experiences and demonstrate mutual respect and support. The Opportunity for Change promise and potential will afford BRMSS greater accountability, increased efficiency and effectiveness, greater cooperation among and between organizational units, a more meaningful focused workplace and improved service to our customers.

As a result of both management and employees long term commitment and engagement in the Opportunity for Change Initiative, we can fulfill one of the key characteristics by which our agency accomplishes its mission – EVERYONE. We are a team, every employee is involved in our success; we believe in servant leadership and empowering

employees to solve customer problems; as a BRMSS team we will encourage and hold each other accountable.

**Attachment A**  
**22 Keys to a Meaningful Workplace**

# 22 KEYS WORKPLACE ASSESSMENT™

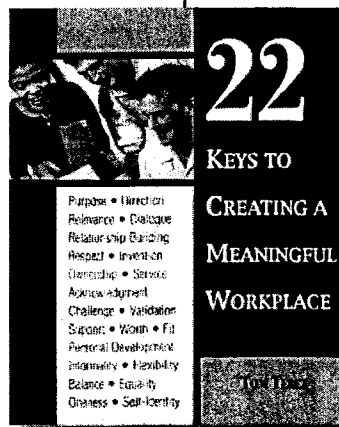
Acknowledgment  
Balance  
Challenge  
Dialogue  
Direction  
Equality  
Fit  
Flexibility  
Informality  
Invention  
Oneness  
Ownership  
Personal Development  
Purpose  
Relationship-Building  
Relevance  
Respect  
Self-Identity  
Service  
Support  
Validation  
Worth

Developed by Tom Terez

Author of

*22 Keys to Creating a Meaningful Workplace*

For online tools and action ideas, visit  
[BetterWorkplaceNow.com](http://BetterWorkplaceNow.com)



## BOOKLET CONTENTS

Instructions – Page 2

Assessment – Pages 3-13

Summary – Pages 14-15

Submit Your Info – Page 15

Visit [BetterWorkplaceNow.com](http://BetterWorkplaceNow.com)™ for more information about the 22 Keys!

# 22 KEYS to a Meaningful Workplace™

## 1. ACKNOWLEDGMENT

- ✓ Employees are acknowledged for a job well done – not with extrinsic rewards but with genuine appreciation.
- ✓ The agency takes time to celebrate its major efforts (the journey) and successes (the destination).

## 2. BALANCE

- ✓ Employees can take work home if they want to, but they don't feel guilty if they choose otherwise.
- ✓ There's an acceptance of the fact that employees often bring a part of home to the workplace. For example, for the sleep-deprived parent of a newborn, expectations are reasonably lowered and rules are flexed.

## 3. CHALLENGE

- ✓ The workplace is full of challenges for employees who want them.
- ✓ People are in work situations that require them to make full use of their talents.

## 4. DIALOGUE

- ✓ There is an ongoing flow of constructive dialogue involving people at all levels of the agency.
- ✓ Employees feel free to discuss work-related problems, opportunities, and issues.

## 5. DIRECTION

- ✓ A compelling vision of the future draws people in a common direction.
- ✓ Goals and objectives serve as a down-to-earth, day-to-day complement to the vision.

## 6. EQUALITY

- ✓ People throughout the agency genuinely feel that they're on the same level, regardless of how the org chart looks.
- ✓ All employees are seen as equally important, and actions at all levels reflect this.

## 7. FIT

- ✓ Individual employees clearly see how they and their work fit into the bigger mission of the agency.
- ✓ People are able to tap their strengths: "I get to do what I'm good at."

## 8. FLEXIBILITY

- ✓ The agency's rules are flexed when a situation justifiably calls for it.
- ✓ Good judgment is used in applying rules. People accept the subjectivity that goes along with this.

## 9. INFORMALITY

- ✓ An open-door policy is practiced by everyone.
- ✓ It is not unusual for a major project to turn into a major pizza party – with the work still getting done.

## 10. INVENTION

- ✓ Risk-taking in the name of innovation is strongly encouraged.
- ✓ Mistakes are seen as a fair price for learning and innovation.

*Continued on the next page...*

Copyright © 2003, 2005 Tom Terez Workplace Solutions Inc. All rights reserved.

For more information about the 22 Keys, visit [BetterWorkplaceNow.com](http://BetterWorkplaceNow.com)

The site includes the 22 Keys Instant Advisor, the Awesome & Awful Boss Hall of Fame, the Difficult Dozen Help Zone, Workplace Snapshot, Buzzword Bingo, the Better Workplace Now Reprint Center, and much more!



# 22 KEYS to a Meaningful Workplace™ **CONTINUED**

## 11. ONENESS

- ✓ There's a prevailing sense that "we're all in this together."
- ✓ Working relationships are best described as collaborative – and not competitive.

## 12. OWNERSHIP

- ✓ People view themselves as owners of their work and act accordingly.
- ✓ People who do the work shape how that work is done.

## 13. PERSONAL DEVELOPMENT

- ✓ The workplace allows people to reach their full potential.
- ✓ Learning opportunities abound throughout the organization.

## 14. PURPOSE

- ✓ The organization's mission has a larger purpose that goes beyond delivering services or even being the best in a given field or discipline.
- ✓ Individual staff members feel that their work makes a positive difference in some way.

## 15. RELATIONSHIP-BUILDING

- ✓ The workplace offers many opportunities to build relationships.
- ✓ People understand the need to build positive relationships with patients, families, other customers, suppliers, and others.

## 16. RELEVANCE

- ✓ The system allows staff to use their time efficiently; they can spend it on activities that are relevant to the mission.
- ✓ Rules and red tape are kept to a minimum.

## 17. RESPECT

- ✓ Employees show respect for one another regardless of rank and title.
- ✓ When decisions are made, there is a thoughtful assessment of how each option may affect employees.

## 18. SELF-IDENTITY

- ✓ Individuality is encouraged.
- ✓ People feel free to be themselves.

## 19. SERVICE

- ✓ Staff members have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, etc.).
- ✓ There's an organizational obsession with helping others to be successful. "Others" is broadly defined: colleagues, customers, the community.

## 20. SUPPORT

- ✓ Employees are given the resources (information, time, funding, experience, learning opportunities, tools, etc.) they need to be successful in their work.
- ✓ Management knows when to get involved and when to stay out of the way. They offer help instead of imposing it.

## 21. VALIDATION

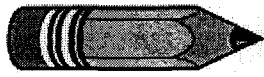
- ✓ Staff members can see for themselves the impact of their work. (The stone-crusher sees the cathedral.)
- ✓ Contact with customers (internal and external) is routine, giving employees a first-hand view of how their services are used.

## 22. WORTH

- ✓ Employees are truly valued by the organization.
- ✓ "People know what I'm good at, value that, and go to me for those things."



Get a monthly blast of ideas, insights, and inspiration – subscribe to the **Better Workplace Now e-letter!** Send your e-mail address to: [subscribe@BetterWorkplaceNow.com](mailto:subscribe@BetterWorkplaceNow.com)



# WORKSHEET

---

**1.** The one key that is most important to you as an individual.

**2.** The key that shows the most room for improvement in your workplace:

**3.** The key that's the greatest strength in your workplace:

**4. Sharing best practices.** Directly below, write down the biggest accomplishment or the BEST best practice in your work area from the past 12 months. Be specific.

