

IDPR Staff Survey, Summer 2014

Summary of Quantitative and Qualitative Survey Results

Executive Summary

The IDPR Staff Survey, Summer 2014 was created and made accessible online via *Survey Monkey* August 18, 2014. Emails to 'IDPR All' encouraged participation, with the survey closing Friday, August 29, 2014. The survey received 106 total responses.

Overall, IDPR staff members enjoy their job, are proud to work for IDPR and feel that they have the tools that enable them to do their job effectively. There is not however a strong feeling of teamwork and most respondents report a large division between parks, recreation and administration. Much can be done to improve the quality, quantity and timeliness of the information shared agency-wide. A suggestion made frequently in the survey is to share agendas and minutes for all meetings regularly. There's a feeling that meetings occur and decisions are made that impact the agency as a whole in silos, without necessary input. Then, implementation is demanded without guidance.

Most respondents feel that the agency is meeting its mission and core functions and staff are aware and feel that they contribute to our strategic goals. Many reported that an emphasis should be placed on park interpretation and the marketing of the Passport and park opportunities. There was also strong support for cross-functioning parks and programs.

Although many respondents feel supported by their manager, the majority of respondents report that more training would be useful, shadowing opportunities helpful and recognition should be given more often for a job well done.

Fair compensation is an agency-wide issue that needs to be addressed in order to recruit and retain valuable staff. Respondents also report feeling understaffed to meet expectations.

In summary, encouraging the open sharing of information and ideas, genuinely taking all input into the decision making process for consideration and complete transparency will be key in improving communication, reducing trust issues created by previous leadership and boosting the morale within the agency.

Concerns echoed throughout responses needing attention:

- Consistent sharing of all information in a timely, convenient manner
- Resolve the division within the agency, reduce bureaucracy
- Decision making in silos
- Better self-promotion / Passport Marketing / Interpretation
- Out-of-state fees
- Compensation / recognition
- Staff v. expectations

Survey Questions and Responses

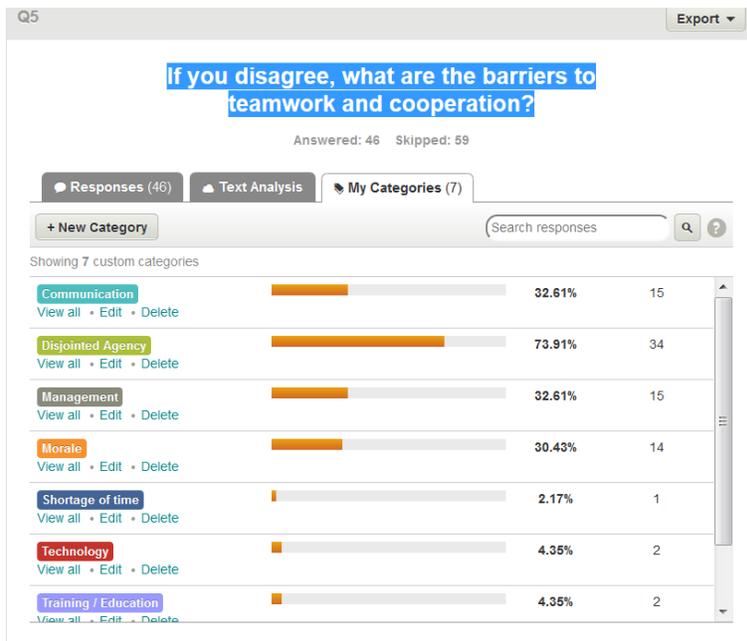
Q1 How do you feel about coming to work every morning? 51% = I enjoy my job, 26% = I love IDPR!

Q2 Do you feel proud to tell people where you work? 96% = yes, 4% = no

Q3 Do you have the tools that enable you to do your job effectively? 45% = Agree, 22% = Neutral, 20% = Disagree

Q4 There is a strong feeling of teamwork and cooperation in this organization. 31% = Agree, 29% = Neutral, 26% = Disagree

Q5 If you disagree (with the statement in Q4), what are the barriers to teamwork and cooperation? 74% of those that responded spoke to a dis-connect within the agency between parks, recreation and administration. (see graphic below, with categorized results)



Q6 I receive the training I need to do my job well. 47% = Agree, 20% = Neutral, 19% = Disagree

Q7 My manager encourages and supports my development. 46% = Agree, 25% = Strongly Agree, 14% = Neutral

Q8 My work is challenging, stimulating and rewarding. 59% = Agree, 23% = Strongly Agree, 12% = Neutral

Q9 If you disagree (with the statement made in Q8), what can be done to improve? Those that responded provided insight with these main categories: Compensation, Lack of Funding, Management,

Morale and Training. The responses had these common sub-themes: micro-management, distrust, fears of back-stabbing, need more recognition for hard work, need more compensation, need more training opportunities.

Q10 "The mission of the Idaho Department of Parks and Recreation is to improve the quality of life in Idaho through outdoor recreation and resource stewardship." In your opinion, is IDPR fulfilling its mission? 55% = Agree, 26% = Neutral, 10% = Strongly Agree

Q11 (This question asked for respondents to expand on their answer from above.) Those that responded in greater detail provided insight with these main categories: Acquisition Can do better, We're doing the best we can, Lack of funding, Lack of interpretation, Need to better tout our success, Revenue centric and We're overpriced. The main theme of sentiment is that we as an agency are doing the best we can with limited resources and too few people understand our struggle. There was also a lot said about limited resources to do what we do best which is providing interpretive experiences for guests.

