

## Interagency Council on Intermediate Sanctions



**Hawaii  
Department  
of Health**

# Organizational Climate Survey Results

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*This report can be downloaded from the Interagency Council on Intermediate Sanctions’ web site:*

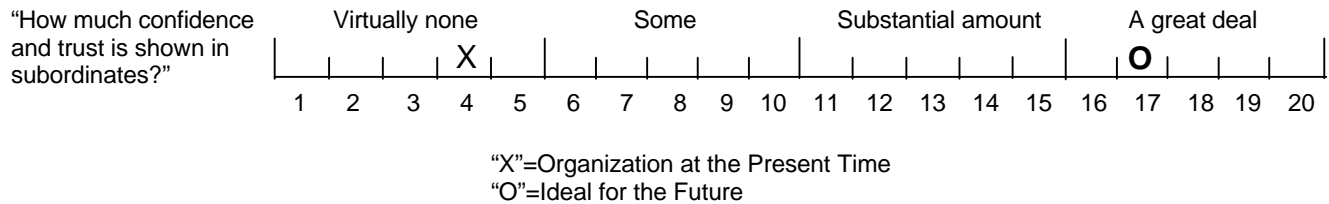
**[cpja.ag.state.hi.us/icis](http://cpja.ag.state.hi.us/icis)**

# I. Introduction

In April 2005, 251 surveys were distributed statewide by the Department of the Attorney General's Research and Statistics Branch to 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"), who are located within the Department of Public Safety but are reported on separately for the purposes of this report. A cover letter, which accompanied each survey, explained that the objective was to identify major strengths and weaknesses in the quality of work environment ("organizational climate") along six broad areas: leadership, motivation, communication, decision-making, goals, and control. The letter also assured staff members that their responses would be kept strictly confidential.

Survey respondents were asked to describe their organization at the present time as well as their ideal for the future by answering 18 questions using a 20-point Likert scale:

## Example:



In the example above, the respondent felt that virtually no trust and confidence are shown in subordinates at the present time. 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, a great deal of trust should be shown in subordinates in the future. Therefore, s/he placed an "O" in box number 17. The size of the gap between this respondent's "present" and "ideal" scores is 13 points. (To view the complete survey instrument, please refer to Appendix II.)

In total, 148 (59%) of the 251 surveys were returned to the Department of the Attorney General and entered into a statistical database. Sixty-six percent of the completed surveys were from Probation, 14% were from the Intake Service Centers, 12% were from Parole, and 12% were from the Department of Public Safety. On an aggregate level, scores were tabulated to determine for each area (e.g., leadership, motivation, control, etc.) the present organizational climate as well as respondents' ideal for the future. Moreover, for each question, the size of the gap between the average "present" score and the average "ideal" score was determined. Those items with a large gap between the ideal and present conditions pose, theoretically, the greatest threats to the overall efficiency of the agency.

Three years earlier (2002), the same survey was distributed statewide to staff primarily at Probation, Parole, and the Department of Public Safety. In total, 107 surveys were completed. Fifty-four percent of the completed surveys were from the Department of Public Safety, 41% were from Probation, 2% were from Parole, and 3% were from the Department of Health as well as various service providers.

This report compares the 2005 results with those from 2002 in order to determine if organizational climate has changed over time and, if so, whether or not the differences are significant.

## II. Key Findings

- In sum, there is a sizable gap between how respondents see their organization's climate at the present time and how they would like it to be, ideally, in the future. The following three areas are the most problematic:
  - Decision-making:  
Overall, respondents stated that decisions are currently being made "mostly at the top." Ideally, however, they would like decisions to be made "throughout the organization, but well integrated." The gap size for this area was the largest in the survey results (11.5).
  - Establishing organizational goals:  
Overall, respondents stated that superiors currently establish organizational goals through the issuance of orders, with some comments from subordinates being welcome. Ideally, however, they would like goals to be established "by group action, except in a time of crisis." The gap size for this area was the second largest in the survey results (10.3).
  - Recognition by management of problems faced by subordinates:  
Overall, respondents said that superiors know problems faced by subordinates in their organization "rather well." Ideally, however, they would like the problems to be known "very well." The gap size for this area was the third largest in the survey results (10.0).
- In terms of agency type, the gap in 2005 between how respondents perceive their organizational climate at the present time and their ideal is the largest for Parole. The following list ranks the agencies by average gap size, for all questions combined:
  1. Parole (Gap=11.7)
  2. Probation (Gap=8.7)
  3. Department of Public Safety (Gap=8.5)
  4. Intake Service Centers (Gap=6.5)

For the Intake Service Centers, Probation, and the Department of Public Safety, decision making was the most problematic area (having the largest gap between present and ideal). Overall, respondents from these agencies stated that they would prefer decision making to be well integrated and made throughout their organizational structure as opposed to being imposed solely from the top. For Parole, however, the largest gap was in the area of control. Overall, respondents from Parole said that there is usually an informal organization resisting the formal one. Ideally, they said, formal goals should be accepted.