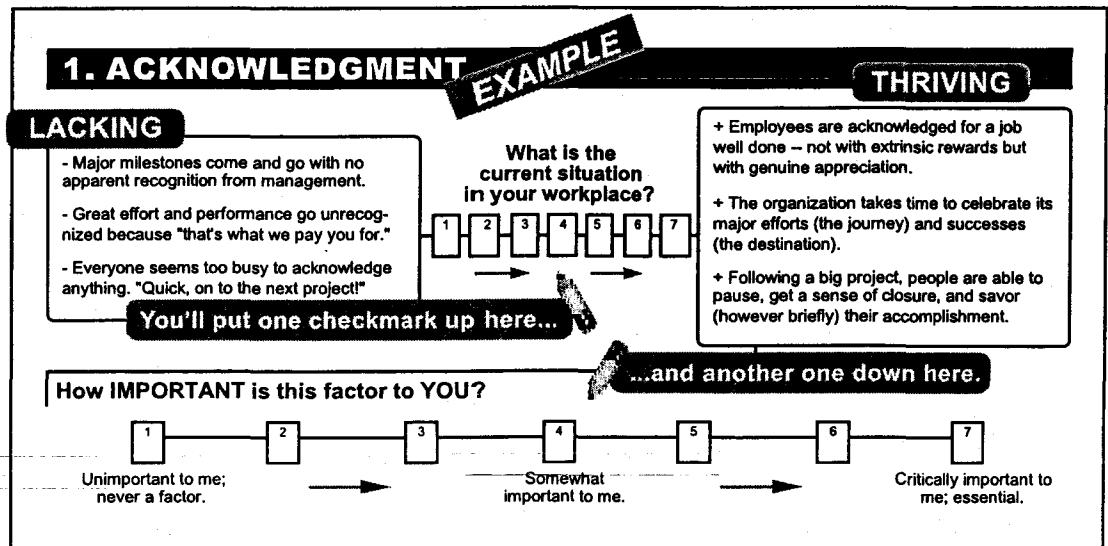
Use most of the space to describe the biggest accomplishment or the most noteworthy best practice in your work area from the past 12 months. Be specific.

Write your name, work area, phone, and e-mail address, in case someone wants to contact you to learn more.

## INSTRUCTIONS

1. Flip through pages 3-13 to get an overview of the assessment tool. As you can see, each page has information about two key ingredients of a meaningful workplace, beginning with Acknowledgment and Balance on page 3. The keys appear in alphabetical order. Below is a pullout showing how the information for each key is presented on the page. In the left-hand box are descriptions of a workplace where the key is **lacking**. The descriptions in the right-hand box are of a workplace where the key is **thriving**.

2. For each key, thoroughly review the descriptions in the left- and right-hand boxes. Think about the current situation in your workplace. Where does your workplace fall on this left-to-right continuum? Mark your opinion by checking one of the



seven boxes. If the descriptions on the left are a perfect summary of the current situation, check the far-left box. If the descriptions on the right are most accurate, check the far-right box. If the current situation falls somewhere in-between the two sets of descriptions, check one of the other boxes.

3. How important is this key to you? Again review the descriptions, then check one of the seven "importance" boxes.

4. Follow this two-step process for all 22 keys (through page 13).

### When you're done...

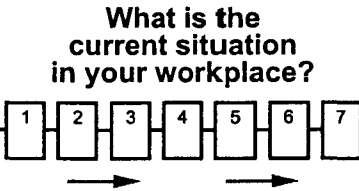
5. Go to page 14. You'll follow a quick step-by-step process to turn your checkmarks into numbers – and your numbers into information.

**YOU'RE ALL SET!**  
Begin the assessment  
at the top of page 3.



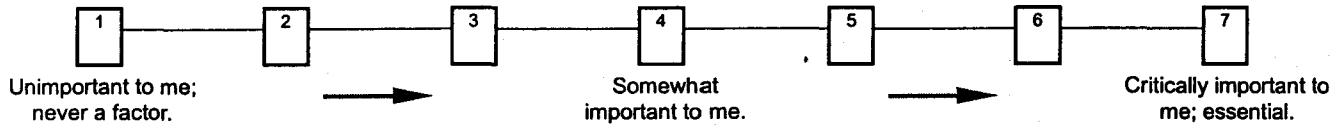
# 1. ACKNOWLEDGMENT

- Major milestones come and go with no apparent recognition from management.  
 - Great effort and performance go unrecognized because "that's what we pay you for."  
 - Everyone seems too busy to acknowledge anything. "Quick, on to the next project!"



+ Employees are acknowledged for a job well done – not with extrinsic rewards but with genuine appreciation.  
 + The organization takes time to celebrate its major efforts (the journey) and successes (the destination).  
 + Following a big project, people are able to pause, get a sense of closure, and savor (however briefly) their accomplishment.

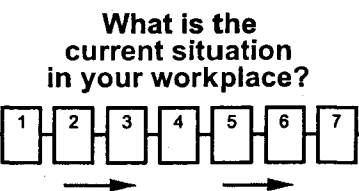
How IMPORTANT is this factor to YOU?



**PLEASE NOTE** It's tempting to mark all 22 keys as "critically important." Take your time to reflect on the importance rating, and select the far-right boxes only for those few keys that make a significant difference for you.

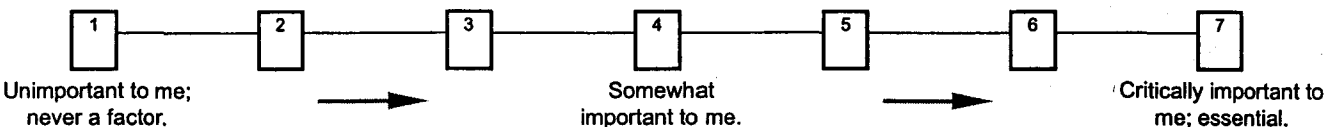
# 2. BALANCE

- There's an unspoken understanding that work should come first in employees' lives.  
 - The culture honors workaholics. Everyone else feels guilty.  
 - There's pressure on people to make tradeoffs, with work almost always winning over the rest of a person's life.  
 - Late arrivals and missed days due to family circumstances – an ill child, for example – are grudgingly tolerated.



+ People at all levels of the organization respect the fact that there's life beyond work. This is backed by real action – as in the case of the manager who gives a half day off to a staff member following a 12-hour sprint to meet a key deadline.  
 + Employees can take work home if they want to – but they don't feel guilty if they choose otherwise.  
 + It's understood and accepted that employees often bring a part of home to the workplace. For example, for the sleep-deprived father of a newborn, expectations are reasonably lowered and rules are flexed.  
 + People feel that their lives are in balance.

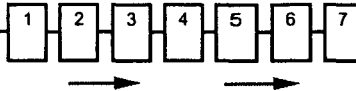
How IMPORTANT is this factor to YOU?



### 3. CHALLENGE

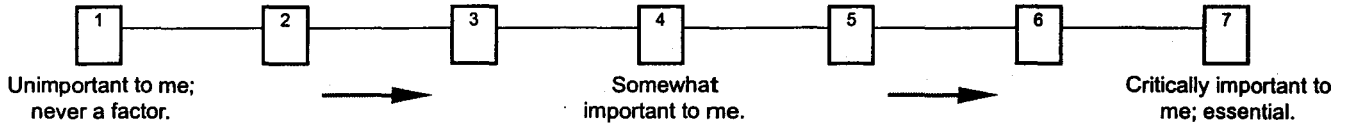
- Employees seem afflicted with a serious case of organizational boredom.
- "I can do my job with my eyes closed."
- People are falling far short of their potential, not because they lack talent and skill, but because the workplace fails to call on their full expertise.

What is the current situation in your workplace?



- + The workplace is full of challenges for employees who want them.
- + People are in work situations that require them to make full use of their talents.
- + The challenges are demanding yet doable.

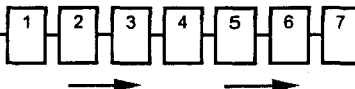
How IMPORTANT is this factor to YOU?



