

PH | WINS

Public Health Workforce Interests and Needs Survey

Results of the 2014 Public Health Workforce Interests and Needs Survey for the state of STATE

A report prepared by the staff at the Association of State and Territorial Health
Officials and the de Beaumont Foundation
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Acknowledgements

This report was prepared by

The Association of State and Territorial Health Officials

Katie Sellers, DrPH, CPH

Elizabeth Harper, DrPH

Kiran Bharthapudi, PhD

The de Beaumont Foundation

JP Leider, PhD

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For more information, please contact Elizabeth Harper at eharper@astho.org

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About ASTHO

ASTHO is a nonprofit membership association serving the chiefs of state and territorial health agencies and the more than 100,000 public health staff that work in those agencies. Its mission, from which its organizational strategy flows, is to transform public health within states and territories to help members dramatically improve health and wellness. ASTHO tracks, evaluates, and advises members on the impact and formation of policy—public or private—pertaining to health that may affect state or territorial health agencies' administration and provides guidance and technical assistance to its members on improving the nation's health. ASTHO supports its members on a wide range of topics based on their needs, including, but not limited to, ASTHO's leadership role in promoting health equity, integrating public health and clinical medicine, responding to emergencies, and bringing voluntary national accreditation to fruition through the Public Health Accreditation Board.

About the de Beaumont Foundation

The de Beaumont Foundation believes that a strong public health system is essential. The Foundation works to transform the practice of public health through strategic and engaged grantmaking. Programs funded by the Foundation build the capacity and stature of the public health workforce, improve public health infrastructure, and advance the distribution and relevancy of information and data in the field. Please visit debeaumont.org for more information.

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1 Background

The de Beaumont Foundation collaborated with the Association of State and Territorial Health Officials (ASTHO) to develop the Public Health Workforce Interests and Needs Survey (PH WINS). Workforce development is one of three core areas of focus for the Foundation. With an interest in transforming the practice of public health, the foundation funds efforts designed to: provide training and education to the public health workforce; build public health infrastructure; and improve information and data management through innovative technology.¹

The purpose of this project was to better understand the strengths, challenges, needs and interests of the governmental public health workforce. While previous public health workforce surveys have helped to provide some insight, particularly in specific public health focus areas, a major contribution of this project is to address cross-cutting issues and opportunities for the governmental workforce at large.

Phase I of PH WINS engaged individuals from national public health leadership groups as well as national partner organizations in a strategic visioning process. This process included document review, key informant interviews and small group work with ASTHO affiliates, peer networks and partners. The intent was to identify actionable workforce priorities, needs, and opportunities.

Participants in the strategic visioning process met in April 2013 to reach consensus on the top priorities for workforce development. A total of 26 workforce development issues had been identified, and the group ultimately prioritized the following six:

1. Communicating persuasively
2. Change management/ flexibility/ adaptability
3. Systems thinking
4. Informatics and analytics
5. Working with diverse populations
6. Problem solving

Building on the work of the strategic visioning process and the agreed upon priorities, de Beaumont and ASTHO convened a Survey Expert Panel to help guide the development and implementation of a national online survey to measure the strengths, weaknesses, attitudes, skills, and perceptions of the public health workforce.

¹de Beaumont Foundation. (2011) de Beaumont Foundation Homepage. Retrieved on February 2, 2015 from: <http://www.debeaumont.org/>

1.1 Aims Of PH WINS

The goal of the survey was to collect perspectives from across all programs, levels and geographic areas on workforce development needs. There are three major aims of the survey:

1. To inform future investments in workforce development
2. To establish a baseline of key workforce development metrics
3. To explore workforce attitudes, morale, and climate

2 Methods

2.1 Survey Development

ASTHO and the de Beaumont Foundation convened a survey expert panel comprised of 31 representatives from practice, academia, training/workforce centers, and national partner organizations to assist in the survey development process. The panel made recommendations on survey sampling, length, question types, preexisting measures, strategies for fielding and testing the survey, and outreach efforts. When possible, existing measures from tested survey items were used.

Survey Components

The survey was designed to include four major components: 1) workforce priorities, 2) national initiatives, 3) workplace environment and 4) demographics. The workforce priorities section focused on a series of items measuring knowledge, skills and attitudes of respondents. Where appropriate, items in this section were adopted from the CDC's 2011 Technical Assistance Service Improvement Initiative Survey.

