

**A REPORT ON THE ATTITUDES  
OF NON-SUPERVISORY  
EMPLOYEES**

WOODBIDGE STATE SCHOOL  
WOODB RIDGE, NEW JERSEY

EMPLOYEE ADVISORY COMMITTEE  
MR. LARRY PRATT, CHAIRMAN  
JUNE, 1969

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## PREFACE

The Employee Advisory Committee was created to canvass the non-supervisory employee's opinions of their working conditions. The committee established two fundamental goals. These were: to formulate a device which would measure opinion, publish, evaluate, and issue to the staff committee a synopsis of the areas which line employees consider inadequate; secondly, to outline a plan of establishing direct communications, within the formal institutional Table of Organization, for non-supervisory employees.

The results of the survey will be included as a part of the institutions internal evaluation.

Hopefully, the accomplishment of these goals would contribute to more realistic management-employee interaction, decrease staff turnover, and increase the level of care provided for the residents.

The statistical results herein of the Employee Questionnaire represent the completion of the first goal of the committee.

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## INTRODUCTION

The first meeting of the committee was initiated by the Superintendent, Mr. Louis R. Pirone. At this time essential guidelines and the committee chairman were designated.

The Employee Advisory Committee is composed of the following Staff Committee members:

### CHAIRMAN

Mr. Lawrence Pratt, Medical Services Administrator

### MEMBERS

Miss Phyllis Moncher, Director of Personnel  
Mr. Kenneth L. Gallimore, Supervisor of Cottage Life  
Mr. Robert Hugelmeier, Director of Adult Training

The first meeting of the committee resulted in the establishment of the following guidelines:

1. The committee is a fact-gathering group formed to supply recommendations to the Staff Committee (composed of institutional department heads) on line employee problems.
2. The committee does not have the authorization to deal with the problems directly, but has the responsibility of reporting the information obtained to the Staff Committee.
3. The committee's aim is to affect the working situation of the line employee conjunctively, thus increasing the caliber of service and care received by the residents. The committee will:
  - a: Offer to the rank and file employee a vehicle to alter local working conditions directly under the control of the Staff Committee.
  - b: Develop a means of direct communications to allow for the identification of those problem areas peculiar to line employees.
4. Identify employees classified as "rank and file", or "line employees" and define them as those individuals who are non-supervisory, or those individuals who do not supervise the movement and activities of other employees.

SHORT RANGE GOAL:

The committee established as its immediate goal the formulation, publication and evaluation of a sample of non-supervisory opinion. The results of the sample (questionnaire) will be disseminated to the entire staff. The staff committee will then have at its disposal, knowledge of those working conditions that the non-supervisory staff considers below par.

DESCRIPTION OF THE QUESTIONNAIRE:

The concensus of the committee was that to validate the results of the final questionnaire, the original canvassing for usable information should come from representatives from the level of employees which would answer the final draft.

The canvassing plan involved rank and file employees from practically every shift and department in the institution. The purpose of the canvass was to determine what problems existed within the working environment through the process of personal interviews.

Although each interviewer was a department head, it was mandatory that no interviewer would question personnel in his direct line of supervision or instill into the process an area that he had assumed to be a problem. This was best accomplished by the preparation of a lead question to be used by each interviewer. The question was: "Every effort has been made to create a good working environment, but nothing is perfect. What do you think could be done to improve your working conditions?"

Thirty-three complaints were brought forward from the original sample group of twenty employees.

Due to the nature of the complaints, the committee was able to correlate and devise thirteen questions which were indicative of the original thirty complaints.

A fourteenth question, open-end in nature, was inserted to allow for expansion of complaints which were perhaps not included in the original sample.

In order to derive a statistical measure of a question, a multiple value system was formulated to allow the answers to be inclusive of the extremes of Never and Always, with a middle value of Sometimes and Frequently.

It was found that occasionally an employee would omit an answer. In this instance a "no answer" category was placed as a statistical value so as not to affect the meaningfulness of the originally designated categories. The "no answer" had no positive

or negative effect on the statistical result.