### 4. DIALOGUE

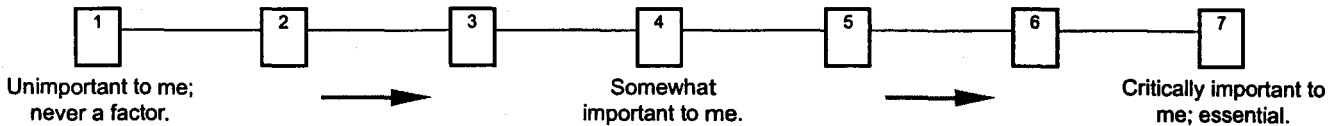
- Conversations tend to deal only with surface issues.
- Certain issues are considered off limits.
- Some employees are routinely kept out of important conversations.
- Conversation is often seen as a waste of time.

What is the current situation in your workplace?



- + There's an ongoing flow of constructive dialogue involving people at all levels of the organization.
- + Employees feel free to talk about work-related problems, opportunities, and issues.
- + The dialogue is honest and forthright, and there's no fear of recrimination among employees who talk straight.
- + As conversations unfold, people do their best to set aside their own opinions and assumptions in order to understand other perspectives.

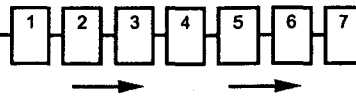
How IMPORTANT is this factor to YOU?



## 5. DIRECTION

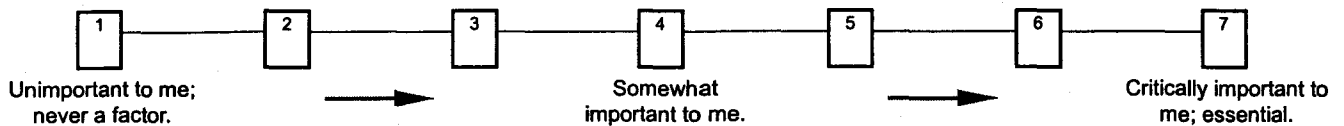
- The "vision thing" is generally seen as a bunch of fluff that has little connection to the bottom line.
- Most employees don't have a clue as to where the organization is strategically headed.
- The stated vision is sharply different from the vision that seems to be guiding top management.

What is the current situation in your workplace?



- + A compelling vision of the future draws people in a common direction.
- + Goals and objectives serve as a down-to-earth, day-to-day complement to the vision.
- + Employees understand and are committed to the vision, goals, and objectives.
- + The organization's direction is periodically revisited, reassessed – and refocused if necessary.

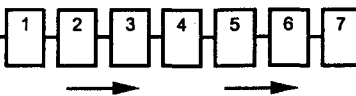
How IMPORTANT is this factor to YOU?



## 6. EQUALITY

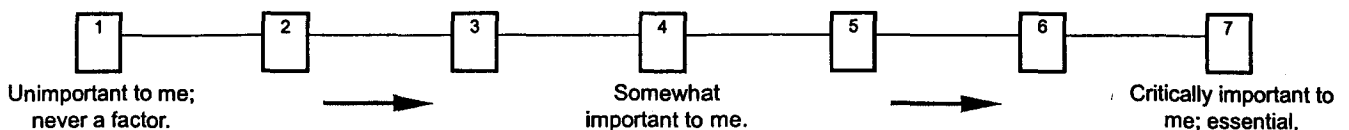
- Some employees feel like second-class citizens.
- Titles carry considerable weight.
- People use win-lose language, as in "us against them."
- The norm appears to be "different treatment for different people."
- Physical cues of inequality are abundant throughout the organization. Possibilities: special parking spaces for high-ranking managers, dramatically different work areas and working conditions, recognition reserved for certain groups.

What is the current situation in your workplace?



- + People throughout the organization feel that they're on the same level, regardless of how things look on the organization chart.
- + All employees are considered to be equally important – and actions at all levels back this up.
- + At meetings and other gatherings, titles tend to fall away, opening the way to free-flowing dialogue.

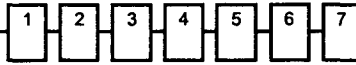
How IMPORTANT is this factor to YOU?



## 7. FIT

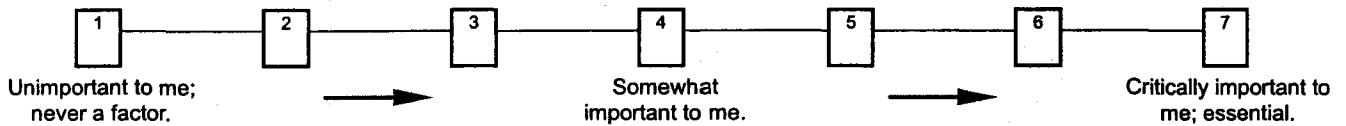
- Few people can see, let alone understand, the big picture and how they fit into it.
- There's a nagging sense among some employees that "this place (or job) just isn't right for me. I'm not in a situation where I can succeed."
- People feel a clash between their own values and goals – and what goes on in the workplace.

What is the current situation in your workplace?



- + Individual employees clearly see how they and their work fit into the bigger mission of the organization.
- + People are able to tap their strengths.
- + Employees spend their time doing things that match their deepest interests.
- + "My personal mission fits well with our organizational mission. There's alignment between what's important to me in general and what I do at work."

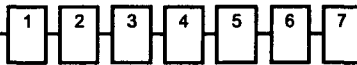
How IMPORTANT is this factor to YOU?



## 8. FLEXIBILITY

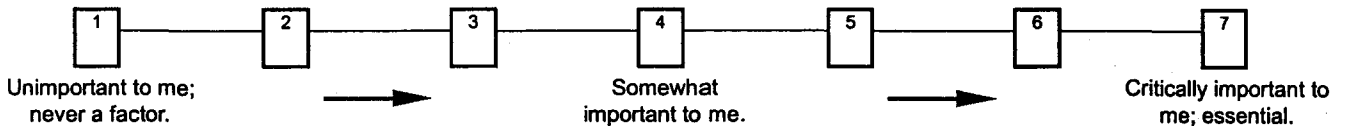
- The rules remain inflexible regardless of the situation. The rule book is seen as the final word.
- Policies and procedures are mindlessly followed.
- "Whatever the circumstances, we do what our written rules and procedures tell us to do."
- People show remarkable ingenuity and persistence – and expend tremendous energy – getting around the rules.

What is the current situation in your workplace?



- + The organization's rules are flexed when a situation justifiably calls for it.
- + Good judgment is used in applying rules. People accept the subjectivity that goes along with this.
- + Policies and procedures are in place, but there's an understanding that specific circumstances might require different approaches.
- + "In a given situation, we do what's right for the customer."

How IMPORTANT is this factor to YOU?



## 9. INFORMALITY

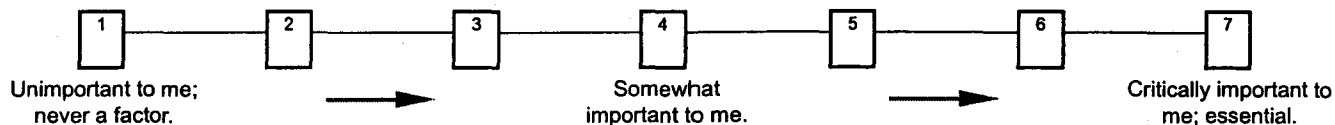
- The prevailing feeling seems to be that you can't do work and have fun at the same time.
- The culture is weighed down with protocol.
- Employees are expected to wear formal business clothing regardless of the workplace situation.
- An outside observer would call the workplace "stuffy."

What is the current situation in your workplace?



- + An open-door policy is practiced by everyone, not because business books encourage it, but because it seems like the natural thing to do.
- + There's no rigid dress code. Employees use their judgment, wearing what's appropriate for the situation.
- + It's not unusual for a major project to include a major pizza party – with the work still getting done.
- + Employees are comfortable decorating their work spaces with photos, plants, cartoons, posters, etc.