The national initiatives section focused on six areas: cross-jurisdictional sharing of public health services, quality improvement, information management systems, public health services and systems research, evidence-based practice and health impact assessments. Responses were based on perceived level of importance, impact and emphasis in the field of public health.

The workplace environment section focused on: 1) the health department's role in professional development, 2) the respondent's level of satisfaction and workplace climate, and 3) factors associated with recruitment and retention. Items in this section were adapted from Center for State and Territorial Epidemiologists' (CSTE) 2009 Epidemiology Capacity Assessment (ECAs) survey, the US Office of Personnel Management (OPM), 2008 Annual Survey, and the 2012 Federal Employee Viewpoint Survey (FEVS).

Finally, the demographics section included items assessing respondent characteristics, role, tenure, employment details, as well as agency characteristics. Items from this section were adapted from the 2012 FEVS, and the 2008 US OPM Survey, and the Public Health Workforce Taxonomy.

Pretesting

Interviews were conducted prior to the survey launch with six individuals from three different state health departments to understand how respondents interpreted questions and to identify questions causing confusion. The findings were used to improve and clarify the survey instrument. The survey was then pretested among ASTHO staff and state and local health agency employees from a variety of positions across 20 states. Revisions were made according to pre-tester feedback.

Workforce Champions

Participating SHA were asked to nominate a "workforce champion" to be ASTHO's point of contact throughout the project. Typically, this individual was a human resources director,

workforce development director, or someone with interest or expertise in workforce-related issues. Workforce champions assisted with the communications and promotional efforts.

PH WINS Sample

All state health agencies were invited to participate in the PH WINS. Workforce champions provided ASTHO with their agency's staffing directory or list. Using contact information available online, ASTHO generated staffing lists for agencies that did not submit them. These directories were standardized and used to develop the survey sample. States were given the option of participating in a nationally representative sample, a larger sample to account for potentially low response rates, or a staff census approach.

Survey Launch And Administration

PH WINS was launched from September - December of 2014. Approximately 25,000 emails were sent to state public health employees in 37 states. Additional participants were added to the sample to account for undeliverable emails, declines and low response rates. Reminder emails were sent by ASTHO staff and workforce champions throughout the survey period. In some cases, senior leadership also assisted in promoting and encouraging staff to participate. Temporary staff were hired and trained to make follow-up phone calls during the last month of the survey launch.

Data

For this report, we used statistical methods to create an agency-level estimate that extrapolates the responses from staff who participated in the survey to everyone in your agency. We used a Taylor Series estimation and also adjusted for non-response and used a finite population correction based on whether the employee worked at the agency's central office versus local or regional health departments. State specific data are presented in summary tables and charts with regional and national comparisons.

2.2 How To Use This Report

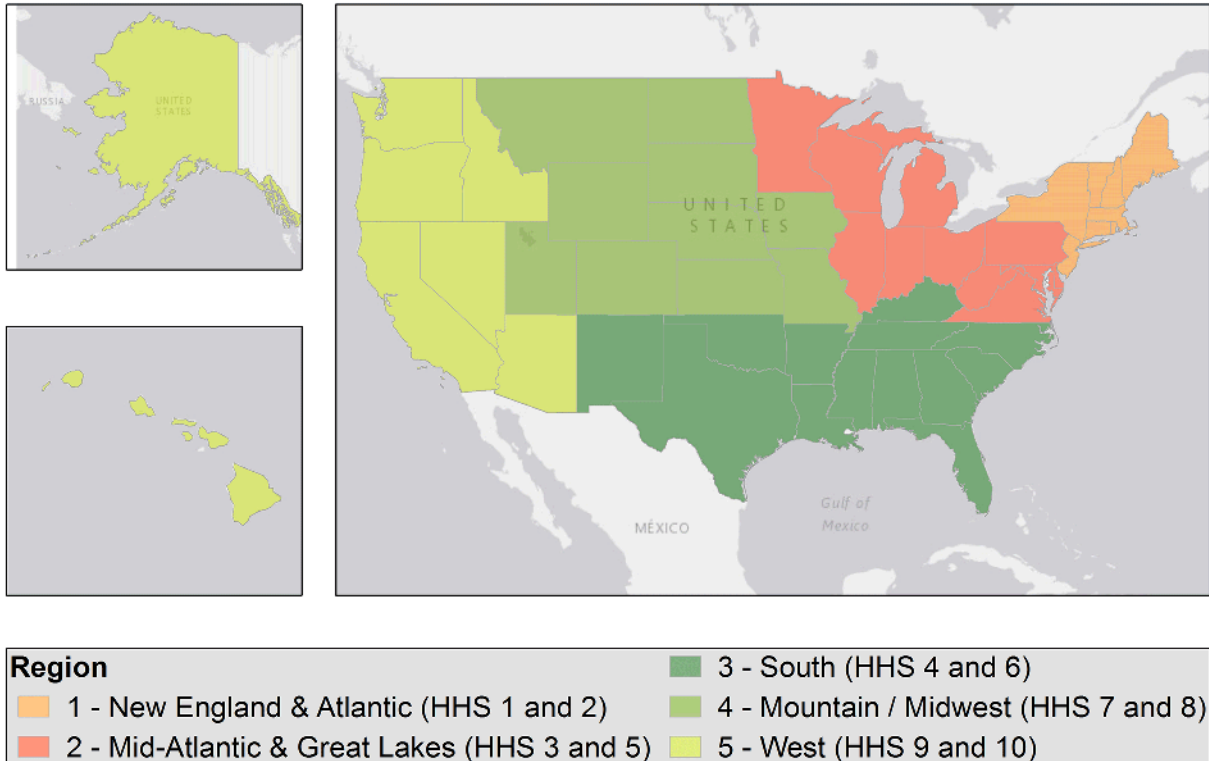
This report is broken down by the major sections of the PH WINS. Further analysis of each section is broken down by geographical area, supervisory status, years with the agency, role classification, and program area.