Three hundred ninety five questionnaires were returned from a total of which 600 were distributed. This total represents 66 percent of the rank and file employees.

BLANK QUESTIONNAIRE:

Note the attached form.

WOODBIDGE STATE SCHOOL

WOODBIDGE, NEW JERSEY

EMPLOYEE QUESTIONNAIRE

Administration is in the process of a self evaluation. The consensus of opinions from non-supervisory staff will be included in the report. The conclusions from this survey will be given wide publication and positive action will be taken where improvements, based on survey, are necessary.

INSTRUCTIONS:

Choose one of the four categories NEVER, SOMETIMES, FREQUENTLY or ALWAYS, and make an X in the block provided.

Please read the question carefully keeping in mind that honest answers will produce honest results.

This questionnaire is private. It is unnecessary to discuss or report to any supervisor your personal feelings.

After completion of the questionnaire, fold it in half and return it to the supervisor.

	<u>NEVER</u>	<u>SOMETIMES</u>	<u>FREQUENTLY</u>	<u>ALWAYS</u>
<b><u>CRITICISM</u></b>				
Do you feel there is favoritism shown to some employees by supervisors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>EMPLOYEE TRAINING</u></b>				
Do you feel you know enough about your job to meet any difficult task or situation that may arise? In other words do you feel you have been trained enough to meet the everyday demands of your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>SUPPLIES AND EQUIPMENT</u></b>				
Do you feel you get enough supplies and equipment (pens, paper, rewriters, pencils, sheets, towels, clothing, etc.) to do your job well?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>MONTHLY MEETINGS</u></b>				
Do you feel your supervisors monthly meetings with the staff, do you find that the points brought up by the employees are given a great deal of consideration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>SCHEDULING</u></b>				
Do you feel the present system of assigning regular days off, holidays and weekends is fair?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>MORALE</u></b>				
Do you find that the morale of your work unit is high?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>SALARY</u></b>				
Do you feel that you are adequately compensated (salaries, fringe benefits, promotional opportunities) for the amount of work you produce?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>WORKING HOURS</u></b>				
Have you ever been requested to work overtime?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you feel that the assigning of overtime (rotating list) is fair and equitable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the payment of monies for overtime duty paid within a reasonable amount of time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b><u>WORK LOAD</u></b>				
Do you feel that the distribution of job assignments is fair as presently practiced?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NEVER      SOMETIMES      FREQUENTLY      AL

10. **ABSENTEEISM**

Do you feel that the Rules and Regulations governing absenteeism, Red A, Late sick, Blue A and Late slips are fair?

11. **BREAKS**

Do you feel that coffee breaks (a.m. and p.m.) and lunch periods are adequate in time and assigned on a fair basis?

12. **SHIFTING EMPLOYEES**

Does the present practice of shifting employees to other cottages create severe personal problems for you?

13. **PROGRAMS**

Do you feel the programs offered to the residents are adequate in developing care; creating skills and employment for the residents?

14. **WORKING CONDITIONS**

Are there any suggestions you can offer that would help to improve your working conditions?

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RESULTS OF THE QUESTIONNAIRE:

Number of questionnaires returned - 66% (395) of a possible 600

1. FAVORITISM

Do you feel there is favoritism shown to some employees by supervisors?

NEVER 45% (178)    SOMETIMES 38% (149)    FREQUENTLY 8% (33)    ALWAYS 7% (27)  
NO ANSWER 2% of (8)

2. EMPLOYEE TRAINING

Do you feel you know enough about your job to meet any difficult task or situation that may arise? In other words do you feel you have been trained enough to meet the everyday demands of your job?

NEVER 3% (30)    SOMETIMES 33% (131)    FREQUENTLY 17% (68)    ALWAYS 42% (166)

3. SUPPLIES AND EQUIPMENT

Do you feel you get enough supplies and equipment (pens, typewriters, pencils, sheets, towels, clothing, etc.) to do your job well?

NEVER 30% (118)    SOMETIMES 46% (188)    FREQUENTLY 10% (38)    ALWAYS 13% (51)

4. MONTHLY MEETINGS

During your supervisors montly meetings with the staff, do you find that the points brought up by the employees are given a great deal of consideration?