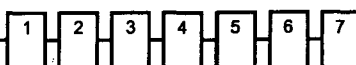
How IMPORTANT is this factor to YOU?



## 10. INVENTION

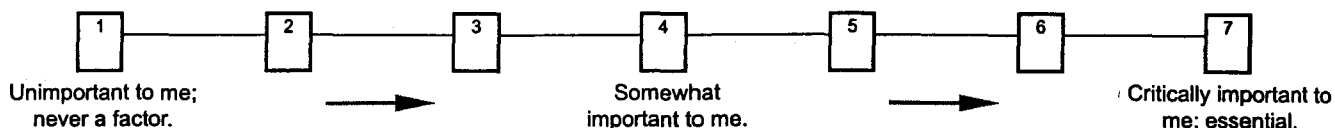
- People can innovate, but if they trip up (spend too much money, fail the first time, detract from other projects, etc.), look out!
- The culture promotes excessive caution. Nothing too much, too fast, too anything.
- The "do it right the first time" mantra keeps employees from stepping outside the safe zone – and into the place where breakthrough innovation comes to life.
- The current way of doing things is staunchly defended.

What is the current situation in your workplace?



- + Risk-taking in the name of innovation is strongly encouraged.
- + Mistakes are seen as a fair price to pay for learning and innovation.
- + The organization values left-field thinking, as in: "That idea really came out of left field!"
- + The workplace presents all sorts of opportunities to be creative.
- + People are open to new ideas, trends, and approaches.

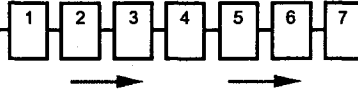
How IMPORTANT is this factor to YOU?



# 11. ONENESS

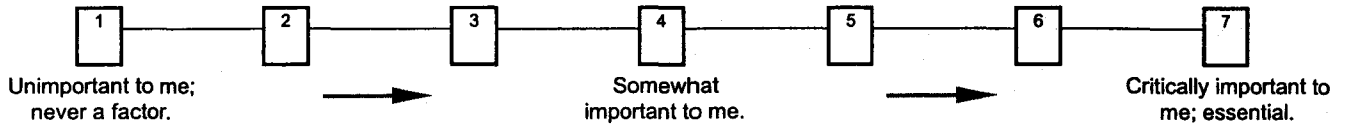
- Internal competition often flares up between individuals and work units.
- Turf wars are the rule rather than the exception.
- Work units feel disconnected from the organization as a whole; they have no sense of a mission larger than their own.
- There's little understanding of who does what outside the immediate work unit.

What is the current situation in your workplace?



- + There's a prevailing sense that "we're all in this together."
- + Working relationships are best described as "collaborative" – not "competitive."
- + People are united by a common mission, direction, and set of values.
- + Each person understands how his or her colleagues fit into the system – what they do, where they excel, how they add value.
- + Employees trust each other to do the right thing.

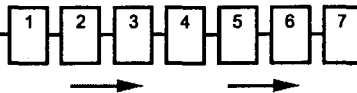
How IMPORTANT is this factor to YOU?



# 12. OWNERSHIP

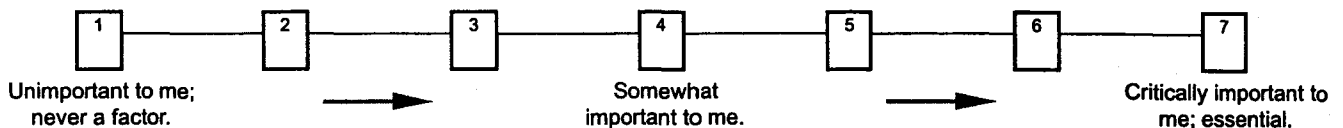
- People are told what to do – instead of being expected to make their own decisions and judgment calls.
- Employees are always going to management for clearance, permission, and sign-offs.
- Change is typically done to employees.
- Most decisions are made by a small minority of people.
- Information is parceled out only to those who "need to know."

What is the current situation in your workplace?



- + People view themselves as owners of their work and act accordingly.
- + The people who do the work shape how that work is done.
- + Change is done by people. Co-creation is the method of choice for setting direction, developing ideas, and seizing opportunities.
- + Everyone is kept in the information loop. Virtually all information (except for select items such as personnel records) is available to all employees.

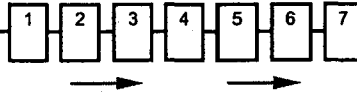
How IMPORTANT is this factor to YOU?



## 13. PERSONAL DEVELOPMENT

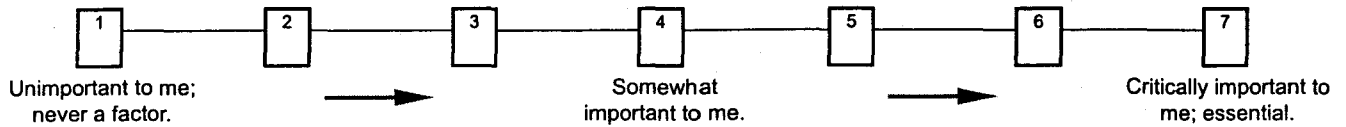
- Training is seen as an expense.
- When outside training is permitted, it must fit within a narrow definition of the employee's current job.
- Some employees have been doing the same work for years.
- Jobs tend to offer little variety, with the same tasks being done over and over.
- The organization is more interested in having people do what they're good at – and much less interested in having them pursue their deep interests.

What is the current situation in your workplace?



- + Training is seen as an investment.
- + The workplace allows people to reach their full potential.
- + Learning opportunities abound throughout the organization.
- + Variety (trying new equipment, building new relationships, varying your work, etc.) is encouraged because it fosters learning and development.
- + Internal job-changing is valued as a way to develop skills and experience.

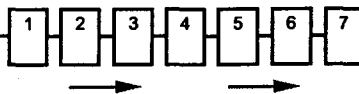
How IMPORTANT is this factor to YOU?



## 14. PURPOSE

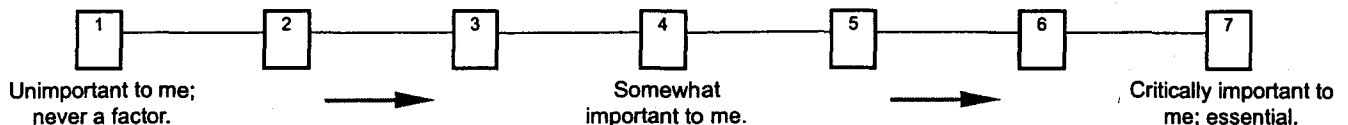
- The purpose of work seems to be the completion of one task...then another...and another...
- The overall mission (assuming one has been articulated) is inward-looking.
- Conversations about purpose focus almost entirely on products, services, and money-making – never on people.

What is the current situation in your workplace?



- + The organization has a larger purpose that goes beyond producing goods/services, making money, or even being the best in a given business.
- + Individual employees feel that their work makes a positive difference in some way.
- + "What I do contributes to the greater good. It may be in small ways, but it still has a positive impact." (The stone-crushers fully understand that they're building a cathedral.)
- + The organization is mission-driven – and not rule-driven.

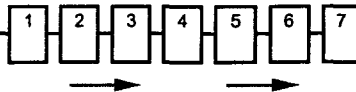
How IMPORTANT is this factor to YOU?