Geographic regions are shown in Table 1 and on the map below. Tables in this report represent the data by state, by the rest of the region (excluding your state), by all other regions (excluding your state and region), and provides national estimates which are labeled as “total.”

Table 1. Regional Classifications	
New England and Atlantic Territories	CT, MA <i>ME</i> , NJ, NY, <i>NH</i> , RI, VT
Mid Atlantic and Great Lakes	DE, IL , IN MD, MI, MN, OH, PA, VA, WI, <i>WV</i>
South	AR, <i>AL</i> , <i>FL</i> , GA, <i>KY</i> , LA, MS, NC, <i>NM</i> , OK, SC, TN, TX
Mountain/Midwest	<i>CO</i> , IA, KS, MO, <i>MT</i> , ND, NE, SD, UT, WY
West	AK, AZ, CA, <i>HI</i> , <i>ID</i> , <i>NV</i> , <i>OR</i> , WA
States in <i>italics</i> text did not participate in PH WINS.	

2.3 Paired HHS Regions

Paired HHS regions in the Public Health Workforce Interests and Needs Survey 2014



2.4 Role Classifications And The Foundational Public Health Services Model

To maintain privacy of our survey respondents we collapsed program areas and role classifications using the Foundational Public Health Services (FPHS) model.² The tables below explain how these variables were categorized.

Program Area Classifications	
Foundational Area (FA)	PH WINS Survey
Communicable Disease Control	Communicable Disease – HIV, STD, TB, Other
Chronic Disease and Injury Prevention	Injury, Health Promotion/Wellness, Non-Communicable Disease
Environmental Public Health	Animal Control, Environmental Health
Maternal, Child, and Family Health	Maternal and Child Health, WIC
Access and Linkage with Clinical Care	Clinical Services – (excluding TB, STD, family planning), Immunizations, Mental Health, Oral Health/Clinical Dental Services, Substance Abuse (including tobacco control programs)
Foundational Capability (FC)	
Organizational Competencies	Administration/Administrative Support, Program Evaluation, Training/Workforce Development
Assessment	Community Health Assessment/Planning, Epidemiology Surveillance, Medical Examiner, Public Health Genetics, Vital Records
All Hazards Preparedness/Response	Emergency Preparedness
Communications	Health Education
Other	Global Health, Other Program Area (specify), I work equally in multiple program areas

²The FPHS model (currently under development) comprises foundational capabilities and foundational areas that represent the services needed in every state public health system. To learn more about the FPHS model go to: <http://www.resolv.org/site-foundational-ph-services/>.