NEVER 15% (58)    SOMETIMES 35% (139)    FREQUENTLY 15% (61)    ALWAYS 29% (113)  
NO ANSWER 6% (24)

5. SCHEDULING

Do you feel the present system of assigning regular days off, holidays, and weekends is fair?

NEVER 11% (43)    SOMETIMES 30% (118)    FREQUENTLY 10% (38)    ALWAYS 46% (182)  
NO ANSWER 4% (14)

6. MORALE

Do you find that the morale of your work unit is high?

NEVER 11% (45)    SOMETIMES 36% (143)    FREQUENTLY 16% (64)    ALWAYS 29% (116)  
NO ANSWER 7% (27)

7. SALARY

Do you feel that you are adequately compensated (salaries, fringe benefits, promotional opportunities) for the amount of work you produce?

NEVER 60% (237)    SOMETIMES 19% (75)    FREQUENTLY 6% (25)    ALWAYS 12% (47)  
NO ANSWER 3% (11)

8. OVERTIME

a: Have you ever been requested to work overtime?

NEVER 26% (103)    SOMETIMES 51% (201)    FREQUENTLY 12% (47)    ALWAYS 9% (37)  
NO ANSWER 2% (7)

b: Do you feel that the assigning of overtime (rotating list) is fair and equitable?

NEVER 14% (56)    SOMETIMES 27% (106)    FREQUENTLY 8% (31)    ALWAYS 37% (148)  
NO ANSWER 14% (54)

c: Is the payment of monies for overtime duty paid within a reasonable amount of time?

NEVER 53% (209)    SOMETIMES 17% (66)    FREQUENTLY 5% (19)    ALWAYS 15% (59)  
NO ANSWER 11% (42)

9. WORK LOAD

Do you feel that the distribution of job assignments is fair as presently practiced?

NEVER 9% (36)    SOMETIMES 39% (156)    FREQUENTLY 13% (50)    ALWAYS 35% (138)  
NO ANSWER 4% (15)

10. ABSENTEEISM

Do you feel that the Rules and Regulations governing absenteeism, Red A, Late sick, Blue A and Late slips are fair?

NEVER 45% (178)    SOMETIMES 21% (82)    FREQUENTLY 9% (36)    ALWAYS 22% (85)  
NO ANSWER 4% (14)

11. BREAKS

Do you feel that coffee breaks (a.m. and p.m.) and lunch periods are adequate in time and assigned on a fair basis?

NEVER 10% (39)    SOMETIMES 24% (96)    FREQUENTLY 10% (40)    ALWAYS 54% (213)  
NO ANSWER 2% (7)

12. SHIFTING EMPLOYEES

Does the present practice of shifting employees to other cottages create severe personal problems for you?

NEVER 33% (131)    SOMETIMES 24% (93)    FREQUENTLY 7% (26)    ALWAYS 22% (87)  
NO ANSWER 15% (58)

13. PROGRAMS

Do you feel the programs offered to the residents are adequate in developing care creating skills and enjoyment for the residents?

NEVER 7% (26)    SOMETIMES 28% (111)    FREQUENTLY 17% (69)    ALWAYS 34% (135)  
NO ANSWER 14% (54)

14. WORKING CONDITIONS

Are there any suggestions you can offer that would help to improve your working conditions?