# 15. RELATIONSHIP-BUILDING

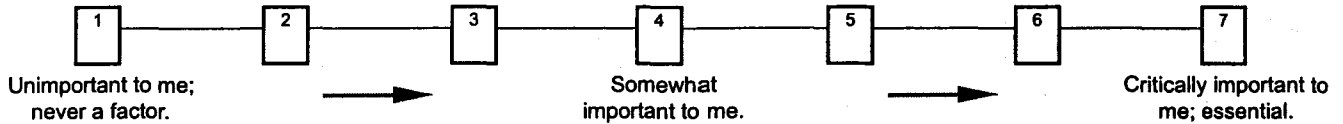
- Socializing on the job is seen as a drain on productivity.  
 - When doing their work, people feel closeted away from the rest of the world.  
 - Relationships with customers and vendors are seen strictly as a business necessity.

What is the current situation in your workplace?



+ Work days are filled with opportunities to build relationships.  
 + People understand the need to build strong relationships with customers, vendors, and other employees.  
 + Employees get the chance to mix with a variety of people.  
 + The workplace is designed to encourage mingling and conversation.

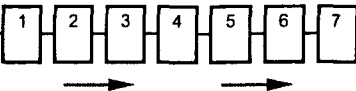
How IMPORTANT is this factor to YOU?



# 16. RELEVANCE

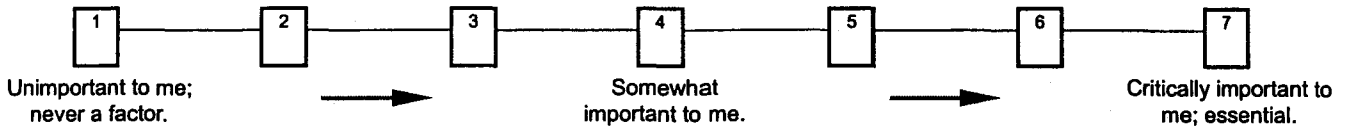
- People often find themselves going through the motions – of meetings, protocol, and tradition.  
 - The organization is full of rules and policies that don't add value.  
 - Employees spend a lot of their time dealing with organizational bureaucracy.  
 - "I feel like I'm on a hamster wheel going around and around and around. So much of what I do seems so irrelevant."

What is the current situation in your workplace?



+ The system allows employees to use their time efficiently; they can spend it on any activities that are relevant to the mission.  
 + Rules and red tape are kept to an absolute minimum.

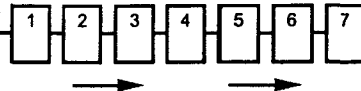
How IMPORTANT is this factor to YOU?



## 17. RESPECT

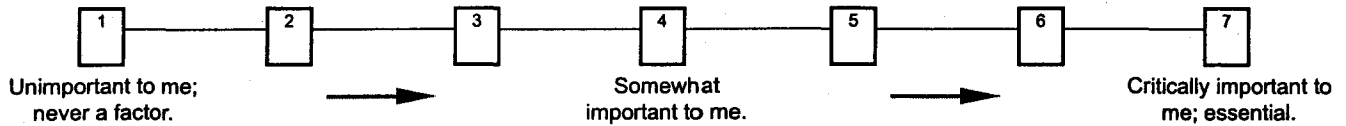
- The respect level varies widely throughout the organization.
- Rules and policies have a patronizing tone.
- Employees are typically told what to do – instead of being free to figure things out for themselves.

What is the current situation in your workplace?



- + Employees show respect for one another regardless of rank and title.
- + When decisions are made, there's a thoughtful assessment of how each option might affect people.
- + People are treated like adults.
- + The golden rule is an implicit working principle throughout the organization.

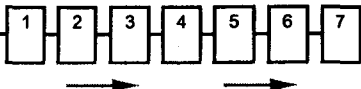
How IMPORTANT is this factor to YOU?



## 18. SELF-IDENTITY

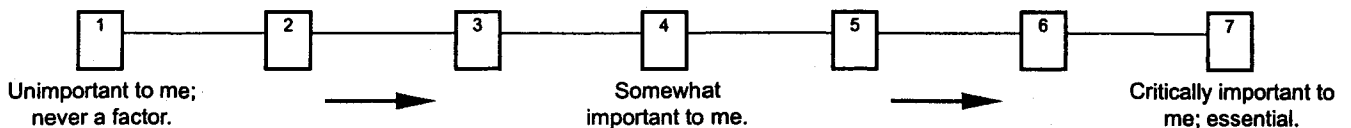
- Great importance is placed on fitting in.
- Sameness rules.
- Requests for an office or an "away" space are routinely turned down, even when the request is well-justified.
- Differences are viewed as something to "deal with" – as opposed to something we should value and leverage.

What is the current situation in your workplace?



- + Individuality is encouraged.
- + People are comfortable being themselves.
- + The organization respects the fact that people sometimes need their own space, even in this era of teams.

How IMPORTANT is this factor to YOU?



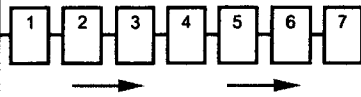
## 19. SERVICE

- Jobs foster isolation, making it difficult for people to help each other.

- A "win-lose" mentality prevails throughout the workplace – to such a degree that there's an unspoken pressure to look the other way when a colleague needs help. This is especially the case between work units and divisions.

- At best, talk of mentoring and coaching – and other efforts to promote people serving people – remains just talk.

What is the current situation in your workplace?



+ Employees have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, and so on).

+ There's an organizational obsession with helping others to be successful. "Others" is broadly defined: colleagues, customers, the community.

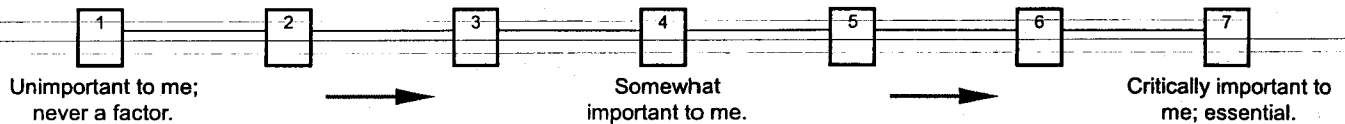
+ Employees can easily name the customers they serve.

+ "In my work, I'm able to help people grow."

+ Employees sometimes serve as "matchmakers," bringing together different individuals and groups to promote learning, relationship-building, systemic thinking, and (ultimately) improvement.

+ People who want to lead and influence in positive ways have an open field for doing so.

How IMPORTANT is this factor to YOU?



## 20. SUPPORT

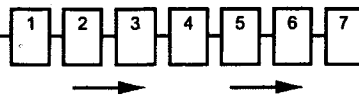
- When people ask for support, management responds with skepticism: "Are you sure you need that information? You're the first group to ask for it."

- There's widespread agreement that when a person or group undertakes a project, the organizational odds are stacked against them.

- "The last thing I'd do is go to my boss for help. I'd never get this project done!"

- People work around the system to get resources they need for their work. There may even be the workplace equivalent of a black market.

What is the current situation in your workplace?

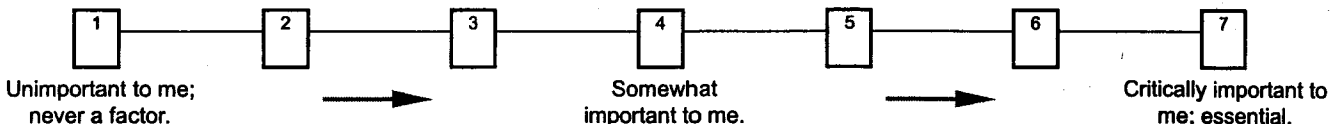


+ Employees are given the resources (information, time, funding, expertise, tools, etc.) they need to be successful in their work.

+ Management knows when to get involved and when to stay out of the way. They offer help instead of imposing it.

+ People have confidence in their supervisors and seek them out when a situation calls for coaching.

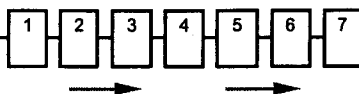
How IMPORTANT is this factor to YOU?