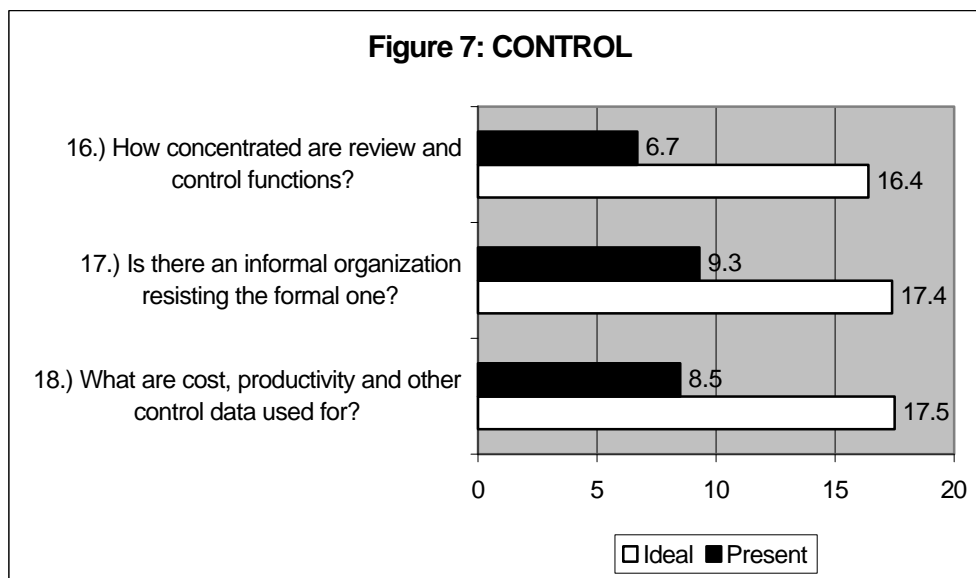
- In 2002, the same organizational climate survey was distributed to staff primarily at Probation and the Department of Public Safety. Similar to 2005, there was a sizable gap between how respondents perceived their organization's climate at that time and how they

wanted it to be, ideally, in the future. Moreover, the same three areas in 2002 were the most problematic:

1. Decision-making (Gap=9.9)
  2. Establishing organizational goals (Gap=8.8)
  3. Recognition by management of problems faced by subordinates (Gap=8.4)
- Overall, organizational climate has deteriorated over time:
    - In 2002, for all questions combined, the gap between how respondents saw their organizational climate at that time, and how they wanted it to be, ideally, in the future, was 7.3. However, the gap was 8.7 in 2005, representing a statistically significant increase of 1.4 points. (The term “statistically significant” is used throughout this report to indicate a result that can be mathematically demonstrated to be at least 95 percent unlikely to have occurred merely by chance.)
    - The gap size for each individual question increased (to varying degrees) from 2002 to 2005.
  - An examination of individual agencies shows that the organizational climates of Probation and the Department of Public Safety have deteriorated over time. (Insufficient data are available to include Parole and the Intake Service Centers.)
    - From 2002 to 2005, for all questions combined, the gap for Probation between how respondents see their organizational climate at the present time, and how they would like it to be, ideally, in the future, increased by 1.3 points. For the Department of Public Safety, the gap increased by 1.1 points. (Both increases are statistically significant.)
    - For both agencies, the gap size for all but one individual question increased from 2002 to 2005.

**III. Summary of Results, 2005  
Organizational Climate Survey**

## Leadership Questions



Base=148 surveys

For each of the three “leadership” questions in **Figure 2**, survey respondents were asked to describe 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 is shown in subordinates?** (1-5 = “Virtually none”; 6-10 = “Some”; 11-15 = “Substantial amount”; 16-20 = “A great deal”)

Overall, respondents stated that “some” confidence and trust is shown in subordinates (9.8). Ideally, however, they would like “a great deal” of trust to be shown. The size of the gap between current and ideal perceptions for this question is 7.2.

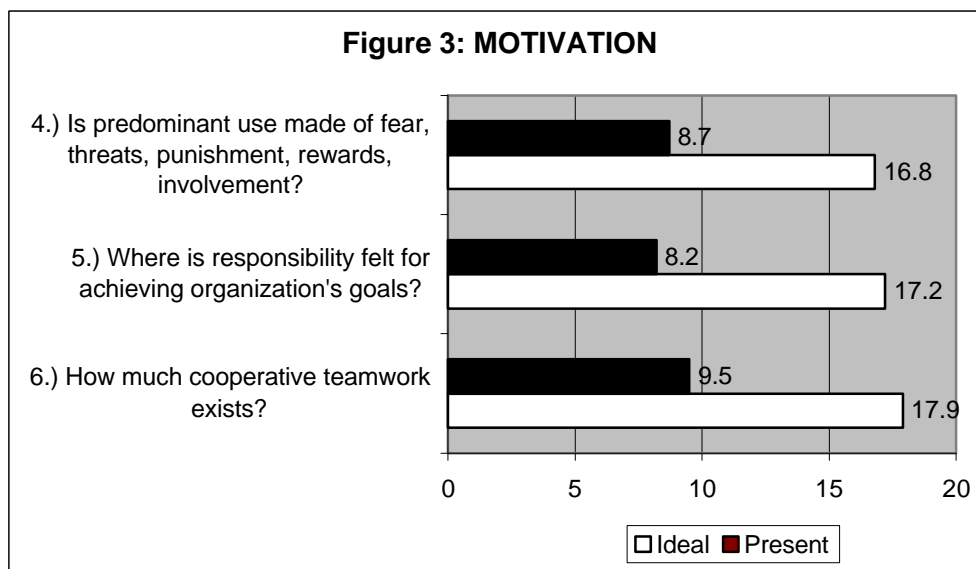
- **Question 2: How free do they feel to talk to their superiors about job?** (1-5 = “Not very free”; 6-10 = “Somewhat free”; 11-15 = “Quite free”; 16-20 = “Very free”)

Overall, respondents said they feel “somewhat free” to talk to their superiors about their job (10.1). Ideally, however, they would like to be “very free” to discuss their job (17.1). The size of the gap between current and ideal perceptions for this question is 7.0.

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

Overall, respondents said that “sometimes” their ideas are sought and used constructively (8). Ideally, however, they would like this to happen “very frequently” (16.4). The size of the gap between current and ideal perceptions for this question is 8.4.

