

Internal Control Evaluation Survey: January 21, 2013 through January 25 2013

The chart below shows the numbers and percentages of staff who participated in the Soft Control survey, separated for Senior Management, Mid-Managers, and Non-Supervisors:

	Total Number in Group	Number Responded	% Responded
Senior Management	24	17	70.8%
Mid Managers	131	103	78.6%
Non Supervisors	938	636	67.8%

Below are the survey results, separated for Senior Management, Mid-Managers, and Non-Supervisors:

1. Sufficient emphasis has been placed by management on the importance of integrity, ethical conduct, fairness and honesty to its dealings with customers and employees.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	11.8%	0.0%	88.2%
Mid-Managers	8.7%	8.7%	82.5%
Non-Supervisors	15.1%	18.3%	66.6%

2. An atmosphere of mutual trust and open communication between management and employees has been established within the organization.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	5.9%	11.8%	82.4%
Mid-Managers	14.6%	20.4%	65.0%
Non-Supervisors	25.5%	28.0%	46.4%

3. Employees are evaluated based on real measures of performance.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	5.9%	11.8%	82.4%
Mid-Managers	17.5%	24.3%	58.3%

Non-Supervisors	30.1%	29.4%	40.5%
-----------------	--------------	--------------	--------------

4a. Department management offers ideas to help solve work-related problems.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	5.9%	0.0%	94.1%
Mid-Managers	13.7%	27.2%	58.8%
Non-Supervisors	23.2%	38.1%	38.7%

4b. My immediate supervisor offers ideas to help solve work-related problems.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	0.0%	100.0%
Mid-Managers	6.8%	7.8%	85.4%
Non-Supervisors	12.0%	12.8%	75.0%

5a. Management encourages members of your workgroup to exchange ideas within your program unit.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	5.9%	94.1%
Mid-Managers	2.9%	7.8%	89.3%
Non-Supervisors	11.0%	19.6%	69.5%

5b. Management encourages members of your workgroup to exchange ideas across division lines.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	6.3%	6.3%	87.5%
Mid-Managers	8.7%	36.0%	55.3%
Non-Supervisors	21.6%	34.9%	43.8%

6. Staff understands their roles in achieving the department's objectives.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	6.3%	6.3%	87.5%
Mid-Managers	11.8%	23.5%	64.7%
Non-Supervisors	11.1%	19.5%	69.5%

7. Employees have a clear understanding of their authority and responsibility.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	5.9%	0.0%	94.1%
Mid-Managers	9.7%	13.6%	76.7%
Non-Supervisors	16.5%	18.7%	64.9%

8a. Department management welcomes employee suggestions for enhancing productivity, quality or other improvements.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	0.0%	100.0%
Mid-Managers	7.8%	15.5%	76.7%
Non-Supervisors	17.5%	29.9%	52.6%

8b. My immediate supervisor welcomes employee suggestions for enhancing productivity, quality or other improvements.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	0.0%	100.0%
Mid-Managers	2.9%	12.6%	84.5%
Non-Supervisors	8.8%	12.1%	79.1%

9. Information is communicated downstream as necessary for follow-up.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	0.0%	100.0%
Mid-Managers	7.8%	15.5%	76.7%
Non-Supervisors	21.0%	27.6%	51.4%

10. Information is communicated upstream as necessary for follow-up.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	5.9%	0.0%	94.1%
Mid-Managers	4.9%	14.6%	80.6%
Non-Supervisors	13.1%	28.0%	58.9%

11. Managers in my department make decisions in a timely fashion.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	0.0%	100.0%
Mid-Managers	13.7%	17.6%	68.6%
Non-Supervisors	26.2%	26.7%	47.1%

12. I have the materials/tools/equipment I need to do my job well.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	11.8%	17.6%	70.6%
Mid-Managers	15.3%	14.6%	69.9%
Non-Supervisors	20.1%	21.8%	57.8%

13. My department keeps employees informed about matters affecting us.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	0.0%	100.0%
Mid-Managers	7.8%	10.8%	81.4%
Non-Supervisors	14.8%	26.9%	58.3%

14. My supervisor effectively balances the workload across our workgroup or team.

	Strongly Disagree/Disagree	Neither	Agree/Strongly Agree
Senior Management	0.0%	23.5%	76.5%
Mid-Managers	6.8%	15.5%	77.7%
Non-Supervisors	20.9%	21.3%	57.8%