Job Classifications	
Collapsed job classification	Job classification response options
Administration	Business Support - Accountant/Fiscal, Clerical Personnel (Administrative Assistant, Secretary), Custodian, Grant and Contracts Specialist, Health Officer, Human Resources Personnel, Information Technology Specialist, Other Facilities/Operations worker, Public Health Agency Director, Public Information Specialist
Clinical and Lab	Behavioral Health Professional, Community Health Worker, Home Health Worker, Laboratory Aide/Assistant, Laboratory Developmental Scientist, Laboratory Scientist (Manager, Supervisor), Laboratory Scientist/Medical Technologist, Laboratory Technician, Licensed Practical/Vocational Nurse, Medical Examiner, Nutritionist, Other Oral Health Professional, Other Physician, Other Registered Nurse- Clinical Services, Other Veterinarian, Physician Assistant, Public Health Dentist, Public Health/Preventative Medicine Physician, Registered Nurse - Community Health Nurse, Registered Nurse - Unspecified
Public Health Science	Animal Control Worker, Behavioral Health Professional, Department/Bureau Director, Deputy Director, Engineer, Environmentalist, Epidemiologist, Health Educator, Other Management and Leadership, Other Professional and Scientific, Program Director, Public Health Manager/Program Manager, Public Health Veterinarian, Public Health Informatics Specialist, Sanitarian/Inspector, Technician, Statistician, Student - Professional and Scientific
Social Services and All Other	Social Services Counselor, Social Worker, Other

2.5 Interpreting Tables And Charts

Reading The Tables

Each table presented in this report will indicate whether the STATE results are statistically significantly different from the national average. Each estimate you'll see will have two parts - the point estimate and a confidence interval. For example, 78% of respondents in STATE (95% CI 76%-80%) agree/strongly agree with a particular statement. The point estimate is first part of the example (78%), while the confidence interval is the second (76%-80%). A 95% confidence interval means that if we were to repeatedly take independent samples of staff from your health department, 95% of the time the true value we are estimating will fall within that range - in this example 76%-80%. It is a measure of uncertainty that occurs because we don't have responses from 100% of your staff in PH WINS.

Reading The Charts

When examining the charts be sure to notice the legend and axis titles. A short text description is below every chart for your reference. The lines in the middle of each bar with the chart represent the confidence interval for that estimate.

Statistical Significance

To figure out if the STATE estimate for a particular item is different from the national average, check if your agency column's 95% Confidence Interval overlaps with the "Total" column's 95% Confidence Interval. For example, let's say the STATE estimate is 60% agree/strongly agree (95% CI 55%-65%) and the national average is 50% agree/strongly agree (95% CI 48%-52%). Because the two confidence intervals **don't** overlap, the difference is statistically significant. If, on the other hand, your state estimate had been the same but the national average was 57% (95% CI 55%-59%), the confidence intervals (55%-65% and 55%-59%) would overlap. Even though your point estimate is different from the national average, that difference is not **statistically** significant. We would advise you to treat two estimates where the difference is not statistically significant as essentially equal for your policy or planning purposes. ASTHO staff will provide additional assistance, as needed, to help you or your staff interpret results.

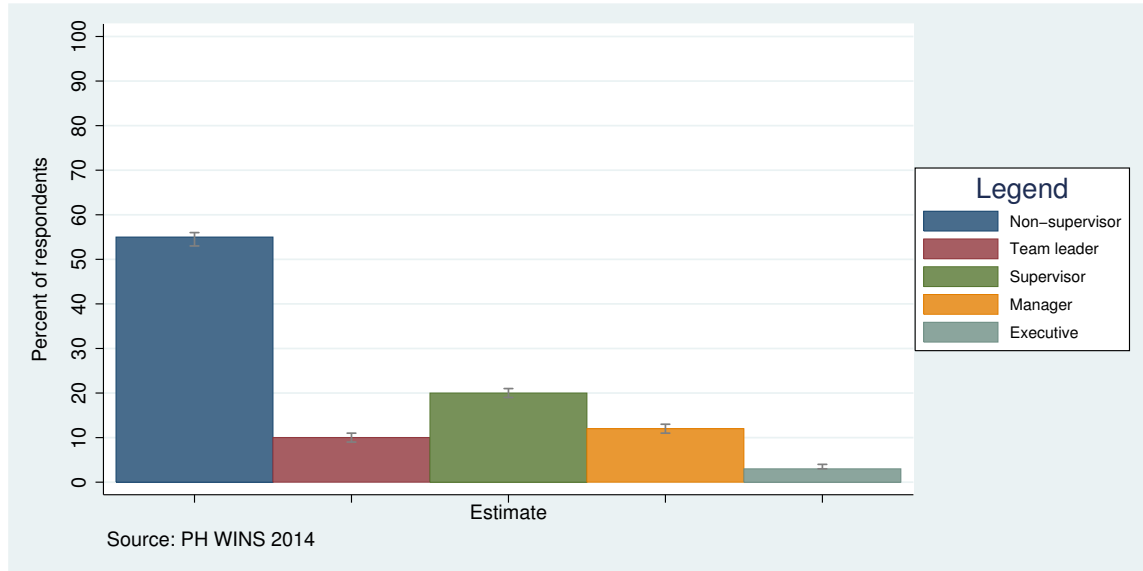
2.6 Why A Category Is Listed As 0 percent Or Blank

You may notice in this report that certain categories from cross-tabulations are omitted or listed as 0 percent in a given table. This occurs because the number of responses in that particular category are too low to generate reasonable estimates. We have included regional and national estimates for informational purposes only. Please contact ASTHO with any questions on this aspect or any other regarding interpretation of charts and tables.