## 21. VALIDATION

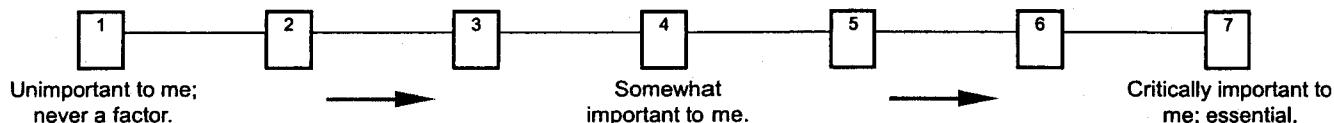
- People are cubbyholed in various corners of the system – to such a degree that the corner is all they see.
- The work grinds on endlessly, giving people few opportunities to sit back and take in the results of their efforts.
- Customer contact is limited to chance encounters, most of which involve complaints.
- There's a prevailing view that measurement is management's domain. What's more, measurement is used to pinpoint weak areas and punish "those who are responsible."

What is the current situation in your workplace?



- + Employees can see for themselves the impact of their work. (The stone-crusher sees the cathedral.)
- + There are tangible results.
- + Contact with customers (internal and external) is a routine part of doing business, giving employees a first-hand view of how their products/services are used.
- + Even when people produce intangibles, they have opportunities to see how their work benefits others.

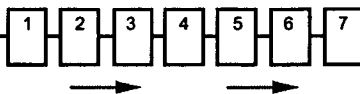
How IMPORTANT is this factor to YOU?



## 22. WORTH

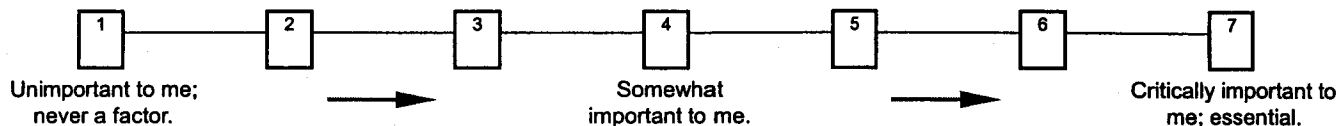
- Most employees feel anonymous in the organization – like parts to a big machine.
- There are widespread feelings that employees are paid less than what they are worth.
- "My workplace makes me feel unimportant."

What is the current situation in your workplace?



- + There's a feeling widely shared that each person, regardless of title or formal position, is important to the organization.
- + People feel they are paid what they're worth.
- + There seems to be an understanding in the workplace that worth isn't just about monetary compensation – that each person has his or her own sense of self-worth that goes deeper than money.

How IMPORTANT is this factor to YOU?



Now it's time to turn your checkmarks into practical information. Go to the next page.

**Step 1 – Turn your checkmarks into numbers**

YOU'LL BE FILLING IN the chart on the right. Use a pencil in case you need to erase.

**FIRST:** Begin with the column that's labeled A, **Current Situation**. In completing the assessment, you indicated the strength of each key in your workplace. You did this by placing a checkmark in one of the seven boxes on the left-to-right "current situation" continuum. This continuum is actually a 1-to-7 rating scale – with the far-left box valued at 1, and the far-right box valued at 7, as noted by the number printed inside each box.

On the right, you'll turn all of your checkmarks into these values. For all 22 keys, starting with Acknowledgment on page 3, review your "current situation" checkmark – then write the rating number in the appropriate space. When you are finished, all of your "current situation" ratings will be listed in Column A.

**SECOND:** Use this same approach for your "importance" ratings, writing down the numbers on the right in column B, **Importance**. Again, each of the seven boxes equates to a value ranging from 1 (far-left box – "unimportant to me; never a factor") to 7 (far-right box – "critically important to me; essential"). Go from key to key, turning your checks into these ratings and recording them in Column B.



	A	B
	CURRENT SITUATION	IMPOR-TANCE

<b>*EXAMPLE:</b>	4	7
Acknowledgment – Pg 3	_____	_____
Balance – Pg 3	_____	_____
Challenge – Pg 4	_____	_____
Dialogue – Pg 4	_____	_____
Direction – Pg 5	_____	_____
Equality – Pg 5	_____	_____
Fit – Pg 6	_____	_____
Flexibility – Pg 6	_____	_____
Informality – Pg 7	_____	_____
Invention – Pg 7	_____	_____
Oneness – Pg 8	_____	_____
Ownership – Pg 8	_____	_____
Personal Dev. – Pg 9	_____	_____
Purpose – Pg 9	_____	_____
Relationship-Bldg. – Pg 10	_____	_____
Relevance – Pg 10	_____	_____
Respect – Pg 11	_____	_____
Self-Identity – Pg 11	_____	_____
Service – Pg 12	_____	_____
Support – Pg 12	_____	_____
Validation – Pg 13	_____	_____
Worth – Pg 13	_____	_____

**\*EXAMPLE:** For Acknowledgment, a person checked the middle "current situation" box and the far-right "importance" box. She writes 4 in Column A, and 7 in Column B.

**1. ACKNOWLEDGMENT** **EXAMPLE**

- Major milestones come and go with no apparent recognition from management.
- Great effort and performance go unrecognized because "that's what we pay you for."
- Everyone seems too busy to acknowledge anything. "Quick, on to the next project!"

What is the current situation in your workplace?

- + Employees are acknowledged for a job well done – not with extrinsic rewards but with genuine appreciation.
- + The organization takes time to celebrate its major efforts (the journey) and successes (the destination).
- + Following a big project, people are able to pause, get a sense of closure, and savor (however briefly) their accomplishment.

How IMPORTANT is this factor to YOU?

1 Unimportant to me; never a factor.      2      3      4 Somewhat important to me.      5      6      7 Critically important to me; essential.

**Step 2 – Turn your numbers into information**

**FIRST:** Look at the numbers you've entered in **Column A, Current Situation**, on the previous page. Pick out the five keys that have the *highest* rating numbers. These are the five that represent the greatest current strengths in your workplace. List these five keys in the box directly on the right. Put them in order so that the strongest key is listed first.

**NOTE:** If Column A includes *more* than five keys that are all rated equally high, trim the list until you have only five. You may need to turn back to the key descriptions on pages 3-13 as you reduce to the top five.

**SECOND:** Go back to the numbers in **Column A**. This time, find the five keys with the *lowest* rating numbers. These are the ones that are seriously lacking in your workplace – and your biggest opportunities for improvement. List these in the second box on the right, beginning with the weakest key.

**NOTE:** If Column A includes *more* than five keys that share equally low ratings, you'll need to reduce the list. Do so carefully, making sure that the five keys you list on the right are the most seriously lacking in your workplace.

**THIRD:** Now go to **Column B** on the previous page. This is the column labeled **Importance**. Pick out the keys that have the *highest* rating numbers, and from these, narrow down to the five factors that have the biggest impact on your own personal fulfillment at work. List these in the box on the right. Remember, you're focusing on yourself and *your own* keys – not on the factors that may be important to others.

**Step 3 – Submit your information\***



\* Do this only if all the assessment information is being collected for analysis. If you're not sure, ask the person who provided you with the assessment booklet.

Clip out the section on the right, or make a photocopy of this page. Then seal it in an envelope, and send it to the person who's coordinating the assessment process. Don't put your name on the sheet – all input will remain anonymous.

**SUGGESTION:** Keep a copy of this information for yourself. If a photocopier isn't handy, you can hand copy the three sets of keys onto the back of this page.



If the assessment information is being collected, clip out this section, or make a photocopy. Seal it in an envelope, and submit it to the person who is coordinating the assessment process.

Key Workplace Strengths

Key Improvement Opportunities

Your Most Important Keys



Don't write your name on this sheet. All input is to remain anonymous.