## Motivation Questions



Base=148 surveys

For each of the three “motivation” questions in **Figure 3**, survey respondents were asked to describe 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, 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 stated that management predominantly uses rewards and some punishment (8.7). Ideally, however, staff would like management to use involvement, with rewards based on group input. The size of the gap between current and ideal perceptions for this question is 8.1.

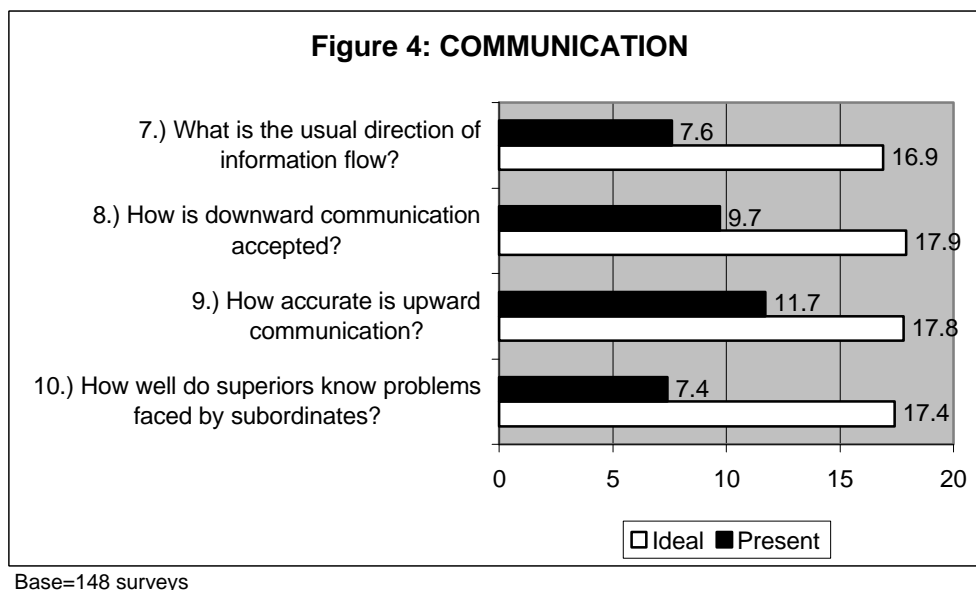
- **Question 5: Where is responsibility felt for achieving organization’s goals?** (1-5 = “Mostly at top”; 6-10 = “Top and middle”; 11-15 = “Fairly general”; 16-20 = “At all levels”)

Overall, respondents said they feel that responsibility for achieving their organization’s goals currently lies at the “top and middle” management levels (8.2). Ideally, however, they would like responsibility to be located “at all levels” (17.2). The size of the gap between current and ideal perceptions for this question is 9.

- **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 (9.5). Ideally, however, they would like “a great deal” of cooperative teamwork to exist (17.9). The size of the gap between current and ideal perceptions for this question is 8.4.

## Communication Questions



For each of the four “communication” questions in **Figure 4**, survey respondents were asked to describe 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 stated that information flow is “mostly downward” (7.6). Ideally, however, staff would like information to flow “down, up, and sideways” (16.9). The size of the gap between current and ideal perceptions for this question is 9.3.

- **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 said they feel that downward communication is accepted “possibly with suspicion” by staff (9.7). Ideally, however, they feel staff should be able to accept downward communication “with a receptive mind” (17.9). The size of the gap between current and ideal perceptions for this question is 8.2.

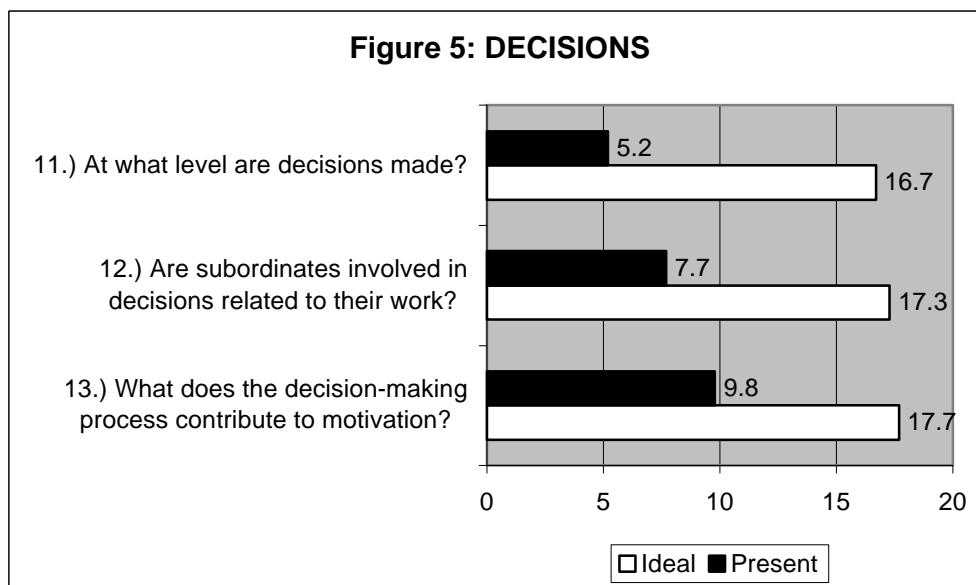
- **Question 9: How accurate is upward communication?** (1-5 = “Usually inaccurate”; 6-10 = “Often inaccurate”; 11-15 = “Often accurate”; 16-20 = “Almost always accurate”)

Overall, respondents felt that upward communication is “often accurate” (11.7). Ideally, however, they feel upward communication should “almost always be accurate” (17.8). The size of the gap between current and ideal perceptions for this question is 6.1.

- **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 said that superiors know problems faced by their subordinates “rather well” (7.4). Ideally, however, they would like the problems to be known “very well” (17.4). The size of the gap between current and ideal perceptions for this question is 10.