3 Results

4 Staff Characteristics

4.1 Proportion Of Staff By Supervisory Status



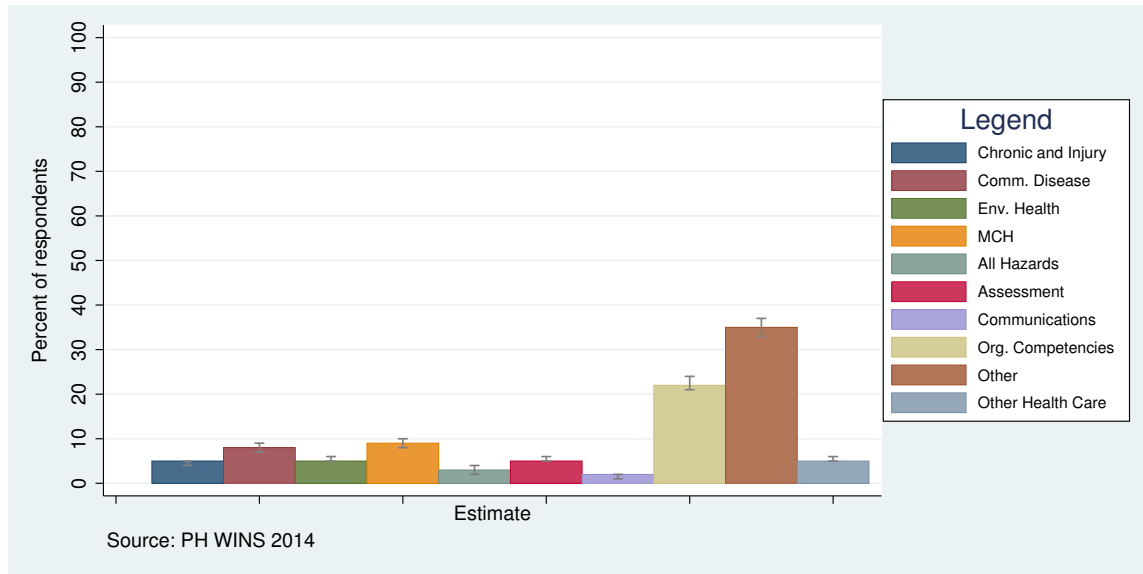
This chart represents the proportion of total staff by supervisory status.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	55%	[53%-	56%]	60%	[59%-	61%]	59%	[59%-	60%]	59%	[59%-	60%]
Team leader	10%	[9%-	11%]	14%	[13%-	14%]	16%	[15%-	16%]	15%	[14%-	15%]
Supervisor	20%	[19%-	21%]	14%	[14%-	15%]	15%	[14%-	15%]	15%	[15%-	15%]
Manager	12%	[11%-	13%]	10%	[9%-	10%]	9%	[8%-	9%]	9%	[9%-	9%]
Executive	3%	[3%-	4%]	2%	[2%-	3%]	2%	[1%-	2%]	2%	[2%-	2%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