NO ANSWER 182

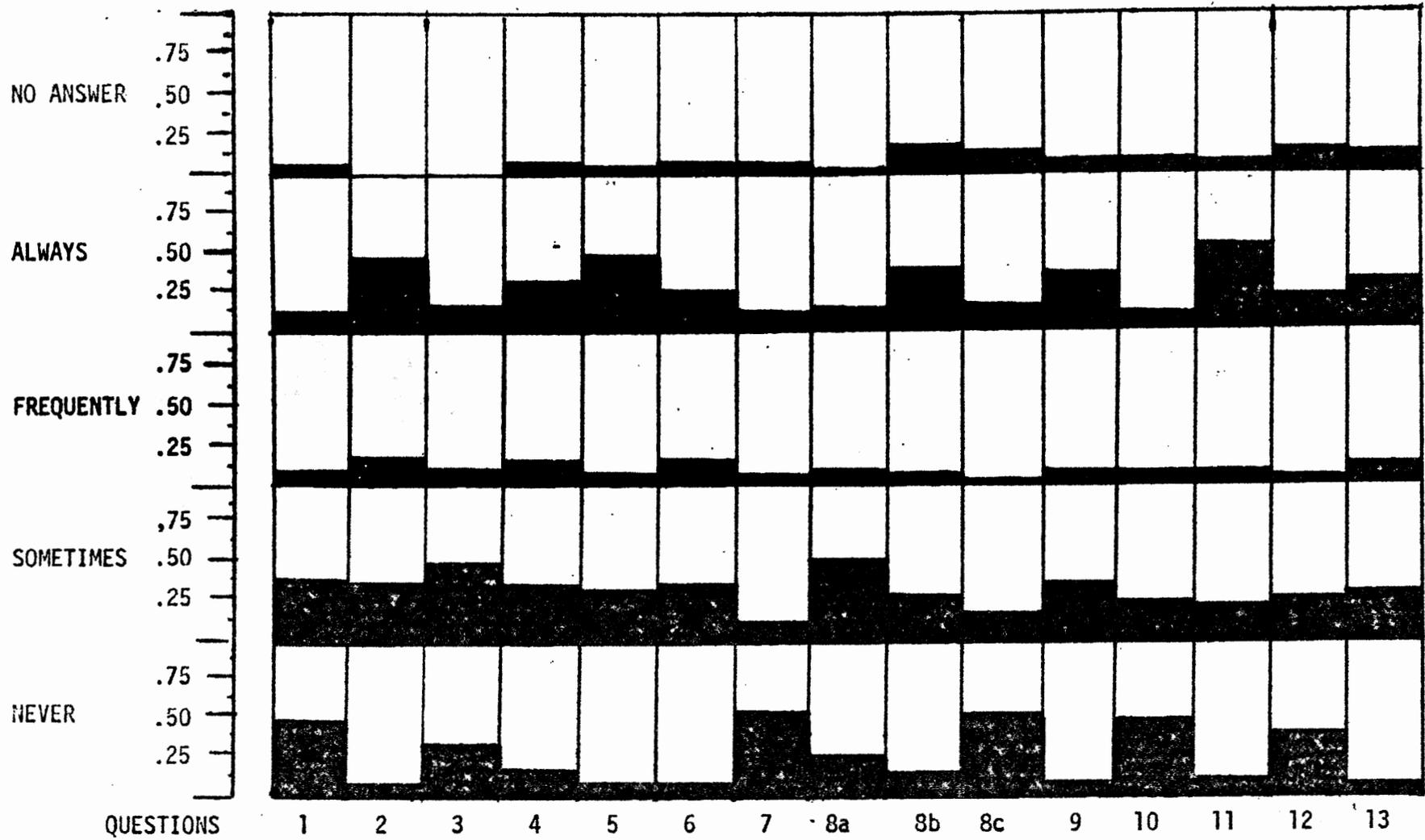
QUESTION 14 (OPEN-END)

Question #14, the open-end area of the questionnaire was answered by 213 of 395 employees. This indicated that 54% of the questionnaires returned had additional complaints, while 46% did not. Of the 213 answers to question #14, there were duplication of complaints in varying areas. These duplications were further broken down as one sentence, with a numerical value, indicating the number of employees complaining of a same, or similar situation.