## Decisions Questions



Base=148 surveys

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

- **Question 11: At what level are decisions made?** (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 stated that decisions are made “mostly at the top” (5.2). Ideally, however, staff would decisions to be made “throughout the organization, but well integrated” (16.7). The size of the gap between current and ideal perceptions for this question is 11.5.

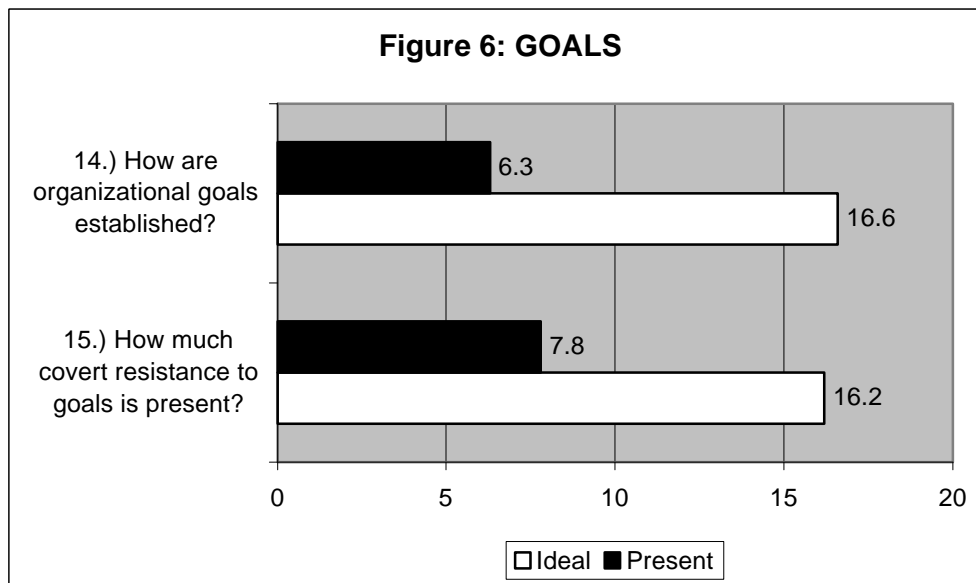
- **Question 12: Are subordinates involved in decisions related to their work?** (1-5 = “Almost never”; 6-10 = “Occasionally consulted”; 11-15 = “Generally consulted”; 16-20 = “Fully involved”)

Overall, respondents said they feel that subordinates are “occasionally consulted” involving decisions relating to their work (7.7). Ideally, however, they feel subordinates should be “fully involved” in the decision making process (17.3). The size of the gap between current and ideal perceptions for this question is 9.6.

- **Question 13: 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 that the decision-making process contributes “relatively little” to motivation (9.8). Ideally, however, they feel it should make “a substantial contribution” (17.7). The size of the gap between current and ideal perceptions for this question is 7.9.

## Goals Questions



Base=148 surveys

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

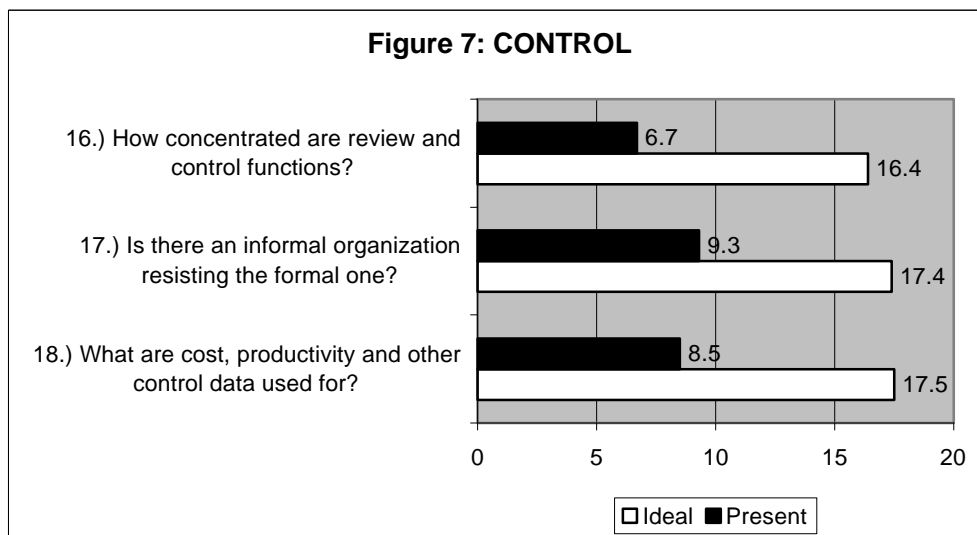
- **Question 14: How are organizational goals established?** (1-5 = “Orders issued”; 6-10 = “Orders, some comments invited”; 11-15 = “After discussion, by orders”; 16-20 = “By group action (except in crisis)”)

Overall, respondents stated that organizational goals are established through “orders, with some comments invited” (6.3). Ideally, however, staff would like organizational goals to be established “by group action, except in a time of crisis” (16.6). The size of the gap between current and ideal perceptions for this question is 10.3.

- **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 said that “moderate resistance” to goals is currently present (7.8). Ideally, however, they feel that there should be “little or none” (16.2). The size of the gap between current and ideal perceptions for this question is 8.4.

## Control Questions



Base=148 surveys

For each of the three “control” questions in **Figure 7**, survey respondents were asked to describe 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 (6.7). Ideally, however, staff would like them to be “widely shared” (16.4). The size of the gap between current and ideal perceptions for this question is 9.7.

- **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 said they feel that there is “usually” an informal organization resisting the formal one (9.3). Ideally, however, they feel there shouldn’t be the need for such an informal organization (17.4). The size of the gap between current and ideal perceptions for this question is 8.1.