Version 2.2

# 22 KEYS WORKPLACE ASSESSMENT™

## Want more info?

Explore [BetterWorkplaceNow.com](http://BetterWorkplaceNow.com). You'll find a wealth of ideas and tools for bringing out the best in people (including yourself!) at work.

Sign up for the **Better Workplace Now e-letter**. Each biweekly issue is full of insights, info, and humor – and it's entirely free. Simply send your e-mail address to [subscribe@BetterWorkplaceNow.com](mailto:subscribe@BetterWorkplaceNow.com).

Get full access to the **Better Workplace Now Reprint Center**. It's free, and it gives you reprint rights to more than 30 articles. The quick online registration takes just three minutes. Go to [BetterWorkplaceNow.com/reprint](http://BetterWorkplaceNow.com/reprint).

Sign up for free **Bronze Key Access**. You'll get a password to four special sections of [BetterWorkplaceNow.com](http://BetterWorkplaceNow.com) – the Download Center, Instant Advisor, the Awesome & Awful Boss Hall of Fame, and Book Excerpts.

Get a copy of the book *22 Keys to Creating a Meaningful Workplace* by Tom Terez. For details and quick online ordering, go to [BetterWorkplaceNow.com/resources](http://BetterWorkplaceNow.com/resources).

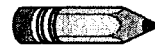
To learn more about **keynotes, workshops, and training programs**, visit [BetterWorkplaceNow.com/programs](http://BetterWorkplaceNow.com/programs).

Involve your colleagues in improving the workplace. Use the **Lunch & Learn Book Discussion Kit** or the **Better Workplace Now Starter Kit**. Details and online ordering are at [BetterWorkplaceNow.com/resources](http://BetterWorkplaceNow.com/resources).

For additional information, call 614-571-9529, or write to [mail@BetterWorkplaceNow.com](mailto:mail@BetterWorkplaceNow.com).

### Keep a copy for yourself

You can use the space below to record the three sets of keys. Keep this with the rest of your assessment booklet.



Key Workplace Strengths

Key Improvement Opportunities

Your Most Important Keys

**Attachment B**  
**Team Strength Survey**

**“Our capacity for change only gets stronger, when it gets exercised”**

**TEAM STRENGTH SURVEY**

**Identify a recent opportunity to implement a specific element of change (strength-based) within your unit**

**What factors contributed to the success of implementing the change?**

**Is the change sustainable or temporary fix? Why or Why Not?**

**Attachment C**  
**Team Readiness Survey**

**From:** <millssl@dhhs.state.sc.us>  
**To:** <millssl@dhhs.state.sc.us>  
**Date:** 1/17/2006 5:45:01 PM  
**Subject:** Opportunity For Change Survey

Dear BRMSS Staff,

The purpose of this survey is to help BRMSS collect important information about factors which may contribute to and assist us in maximizing our Opportunity For Change Initiative. The information to be collected will help us make informed decisions about matters that directly affect all BRMSS employees. This is not a test and there are no right or wrong answers. This is simply a survey concerning your perceptions of your working environment. It is an opportunity for you to contribute your ideas about the strengths as well as challenges within BRMSS. Your frank opinions are important.

Your responses will be kept completely confidential and anonymous. Please follow the instructions for completing the survey and read each statement carefully before responding.

Your response is appreciated..

Thanks for your participation,

Sheila L. Mills, Bureau Chief

Please click on survey link below:

<http://www.surveymonkey.com/s.asp?A=110577923E34092>

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/r.asp?A=110577923E34092>

# Team Readiness Survey

[Exit this survey >>](#)

## 1. Untitled Page

**1. To what extent does this organization have a real interest in the welfare and satisfaction of those who work here**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**2. To what extent do you look forward to coming to work each day?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**3. To what extent do you understand how your job fits in with other work going on in this bureau?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4. To what extent are the equipment and resources you work with adequate, efficient, and well maintained?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**5. To what extent are your skills and abilities being used?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**6. To what extent would increased teamwork benefit this bureau?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7. To what extent does this organization provide sufficient training for its employees?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**8. To what extent is this bureau concerned about service quality?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**9. To what extent is there an emphasis on teamwork in this bureau?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**10. To what extent can employees influence issues affecting the quality of their work life?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**11. To what extent are non-supervisory employees in this bureau involved in solving work-related problems?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**12. To what extent should non-supervisory employees be involved in solving work-related problems?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**13. To what extent is the work climate or culture of this bureau likely to support team activities?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**14. To what extent do different departments work together effectively to solve cross departmental problems?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**15. To what extent does all levels of management stress product/service quality**

**over quantity in this bureau?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**16. Communication is a two-way street: To what extent does all levels of bureau management listen as well as talk?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**17. To what extent would you like to see a team approach taken to improve product/service quality in this bureau?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**18. To what extent is top management likely to support team activities in this organization?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**19. To what extent is your supervisor willing to allow you to participate in team activities?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**20. To what extent is your supervisor supportive of the team concept?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**21. To what extent would you like to take a leadership role in team activities?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**22. To what extent do you understand how team activities can benefit this bureau?**

To A Very Little Extent	To A Little Extent	To Some Extent	To A Great Extent	To A Very Great Extent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**23. To what extent do you think team activities will be a success in this bureau?**

To A Very Little Extent      To A Little Extent      To Some Extent      To A Great Extent      To A Very Great Extent



**24. To what extent has the proposed Bureau team activity concept (i.e. Opportunity for Change - Creating A Meaningful WorkPlace Within BRMSS) been adequately communicated to you?**

To A Very Little Extent      To A Little Extent      To Some Extent      To A Great Extent      To A Very Great Extent



**Done >>**



**SurveyMonkey.com**  
because knowledge is everything

[Privacy](#) [Contact Us](#) [Logout](#)

[Home](#) [New Survey](#) [My Surveys](#) [List Management](#) [My Account](#) [Help Center](#)

Monday, January 23, 2006

## Results Summary [Show All Pages and Questions](#)

[Export...](#) [View D...](#)

### Filter Results

To analyze a subset of your data, you can create one or more filters.

[Add Filter...](#)

**Total:** 19  
**Visible:** 19

### Share Results

Your results can be shared with others, without giving access to your account.

[Configure...](#)

**Status:** Enabled  
**Reports:** Summary and Detail

### 1. Untitled Page

1. To what extent does this organization have a real interest in the welfare and satisfaction of those who work here

	Response Percent	Response Total
To A Very Little Extent	15.8%	3
To A Little Extent	42.1%	8
To Some Extent	36.8%	7
To A Great Extent	5.3%	1
To A Very Great Extent	0%	0
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

2. To what extent do you look forward to coming to work each day?

	Response Percent	Response Total
To A Very Little Extent	5.3%	1
To A Little Extent	31.6%	6
To Some Extent	26.3%	5
To A Great Extent	21.1%	4
To A Very Great Extent	15.8%	3
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

3. To what extent do you understand how your job fits in with other work going on in this bureau?

	Response Percent	Response Total
To A Very Little Extent	5.3%	1
To A Little Extent	5.3%	1
<b>To Some Extent</b>	<b>42.1%</b>	<b>8</b>
To A Great Extent	36.8%	7
To A Very Great Extent	10.5%	2
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

4. To what extent are the equipment and resources you work with adequate, efficient, and well maintained?

	Response Percent	Response Total
To A Very Little Extent	5.3%	1
To A Little Extent	21.1%	4
<b>To Some Extent</b>	<b>47.4%</b>	<b>9</b>
To A Great Extent	26.3%	5
To A Very Great Extent	0%	0
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

5. To what extent are your skills and abilities being used?

	Response Percent	Response Total
To A Very Little Extent	15.8%	3
To A Little Extent	15.8%	3
<b>To Some Extent</b>	<b>42.1%</b>	<b>8</b>
To A Great Extent	26.3%	5
To A Very Great Extent	0%	0
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