4.2 Proportion Of Staff By Foundational Areas/Capabilities

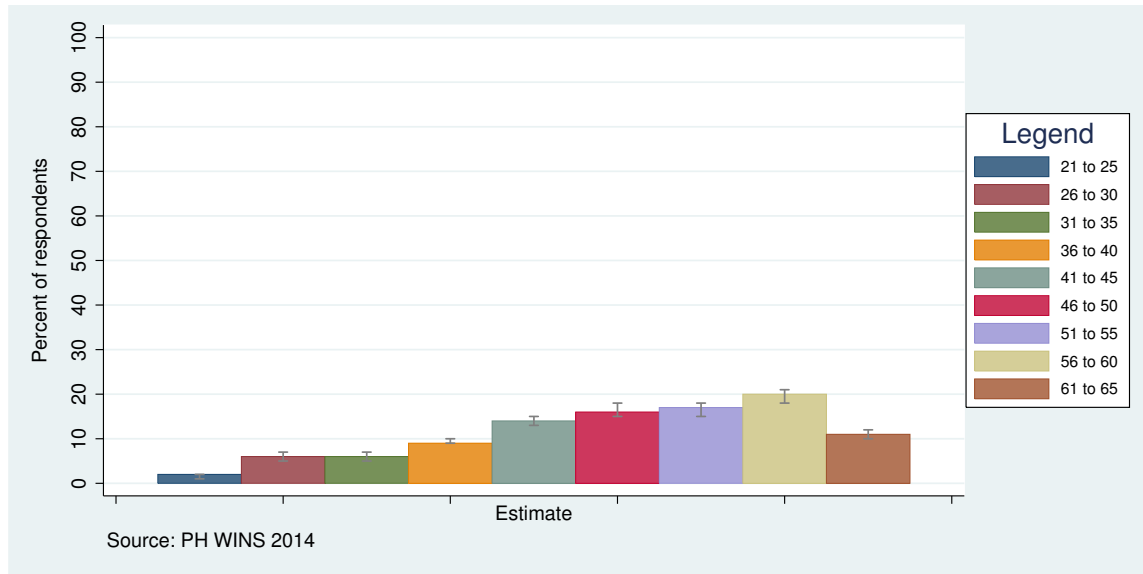


This chart represents the proportion of staff by foundational areas/capabilities.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Chronic and Injury	5%	[4%- 5%]	4%	[3%- 4%]	4%	[4%- 5%]	4%	[4%- 4%]	4%	[4%- 4%]	4%	[4%- 4%]
Comm. Disease	8%	[7%- 9%]	9%	[8%- 9%]	10%	[10%- 10%]	9%	[9%- 10%]	9%	[9%- 10%]	9%	[9%- 10%]
Env. Health	5%	[5%- 6%]	9%	[9%- 10%]	12%	[12%- 12%]	11%	[10%- 11%]	11%	[10%- 11%]	11%	[10%- 11%]
MCH	9%	[8%- 10%]	13%	[13%- 14%]	10%	[9%- 10%]	11%	[11%- 11%]	11%	[11%- 11%]	11%	[11%- 11%]
All Hazards	3%	[2%- 4%]	3%	[3%- 3%]	2%	[2%- 2%]	3%	[3%- 3%]	3%	[3%- 3%]	3%	[3%- 3%]
Assessment	5%	[5%- 6%]	7%	[7%- 8%]	8%	[8%- 8%]	8%	[7%- 8%]	8%	[7%- 8%]	8%	[7%- 8%]
Communications	2%	[1%- 2%]	1%	[1%- 1%]	1%	[1%- 1%]	1%	[1%- 1%]	1%	[1%- 1%]	1%	[1%- 1%]
Org. Competencies	22%	[21%- 24%]	16%	[15%- 16%]	13%	[13%- 14%]	15%	[14%- 15%]	15%	[14%- 15%]	15%	[14%- 15%]
Other	35%	[33%- 37%]	33%	[33%- 34%]	37%	[36%- 37%]	35%	[35%- 36%]	35%	[35%- 36%]	35%	[35%- 36%]
Other Health Care	5%	[5%- 6%]	5%	[5%- 5%]	3%	[3%- 3%]	4%	[4%- 4%]	4%	[4%- 4%]	4%	[4%- 4%]
Total	100%		100%		100%		100%		100%		100%	

This estimate **IS** statistically significantly different comparing STATE to the national average