- **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 felt that cost, productivity, and other control data are used for “reward and punishment” purposes (8.5). Ideally, however, they feel they should be able to use such data for their own self-guidance and problem solving purposes (17.5). The size of the gap between current and ideal perceptions for this question is 9.

**Table 1: Ranking of Questions by Score for “Present,” 2005 Survey**

Question	Present
11.) At what level are decisions made?	5.2
14.) How are organizational goals established?	6.3
16.) How concentrated are review and control functions?	6.7
10.) How well do superiors know problems faced by subordinates?	7.4
7.) What is the usual direction of information flow?	7.6
12.) Are subordinates involved in decisions related to their work?	7.7
15.) How much covert resistance to goals is present?	7.8
3.) How often are subordinates' ideas sought and used constructively?	8
5.) Where is responsibility felt for achieving organization's goals?	8.2
18.) What are cost, productivity and other control data used for?	8.5
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	8.7
17.) Is there an informal organization resisting the formal one?	9.3
6.) How much cooperative teamwork exists?	9.5
8.) How is downward communication accepted?	9.7
13.) What does decision making process contribute to motivation?	9.8
1.) How much confidence and trust is shown in subordinates?	9.8
2.) How free do they feel to talk to superiors about job?	10.1
9.) How accurate is upward communication?	11.7
Average for all Questions	8.4

Base=148 surveys

**Table 1** shows the 18 organizational climate questions ranked by overall average “present” score. The questions with the lowest scores are at the top of the list; the ones with the highest are at the bottom.

- The following three questions had the lowest scores in terms of how respondents see their organization at the present time:

**11.) At what level are decisions made?**

Overall, respondents stated that decisions are made “mostly at the top” (5.2).

**14.) How are organizational goals established?**

Overall, respondents stated that organizational goals are established through “orders, with some comments invited” (6.3).

**16.) How concentrated are review and control functions?**

Overall, respondents said that review and control functions are concentrated quite highly at the top (6.7).

**Table 2: Ranking of Questions by Gap Size, 2005 Survey**

Question	Ideal	Present	Gap
11.) At what level are decisions made?	16.7	5.2	11.5
14.) How are organizational goals established?	16.6	6.3	10.3
10.) How well do superiors know problems faced by subordinates?	17.4	7.4	10
16.) How concentrated are review and control functions?	16.4	6.7	9.7
12.) Are subordinates involved in decisions related to their work?	17.3	7.7	9.6
7.) What is the usual direction of information flow?	16.9	7.6	9.3
5.) Where is responsibility felt for achieving organization's goals?	17.2	8.2	9
18.) What are cost, productivity and other control data used for?	17.5	8.5	9
3.) How often are subordinates' ideas sought and used constructively?	16.4	8	8.4
6.) How much cooperative teamwork exists?	17.9	9.5	8.4
15.) How much covert resistance to goals is present?	16.2	7.8	8.4
8.) How is downward communication accepted?	17.9	9.7	8.2
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	16.8	8.7	8.1
17.) Is there an informal organization resisting the formal one?	17.4	9.3	8.1
13.) What does decision making process contribute to motivation?	17.7	9.8	7.9
1.) How much confidence and trust is shown in subordinates?	17	9.8	7.2
2.) How free do they feel to talk to superiors about job?	17.1	10.1	7
9.) How accurate is upward communication?	17.8	11.7	6.1
Average for all Questions	17.1	8.4	8.7

Base=148 surveys

**Table 2** shows the 18 organizational climate questions ranked by gap size for the 2005 survey. Gap size was calculated for each question by subtracting the overall average present score from the overall average ideal score. The questions with the largest gaps are at the top of the list; the ones with the smallest are at the bottom.

- The following three questions had the largest gaps between how respondents see their organization at the present time and how they would like it to be, ideally, in the future:

**11.) At what level are decisions made?**

The size of the gap between current and ideal perceptions is 11.5. Overall, respondents stated that decisions are made “mostly at the top” (5.2). Ideally, however, they would like decisions to be made “throughout the organization, but well integrated” (16.7).

**14.) How are organizational goals established?**

The size of the gap between current and ideal perceptions is 10.3. Overall, respondents stated that organizational goals are established through “orders, with some comments invited” (6.3). Ideally, however, staff would like organizational goals to be established “by group action, except in a time of crisis” (16.6).

**10.) How well do superiors know problems faced by subordinates?**

The size of the gap between current and ideal perceptions is 10.0. Overall, respondents said that superiors know problems faced by their subordinates “rather well” (7.4). Ideally, however, they would like the problems to be known “very well” (17.4).

**Table 3: Gap Sizes by Agency, 2005 Survey**

Question	Probation	Parole	ISC	PSD
1.) How much confidence and trust is shown in subordinates?	6.8	11.8	5.1	7.1
2.) How free do they feel to talk to superiors about job?	6.6	11.5	5.6	6.2
3.) How often are subordinates' ideas sought and used constructively?	8.6	11.2	6.8	7.5
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	7.5	12.6	5.9	9.6
5.) Where is responsibility felt for achieving organization's goals?	8.9	12	6.4	10.1
6.) How much cooperative teamwork exists?	8.2	12.2	5.5	9.3
7.) What is the usual direction of information flow?	9.8	11	6.1	8.6
8.) How is downward communication accepted?	8.2	12.5	6.3	7
9.) How accurate is upward communication?	6.2	7.9	5.6	5.1
10.) How well do superiors know problems faced by subordinates?	9.6	14	9.1	9.6
11.) At what level are decisions made?	11.7	13.2	9.8	10.5
12.) Are subordinates involved in decisions related to their work?	10.1	11.5	7	8.7
13.) What does decision making process contribute to motivation?	8.2	9.3	5.4	7.7
14.) How are organizational goals established?	10.6	12.3	7.1	9.9
15.) How much covert resistance to goals is present?	8.5	10.2	6.3	8.3
16.) How concentrated are review and control functions?	10.1	11.1	6.6	10.3
17.) Is there an informal organization resisting the formal one?	7.7	14.1	5.7	7
18.) What are cost, productivity and other control data used for?	9	11.5	6.2	9.7
Number of Respondents	93	17	21	17
Average Gap for all Questions	<b>8.7</b>	<b>11.7</b>	<b>6.5</b>	<b>8.5</b>

Note: Gaps for each question are calculated by subtracting the total average score for "present" from the total average score for "ideal."