Q12 Are you familiar with IDPR's 2015-2019 Strategic Plan and related goals and objectives? 62% = Yes, 38% = No

Q13 I understand how my work directly contributes to the overall success of the organization. 59% = Agree, 27% = Strongly Agree, 13% = Neutral

Q14 Every IDPR team member's contributions are important. Which of the 2015-2019 Strategic Goals does your work impact specifically? (If you need a refresher, here's a link to the 2015-2019 Strategic Plan online: <http://www.parksandrecreation.idaho.gov/about-parks-recreation> it's under the 'Planning and Statistics' tab.) Individual responses will not be shared to maintain anonymity.

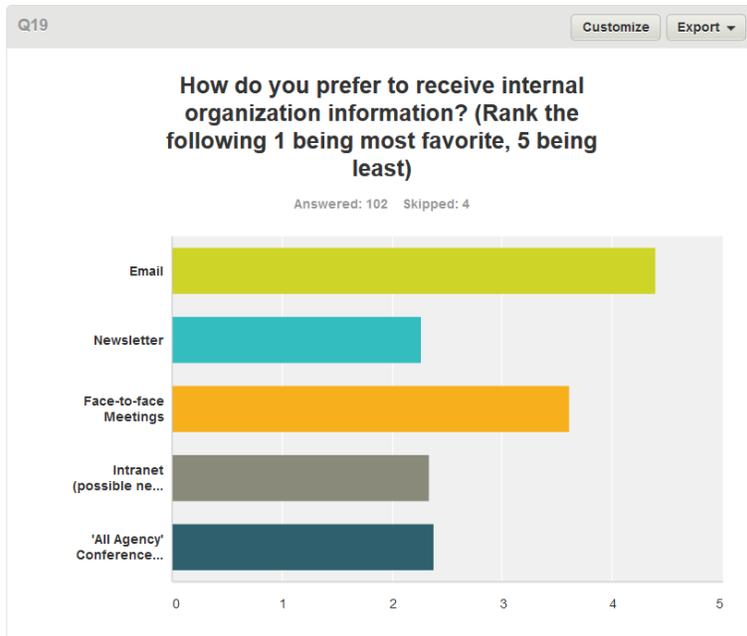
Q15 Do you feel valued for the work you do? 49% = Agree, 21% = Neutral, 15% = Disagree

Q16 Information and knowledge are shared openly within this organization. 29% = Agree, 30% = Disagree, 30% = Neutral

Q17 My manager does a good job sharing information. 47% = Agree, 18% = Strongly Agree, 16% = Neutral

Q18 Senior management communicates well with the rest of the organization. 29% = Agree, 30% = Disagree, 30% = Neutral

Q19 How do you prefer to receive internal organization information? (Rank the following 1 being most favorite, 5 being least) 57% = Email, 30% = Face-to-face meetings (See chart below)



Q20 Please share your thoughts or ideas on other internal communication tools. Overall sentiment is that mechanisms to share information in a timelier manner would be one step in helping unify the agency. Several respondents mentioned the need to share minutes from all meetings as a way to keep everyone up-to-date and informed. Also, create and share agendas. This includes sharing conference call agendas prior to meetings. Main message is that there are barriers to email due to limited access for staff and meetings are not the most convenient tool.

Q22 Are there barriers to effective internal communication at IDPR? If yes, please share. Overall, the sentiment is a feeling of “us v. them.” Field feel alienated and not included in information share or decision making processes. There is also confusion over position responsibilities. i.e. who does what or who to turn to for “x”? Staff wants to be heard. Connectivity still seems to be an issue. Historical distrust prevents open communication or the sharing of perceived issues. Chain of command approach isn’t effective anymore. It’s felt that managers agency-wide are gate-keepers and that the information shared is not consistent. Email accounts are requested for all staff.

Q23 Please share your thoughts and ideas on how to improve processes at IDPR. A summary of responses is provided below.

- Open communication, be transparent in all things and share timely information.
- Staff needs to get together regularly to share best practices. In addition, park staff would like to see admin staff in the field more often.
- Find a way to sell the Passport at our parks and region offices and advertise the Passport statewide.

- Involve the folks who will be responsible in process and idea implementation on the ground in decision making.
- Reduce the agency division. Eliminating bureaucracy. Two administrators are not necessary and further divide the agency.
- Regional IT personnel would be helpful and improve connectivity
- Find a way to better staff, especially in parks and fair compensation for both permanent and seasonal staff is needed so that we can recruit and retain valuable staff.
- Too many changes implemented without field staff contribution and buy in, it's also confusing to staff and customers. Changes and new procedures are not communicated effectively with agency, especially field staff.
- It should be realized that parks are each unique, with unique amenities, opportunities and challenges. One solution does not always fit all.
- Establish clear expectations.
- Maintain accountability.
- A refresher course in policy and procedure might be helpful.

Q24 If you have a question for Director Langhorst, submit it in the space below. He will offer responses in a follow-up email to 'IDPR All'. Responses to these questions will be provided regularly with the IDPR Insider.