The listed complaints are as follows:

1. The women's rest rooms should be supplied with personal items in the machines (8).
2. Better public transportation is necessary (9).
3. Clerical advancement is too limited (3).
4. Shift employees hours should be changed (2).
5. The cottages should rotate days off (3).
6. All employees should have off one weekend a month (3)
7. Better canteen service is needed (7).
8. There is too much lifting in the cottages (2).
9. Central air conditioning is needed (9).
10. There is a need for more cooperation, understanding, communication and courtesy among the staff and supervisors (48).
11. There is a need for more help in the cottages (71).  
a: more male help (12)  
b: More help on the 1st and 2nd shifts (5).
12. Employees who are off on Friday and Saturday should be paid on Thursday (8).
13. Cottage employees should have smaller groups of residents to care for (3).
14. A review of the policy concerning Red A's, tardiness, CS-68 status and late sick calls is needed (32).

MULTIPLE VALUE SCALE



SUMMATION:

Based on the information supplied, it is the conclusion of this committee that the overall working condition for non-supervisory employees are satisfactory with several exceptions.

For example the following areas showed satisfactory totals:

Question #1 - Favoritism: 83% of the employees felt that favoritism was Never and Sometimes shown; 8% Frequently and 7% Always felt that favoritism was shown.

Question #2 - Employee Training: 50% of the employees felt that training was Always and Frequently adequate; 33% felt that training was Sometimes adequate.

Question #5 - Scheduling: 56% of the employees felt that the systems of assigning regular days off, holidays and weekends was Always and Frequently fair; 30% felt the above was Sometimes fair.

Question #6 - Morale: 45% of the employees felt morale on the work unit was high Always and Frequently; 36% felt that morale was Sometimes high.

Question #8a - Overtime: 21% of the employees Always and Frequently work overtime; 51% work Sometimes and 26% Never work overtime.

Question #8b - Overtime: 45% of the employees felt that the assigning of overtime was Always and Frequently equitable; 27% felt it was Sometimes equitable.

Question #9 - Work Load: 43% of the employees felt the distribution of job assignments was Always and Frequently fair; 39% felt the above was Sometimes fair.

Question #11 - Breaks: 64% of the employees felt the coffee breaks and lunch periods were adequate and assigned fairly Always and Frequently; 24% felt the above was Sometimes fair and adequate.

Question #12 - Shifting Employees: 57% of the employees felt that the practice of shifting employees to other cottages Never and Sometimes create severe personal problems; 7% Frequently and 22% Always felt it created severe personal problems; 15% did not answer.

Question #13 - Programs: 51% of the employees felt that the programs offered the residents were adequate in developing care, creating skills and enjoyment for the residents Always and Frequently; 28% felt Sometimes; 7% Never and 14% did not answer.

SUMMATION (continued)

Several areas indicate a need for study and consideration due to the high percentage of dissatisfaction. For example the following areas showed unsatisfactory totals:

Question #3 - Supplies and Equipment: 76% of the employees felt they did not receive enough equipment to do their job well Never and Sometimes; 10% felt they Frequently receive enough and 13% Always.

Question #4 - Monthly Meetings: 50% of the employees felt that the points they brought up were Never and Sometimes given consideration; 15% Frequently and 29% Always thought they received consideration or a total of 44%.

Question #7 - Salary: 79% of the employees felt that they were not adequately compensated; 6% Frequently and 12% Always thought that they were being compensated adequately.

Question #8c - Overtime: 70% of the employees felt the payment for overtime duty was Never and Sometimes not paid within a reasonable amount of time; 5% Frequently and 15% Always felt that they are paid in a reasonable amount of time; 11% did not answer.

Question #10 - Absenteeism: 66% of the employees felt that the rules governing absenteeism, Red A, Late sick, Blue A and Late slips was Never and Sometimes fair; 9% Frequently and 22% Always felt that the rules were fair, or a 31% total.

CONCLUSIONS AND RECOMMENDATIONS

The results of the survey indicate that the original sample group of 20 non-supervisory employees supplied the committee with meaningful material. The validity of the material is established by the 66% return of completed questionnaires and the scatter experienced with the multiple value scale.

Specifically, the various questions and their scores offer direction to the Staff Committee and represent the recommendations of the Employee Advisory Committee. It is apparent that improvement, although the scores were generally favorable, can be made in each category by the management staff. The isolation and identification of non-supervisory employee problems, as performed by the Employee Advisory Committee, is the initial step in that direction.