**Table 3** shows the gap sizes for the 18 organizational climate questions segmented by agency (Probation, Parole, the Intake Service Centers, and the Department of Public Safety).

- For Probation, the following questions had the largest gap between how respondents see their organization at the present time and how they would like it to be, ideally, in the future:
  - 1) At what level are decisions made? (11.7)
  - 2) How are organizational goals established? (10.6)
  - 3) Are subordinates involved in decisions related to their work? (10.1)
  - 4) How concentrated are review and control functions? (10.1)
- For Parole, the following questions had the largest gap:
  - 1) Is there an informal organization resisting the formal one? (14.1)
  - 2) How well do superiors know problems faced by subordinates? (14)
  - 3) At what level are decisions made? (13.2)
- For the Intake Service Centers, the following questions had the largest gap:
  - 1) At what level are decisions made? (9.8)
  - 2) How well do superiors know problems faced by subordinates? (9.1)
  - 3) How are organizational goals established? (7.1)
- For the Department of Public Safety, the following questions had the largest gap:
  - 1) At what level are decisions made? (10.5)
  - 2) How concentrated are review and control functions? (10.3)
  - 3) Where is responsibility felt for achieving organization's goals? (10.1)

**IV. Comparison of 2002 and 2005  
Organizational Climate Survey Results**

**Table 4: Comparison of Gap Sizes for All Agencies (2002-2005)**

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

\*The difference is statistically significant.

Note: Gaps for each question are calculated by subtracting the total average score for "present" from the total average score for "ideal."

**Table 4** shows the gap sizes for the 18 organizational climate questions for all respondents, segmented by year (2002 and 2005).

- The three questions with the largest gaps between how respondents see their organization at the present time and how they would like it to function in the future were the same for both years:

For 2002:

- 11. At what level are decisions made? (9.9)
- 14. How are organizational goals established? (8.8)
- 10. How well do superiors know problems faced by subordinates? (8.4)

For 2005:

- 11. At what level are decisions made? (11.5)
- 14. How are organizational goals established? (10.3)
- 10. How well do superiors know problems faced by subordinates? (20)

- The average gap size for all questions combined in 2005 was 8.7, up from 7.3 in 2002. The increase of 1.4 is statistically significant.

**Table 5: Comparison of Gap Sizes for Probation (2002-2005)**

Question	Probation 2002	Probation 2005	Difference
1.) How much confidence and trust is shown in subordinates?	5.4	6.8	1.4*
2.) How free do they feel to talk to superiors about job?	6.8	6.6	-0.2
3.) How often are subordinates' ideas sought and used constructively?	7.9	8.6	0.7
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	6.3	7.5	1.2
5.) Where is responsibility felt for achieving organization's goals?	7.2	8.9	1.7*
6.) How much cooperative teamwork exists?	6.6	8.2	1.6
7.) What is the usual direction of information flow?	8.1	9.8	1.7
8.) How is downward communication accepted?	6.6	8.2	1.6*
9.) How accurate is upward communication?	5.7	6.2	0.5
10.) How well do superiors know problems faced by subordinates?	8.4	9.6	1.2
11.) At what level are decisions made?	10.9	11.7	0.8
12.) Are subordinates involved in decisions related to their work?	7.9	10.1	2.2*
13.) What does decision making process contribute to motivation?	7.2	8.2	1
14.) How are organizational goals established?	9.3	10.6	1.3
15.) How much covert resistance to goals is present?	7.5	8.5	1
16.) How concentrated are review and control functions?	8	10.1	2.1*
17.) Is there an informal organization resisting the formal one?	6.9	7.7	0.8
18.) What are cost, productivity and other control data used for?	7.3	9	1.7
Number of Respondents	44	93	
Average Gap for all Questions	<b>7.4</b>	<b>8.7</b>	<b>1.3*</b>

\*The difference is statistically significant.

Note: Gaps for each question are calculated by subtracting the total average score for "present" from the total average score for "ideal."

**Table 5** shows the gap sizes for the 18 organizational climate questions for Probation, segmented by year (2002 and 2005).

- The two questions with the largest gaps between how respondents see their organization at the present time and how they would like it to function in the future were the same for Probation for both years. However, the question with the third largest gap changed from Question 10 in 2002 to Questions 12 and 16 in 2005:

For 2002:

- 11. At what level are decisions made? (10.9)
- 14. How are organizational goals established? (9.3)
- 10. How well do superiors know problems faced by subordinates? (8.4)

For 2005:

- 11. At what level are decisions made? (11.7)
- 14. How are organizational goals established? (10.6)
- 12. Are subordinates involved in decisions related to their work? (10.1)
- 16. How concentrated are review and control functions? (10.1)

- The average gap size for all questions combined in 2005 was 8.7, up from 7.4 in 2002. The increase of 1.3 is statistically significant.