4.3 Proportion Of Staff By Age (Category)



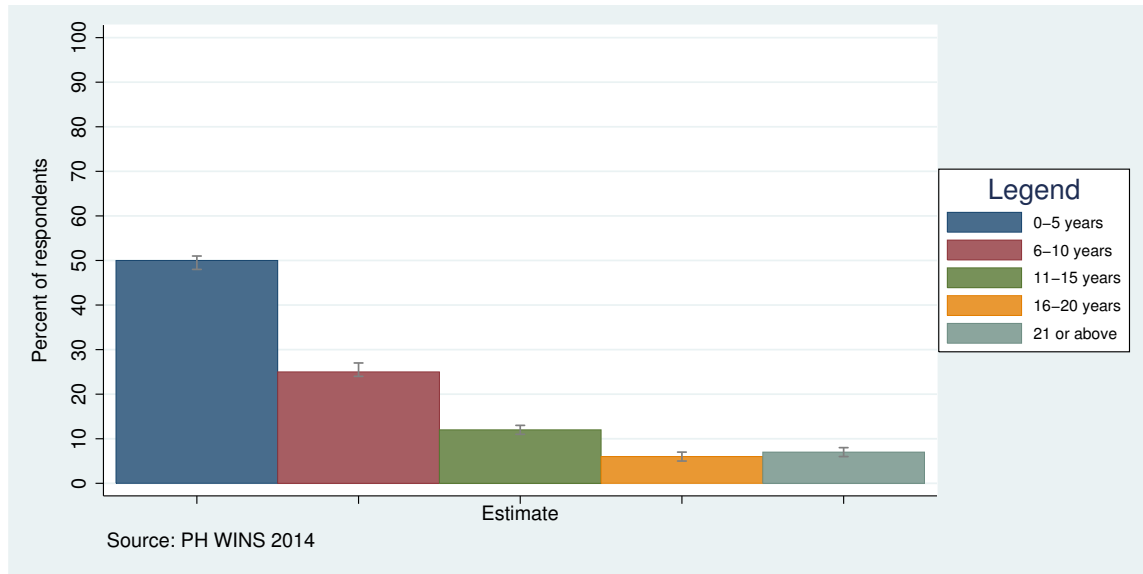
This chart represents the proportion of staff by age.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
21 to 25	2%	[1%-	2%]	2%	[2%-	3%]	2%	[2%-	2%]	2%	[2%-	2%]
26 to 30	6%	[5%-	7%]	7%	[6%-	7%]	6%	[6%-	7%]	6%	[6%-	7%]
31 to 35	6%	[5%-	7%]	9%	[9%-	10%]	9%	[8%-	9%]	9%	[9%-	9%]
36 to 40	9%	[9%-	10%]	10%	[10%-	11%]	10%	[10%-	10%]	10%	[10%-	10%]
41 to 45	14%	[13%-	15%]	12%	[12%-	13%]	12%	[12%-	12%]	12%	[12%-	12%]
46 to 50	16%	[15%-	18%]	16%	[15%-	16%]	14%	[13%-	14%]	15%	[14%-	15%]
51 to 55	17%	[15%-	18%]	17%	[16%-	17%]	16%	[16%-	17%]	16%	[16%-	17%]
56 to 60	20%	[18%-	21%]	17%	[16%-	17%]	19%	[19%-	19%]	18%	[18%-	19%]
61 to 65	11%	[10%-	12%]	10%	[9%-	10%]	12%	[12%-	12%]	11%	[11%-	11%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

4.4 Tenure In Current Position (Years)



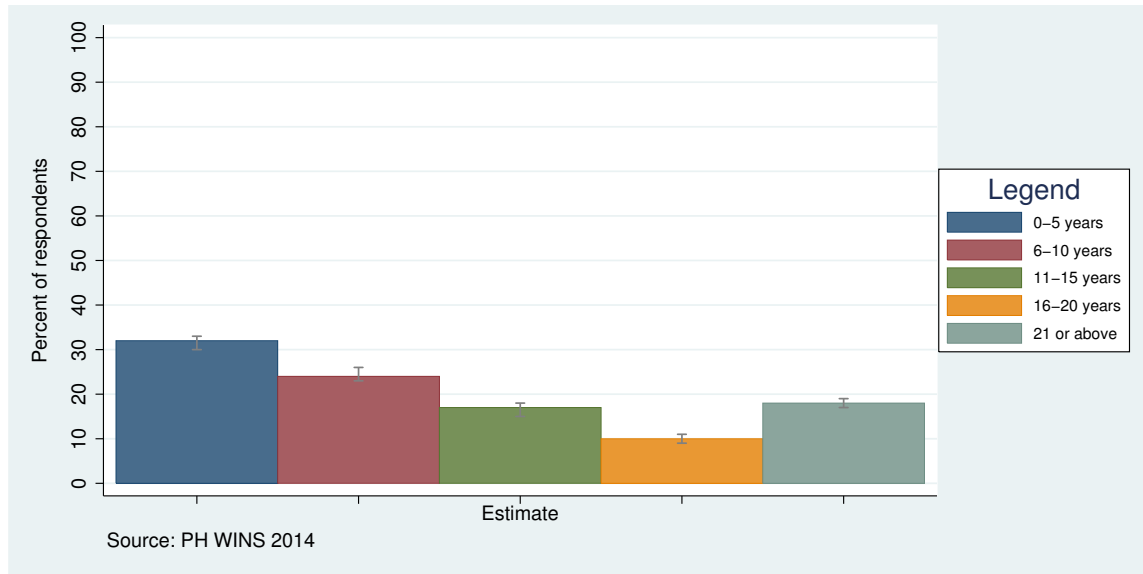
This chart represents the proportion of staff by tenure in the current position (years).