6. To what extent would increased teamwork benefit this bureau?

	Response Percent	Response Total
To A Very Little Extent	0%	0
To A Little Extent	5.6%	1
To Some Extent	22.2%	4

To A Great Extent		16.7%	3
<b>To A Very Great Extent</b>		<b>55.6%</b>	<b>10</b>
		<b>Total Respondents</b>	<b>18</b>
		(skipped this question)	1

7. To what extent does this organization provide sufficient training for its employees?

		Response Percent	Response Total
To A Very Little Extent		21.1%	4
To A Little Extent		26.3%	5
<b>To Some Extent</b>		<b>36.8%</b>	<b>7</b>
To A Great Extent		10.5%	2
To A Very Great Extent		5.3%	1
		<b>Total Respondents</b>	<b>19</b>
		(skipped this question)	0

8. To what extent is this bureau concerned about service quality?

		Response Percent	Response Total
To A Very Little Extent		0%	0
To A Little Extent		15.8%	3
To Some Extent		31.6%	6
<b>To A Great Extent</b>		<b>42.1%</b>	<b>8</b>
To A Very Great Extent		10.5%	2
		<b>Total Respondents</b>	<b>19</b>
		(skipped this question)	0

9. To what extent is there an emphasis on teamwork in this bureau?

		Response Percent	Response Total
To A Very Little Extent		0%	0
To A Little Extent		31.6%	6
<b>To Some Extent</b>		<b>52.6%</b>	<b>10</b>
To A Great Extent		15.8%	3
To A Very Great Extent		0%	0
		<b>Total Respondents</b>	<b>19</b>
		(skipped this question)	0

10. To what extent can employees influence issues affecting the quality of their work life?

	Response Percent	Response Total
To A Very Little Extent	36.8%	7
To A Little Extent	10.5%	2
<b>To Some Extent</b>	<b>42.1%</b>	<b>8</b>
To A Great Extent	10.5%	2
To A Very Great Extent	0%	0
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

11. To what extent are non-supervisory employees in this bureau involved in solving work-related problems?

	Response Percent	Response Total
To A Very Little Extent	26.3%	5
To A Little Extent	26.3%	5
<b>To Some Extent</b>	<b>36.8%</b>	<b>7</b>
To A Great Extent	10.5%	2
To A Very Great Extent	0%	0
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

12. To what extent should non-supervisory employees be involved in solving work-related problems?






	Response Percent	Response Total
To A Very Little Extent	0%	0
To A Little Extent	5.3%	1
To Some Extent	26.3%	5
<b>To A Great Extent</b>	<b>36.8%</b>	<b>7</b>
To A Very Great Extent	31.6%	6
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

13. To what extent is the work climate or culture of this bureau likely to support team activities?




	Response Percent	Response Total
To A Very Little Extent	21.1%	4
<b>To A Little Extent</b>	<b>36.8%</b>	<b>7</b>

To Some Extent		26.3%	5
To A Great Extent		5.3%	1
To A Very Great Extent		10.5%	2
		<b>Total Respondents</b>	<b>19</b>
		(skipped this question)	0





14. To what extent do different departments work together effectively to solve cross departmental problems?

		<b>Response Percent</b>	<b>Response Total</b>
To A Very Little Extent		10.5%	2
To A Little Extent		15.8%	3
<b>To Some Extent</b>		<b>52.6%</b>	<b>10</b>
To A Great Extent		10.5%	2
To A Very Great Extent		10.5%	2
		<b>Total Respondents</b>	<b>19</b>
		(skipped this question)	0

15. To what extent does all levels of management stress product/service quality over quantity in this bureau?

		<b>Response Percent</b>	<b>Response Total</b>
To A Very Little Extent		0%	0
<b>To A Little Extent</b>		<b>36.8%</b>	<b>7</b>
<b>To Some Extent</b>		<b>36.8%</b>	<b>7</b>
To A Great Extent		26.3%	5
To A Very Great Extent		0%	0
		<b>Total Respondents</b>	<b>19</b>
		(skipped this question)	0

16. Communication is a two-way street: To what extent does all levels of bureau management listen as well as talk?

		<b>Response Percent</b>	<b>Response Total</b>
<b>To A Very Little Extent</b>		<b>31.6%</b>	<b>6</b>
<b>To A Little Extent</b>		<b>31.6%</b>	<b>6</b>
To Some Extent		26.3%	5
To A Great Extent		10.5%	2
To A Very Great Extent		0%	0
		<b>Total Respondents</b>	<b>19</b>

(skipped this question) 0

17. To what extent would you like to see a team approach taken to improve product/service quality in this bureau?

	Response Percent	Response Total
To A Very Little Extent	0%	0
To A Little Extent	10.5%	2
To Some Extent	21.1%	4
<b>To A Great Extent</b>	<b>42.1%</b>	<b>8</b>
To A Very Great Extent	26.3%	5
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

18. To what extent is top management likely to support team activities in this organization?

	Response Percent	Response Total
To A Very Little Extent	10.5%	2
To A Little Extent	31.6%	6
<b>To Some Extent</b>	<b>42.1%</b>	<b>8</b>
To A Great Extent	15.8%	3
To A Very Great Extent	0%	0
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

19. To what extent is your supervisor willing to allow you to participate in team activities?

	Response Percent	Response Total
To A Very Little Extent	0%	0
To A Little Extent	0%	0
To Some Extent	42.1%	8
To A Great Extent	10.5%	2
<b>To A Very Great Extent</b>	<b>47.4%</b>	<b>9</b>
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

20. To what extent is your supervisor supportive of the team concept?

Response Percent Response Total

To A Very Little Extent		5.6%	1
To A Little Extent		5.6%	1
To Some Extent		27.8%	5
To A Great Extent		11.1%	2
To A Very Great Extent		50%	9
<b>Total Respondents</b>			<b>18</b>
(skipped this question)			1

21. To what extent would you like to take a leadership role in team activities?

		Response Percent	Response Total
To A Very Little Extent		0%	0
To A Little Extent		10.5%	2
To Some Extent		31.6%	6
To A Great Extent		21.1%	4
To A Very Great Extent		36.8%	7
<b>Total Respondents</b>			<b>19</b>
(skipped this question)			0

22. To what extent do you understand how team activities can benefit this bureau?

		Response Percent	Response Total
To A Very Little Extent		10.5%	2
To A Little Extent		5.3%	1
To Some Extent		21.1%	4
To A Great Extent		26.3%	5
To A Very Great Extent		36.8%	7
<b>Total Respondents</b>			<b>19</b>
(skipped this question)			0

23. To what extent do you think team activities will be a success in this bureau?

		Response Percent	Response Total
To A Very Little Extent		15.8%	3
To A Little Extent		21.1%	4
To Some Extent		21.1%	4
To A Great Extent		21.1%	4
To A Very Great Extent		21.1%	4

**Total Respondents** 19  
 (skipped this question) 0

24. To what extent has the proposed Bureau team activity concept (i.e. Opportunity for Change - Creating A Meaningful WorkPlace Within BRMSS) been adequately communicated to you?

	Response Percent	Response Total
To A Very Little Extent	15.8%	3
To A Little Extent	21.1%	4
<b>To Some Extent</b>	<b>42.1%</b>	<b>8</b>
To A Great Extent	15.8%	3
To A Very Great Extent	5.3%	1
<b>Total Respondents</b>		<b>19</b>
(skipped this question)		0

**SurveyMonkey is Hiring!** | [Privacy Statement](#) | [Contact Us](#) | [Logout](#)

Copyright ©1999-2004 SurveyMonkey.com. All Rights Reserved.  
 No portion of this site may be copied without the express written consent of SurveyMonkey.com.