**Table 6: Comparison of Gap Sizes for the Department of Public Safety (2002-2005)**

Question	PSD 2002	PSD 2005	Difference
1.) How much confidence and trust is shown in subordinates?	6.4	7.1	0.7
2.) How free do they feel to talk to superiors about job?	5.8	6.2	0.4
3.) How often are subordinates' ideas sought and used constructively?	7	7.5	0.5
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	7.4	9.6	2.2
5.) Where is responsibility felt for achieving organization's goals?	8.2	10.1	1.9
6.) How much cooperative teamwork exists?	7.1	9.3	2.2
7.) What is the usual direction of information flow?	7.3	8.6	1.3
8.) How is downward communication accepted?	6.7	7	0.3
9.) How accurate is upward communication?	5	5.1	0.1
10.) How well do superiors know problems faced by subordinates?	8.6	9.6	1
11.) At what level are decisions made?	9.7	10.5	0.8
12.) Are subordinates involved in decisions related to their work?	6.9	8.7	1.8
13.) What does decision making process contribute to motivation?	7.4	7.7	0.3
14.) How are organizational goals established?	8.6	9.9	1.3
15.) How much covert resistance to goals is present?	7.7	8.3	0.6
16.) How concentrated are review and control functions?	8.3	10.3	2
17.) Is there an informal organization resisting the formal one?	7.2	7	-0.2
18.) What are cost, productivity and other control data used for?	7.7	9.7	2
Number of Respondents	58	17	
Average Gap for all Questions	<b>7.4</b>	<b>8.5</b>	<b>1.1*</b>

\*The difference is statistically significant.

Note: Gaps for each question are calculated by subtracting the total average score for "present" from the total average score for "ideal."

**Table 6** shows the gap sizes for the 18 organizational climate questions for the Department of Public Safety, segmented by year (2002 and 2005).

- The question with the largest gap between how respondents see their organization at the present time and how they would like it to function in the future were the same for the Department of Public Safety for both years. However, the questions with the second and third largest gaps changed from 2002 to 2005:

For 2002:

- 11. At what level are decisions made? (9.7)
- 14. How are organizational goals established? (8.6)
- 10. How well do superiors know problems faced by subordinates? (8.6)

For 2005:

- 11. At what level are decisions made? (10.5)
- 16. How concentrated are review and control functions? (10.3)
- 5. Where is responsibility felt for achieving organization's goals? (10.1)

- The average gap size for all questions combined in 2005 was 8.5, up from 7.4 in 2002. The increase of 1.1 is statistically significant.

**V. Appendix A: Summary of Results,  
2002 Organizational Climate Survey**

**Table 7: Ranking of Questions by Score for “Present,” 2002 Survey**

Question	“Present” Score
11.) At what level are decisions made?	6.4
14.) How are organizational goals established?	7.5
16.) How concentrated are review and control functions?	7.7
10.) How well do superiors know problems faced by subordinates?	8.3
5.) Where is responsibility felt for achieving organization's goals?	9.1
3.) How often are subordinates' ideas sought and used constructively?	9.1
7.) What is the usual direction of information flow?	9.1
15.) How much covert resistance to goals is present?	9.4
18.) What are cost, productivity and other control data used for?	9.6
12.) Are subordinates involved in decisions related to their work?	9.7
17.) Is there an informal organization resisting the formal one?	9.9
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	10
13.) What does decision making process contribute to motivation?	10.2
6.) How much cooperative teamwork exists?	10.9
1.) How much confidence and trust is shown in subordinates?	11.1
8.) How is downward communication accepted?	11.2
2.) How free do they feel to talk to superiors about job?	11.4
9.) How accurate is upward communication?	11.9

Base=107 surveys

**Table 7** shows the 18 organizational climate questions ranked by overall average “present” score. The questions with the lowest scores are at the top of the list; the ones with the highest are at the bottom.

- The following three questions had the lowest scores in terms of how respondents see their organization at the present time:

**11.) At what level are decisions made?**

Overall, respondents stated that decisions are made “mostly at the top” (6.4).

**14.) How are organizational goals established?**

Overall, respondents stated that organizational goals are established through “orders, with some comments invited” (7.5).

**16.) How concentrated are review and control functions?**

Overall, respondents said that review and control functions are concentrated quite highly at the top (7.7).

**Table 8: Ranking of Questions by Gap Size, 2002 Survey**

Question	Ideal	Present	Gap
11.) At what level are decisions made?	16.3	6.4	9.9
14.) How are organizational goals established?	16.3	7.5	8.8
10.) How well do superiors know problems faced by subordinates?	16.7	8.3	8.4
16.) How concentrated are review and control functions?	15.8	7.7	8.1
15.) How much covert resistance to goals is present?	17	9.4	7.6
5.) Where is responsibility felt for achieving organization's goals?	16.6	9.1	7.5
18.) What are cost, productivity and other control data used for?	17	9.6	7.4
12.) Are subordinates involved in decisions related to their work?	17	9.7	7.3
13.) What does decision making process contribute to motivation?	17.5	10.2	7.3
3.) How often are subordinates' ideas sought and used constructively?	16.4	9.1	7.3
7.) What is the usual direction of information flow?	16.4	9.1	7.3
17.) Is there an informal organization resisting the formal one?	16.8	9.9	6.9
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	16.8	10	6.8
6.) How much cooperative teamwork exists?	17.6	10.9	6.7
8.) How is downward communication accepted?	17.6	11.2	6.4
2.) How free do they feel to talk to superiors about job?	17.5	11.4	6.1
1.) How much confidence and trust is shown in subordinates?	17	11.1	5.9
9.) How accurate is upward communication?	17	11.9	5.1
Average for all Questions	<b>16.9</b>	<b>9.6</b>	<b>7.3</b>

Base=107 surveys

**Table 8** shows the 18 organizational climate questions ranked by gap size for the 2002 survey. Gap size was calculated for each question by subtracting the overall average present score from the overall average ideal score. The questions with the largest gaps are at the top of the list; the ones with the smallest are at the bottom.

- The three questions with the largest gaps between how respondents saw their organization at that time (2002) and how they wanted it to function in the future:

**11.) At what level are decisions made?**

The size of the gap between current and ideal perceptions is 9.9. Overall, respondents stated that decisions are made “at the top”, with some delegation (6.4). Ideally, however, they would like decisions to be made “throughout the organization, but well integrated” (16.3).

**14.) How are organizational goals established?**

The size of the gap between current and ideal perceptions is 8.8. Overall, respondents stated that organizational goals are established through the issuance of orders, with some comments being invited (7.5). Ideally, however, staff would like organizational goals to be established “by group action, except in a time of crisis” (16.3).

**10.) How well do superiors know problems faced by subordinates?**

The size of the gap between current and ideal perceptions is 8.4. Overall, respondents said that superiors know problems faced by their subordinates “rather well” (8.3). Ideally, however, they would like the problems to be known “very well” (16.7).

**Table 9: Gap Sizes by Agency, 2002 Survey**

Question	Probation	PSD
1.) How much confidence and trust is shown in subordinates?	5.4	6.4
2.) How free do they feel to talk to superiors about job?	6.8	5.8
3.) How often are subordinates' ideas sought and used constructively?	7.9	7
4.) Is predominant use made of fear, threats, punishment, rewards, involvement?	6.3	7.4
5.) Where is responsibility felt for achieving organization's goals?	7.2	8.2
6.) How much cooperative teamwork exists?	6.6	7.1
7.) What is the usual direction of information flow?	8.1	7.3
8.) How is downward communication accepted?	6.6	6.7
9.) How accurate is upward communication?	5.7	5
10.) How well do superiors know problems faced by subordinates?	8.4	8.6
11.) At what level are decisions made?	10.9	9.7
12.) Are subordinates involved in decisions related to their work?	7.9	6.9
13.) What does decision making process contribute to motivation?	7.2	7.4
14.) How are organizational goals established?	9.3	8.6
15.) How much covert resistance to goals is present?	7.5	7.7
16.) How concentrated are review and control functions?	8	8.3
17.) Is there an informal organization resisting the formal one?	6.9	7.2
18.) What are cost, productivity and other control data used for?	7.3	7.7
Number of Respondents	44	58
Average for all Questions	<b>7.4</b>	<b>7.4</b>

Note: Gaps for each question are calculated by subtracting the total average score for "present" from the total average score for "ideal." Parole and "Other" are excluded from Table 4 due to extremely small number of respondents.

**Table 9** shows the gap sizes for 18 organizational climate questions segmented by agency (Probation and the Department of Public Safety).

- The three questions with the largest gaps between how respondents saw their organization at that time (2002) and how they wanted it to function in the future were the same for both agencies:
  - **Question 11.** At what level are decisions made? (Probation 10.9; PSD 9.7)
  - **Question 14.** How are organizational goals established? (Probation 9.3; PSD 8.6)
  - **Question 10.** How well do superiors know problems faced by subordinates? (Probation 8.4; PSD 8.6)
- For all questions combined, the average gap sizes for Probation and the Department of Public Safety were the same (7.4).

## **VI. Appendix B: Survey Instrument**

**Instructions:** On the line below each organizational variable (item), please place an “X” at the point which, in your opinion, describes your organization at the present time (X), **and** an “O” for your ideal for the future (O). Treat each item as a single, continuous scale with extreme values at either end of the scale.

<b>Job Classification:</b>		<b>Date:</b>				Item No.
<i>Organizational variables</i>						
LEADERSHIP	How much confidence and trust is shown in subordinates?	Virtually none	Some	Substantial amount	A great deal	1
	How free do they feel to talk to superiors about job?	Not very free	Somewhat free	Quite free	Very free	2
	How often are subordinate's ideas sought and used constructively?	Seldom	Sometimes	Often	Very frequently	3
	Is predominant use made of 1 fear, 2 threats, 3 punishment 4 rewards, 5 involvement?	1, 2, 3, occasionally 4	4, some 3	4, some 3 and 5	5, 4 based on group	4
MOTIVATION	Where is responsibility felt for achieving organization's goals?	Mostly at top	Top and middle	Fairly general	At all levels	5
	How much cooperative teamwork exists?	Very little	Relatively little	Moderate amount	Great deal	6
	What is the usual direction of information flow?	Downward	Mostly downward	Down and up	Down, up and sideways	7
COMMUNICATION	How is downward communication accepted?	With suspicion	Possibly with suspicion	With caution	With a receptive mind	8
	How accurate is upward communication?	Usually inaccurate	Often inaccurate	Often accurate	Almost always accurate	9
	How well do superiors know problems faced by subordinates?	Not very well	Rather well	Quite well	Very well	10
	At what level are decisions made?	Mostly at top	Policy at top, some delegation	Broad policy at top, broad delegation	Throughout but well integrated	11
DECISIONS	Are subordinates involved in decisions related to their work?	Almost never	Occasionally consulted	Generally consulted	Fully involved	12
	What does decision making process contribute to motivation?	Not very much	Relatively little	Some contribution	Substantial contribution	13
GOALS	How are organizational goals established?	Orders issued	Orders, some comments invited	After discussion, by orders	By group action (except in crisis)	14
	How much covert resistance to goals is present?	Strong resistance	Moderate resistance	Some resistance at times	Little or none	15
CONTROL	How concentrated are review and control functions?	Very highly at top	Quite highly at top	Delegation to lower levels	Widely shared	16
	Is there an informal organization resisting the formal one?	Yes	Usually	Sometimes	No, same goals as formal	17
	What are cost, productivity and other control data used for?	Policing, punishment	Reward and punishment	Reward, some self-guidance	Self-guidance, problem-solving	18