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	50%	[48%-	51%]	57%	[56%-	57%]	55%	[55%-	56%]	56%	[55%-	56%]
6-10 years	25%	[24%-	27%]	23%	[23%-	24%]	22%	[22%-	23%]	23%	[22%-	23%]
11-15 years	12%	[11%-	13%]	10%	[10%-	10%]	11%	[11%-	11%]	11%	[11%-	11%]
16-20 years	6%	[5%-	7%]	5%	[5%-	5%]	5%	[5%-	5%]	5%	[5%-	5%]
21 or above	7%	[6%-	8%]	5%	[5%-	6%]	6%	[6%-	6%]	6%	[6%-	6%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

4.5 Tenure In Current Health Department (Years)



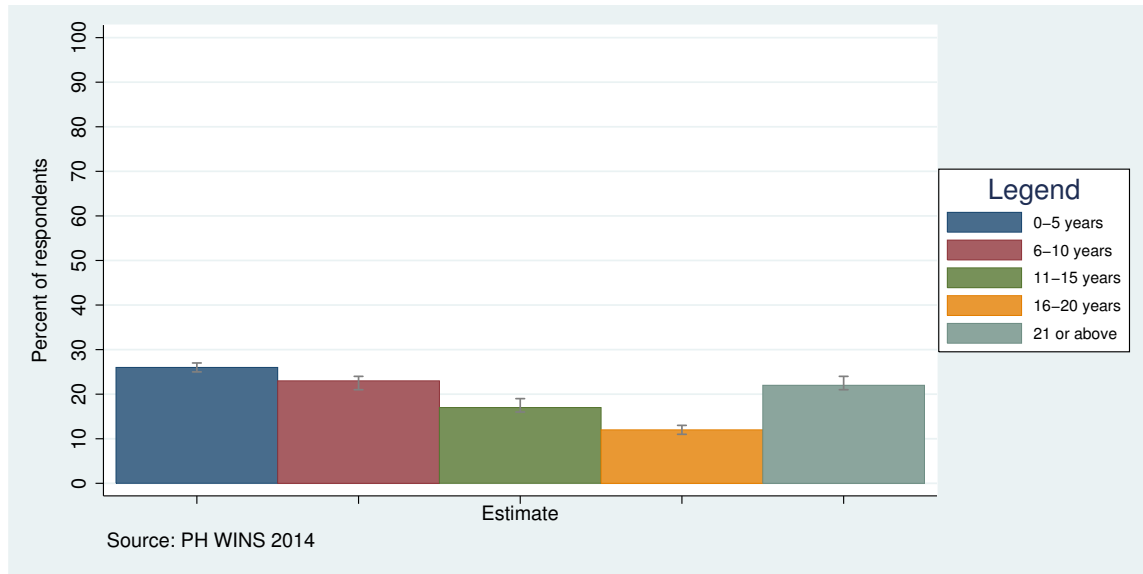
This chart represents the proportion of staff by tenure in current health department (years).

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	32%	[30%-	33%]	35%	[35%-	36%]	36%	[35%-	36%]	35%	[35%-	36%]
6-10 years	24%	[23%-	26%]	21%	[21%-	22%]	22%	[22%-	23%]	22%	[22%-	22%]
11-15 years	17%	[15%-	18%]	14%	[13%-	14%]	15%	[15%-	16%]	15%	[15%-	15%]
16-20 years	10%	[9%-	11%]	11%	[11%-	11%]	9%	[9%-	10%]	10%	[10%-	10%]
21 or above	18%	[17%-	19%]	19%	[18%-	19%]	17%	[17%-	18%]	18%	[18%-	18%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

4.6 Tenure In Public Health (Years)



This chart represents the proportion of staff by tenure in public health (years).

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	26%	[25%-	27%]	27%	[26%-	27%]	26%	[26%-	27%]	26%	[26%-	27%]
6-10 years	23%	[21%-	24%]	20%	[20%-	21%]	20%	[19%-	20%]	20%	[20%-	20%]
11-15 years	17%	[16%-	19%]	15%	[15%-	16%]	16%	[16%-	16%]	16%	[15%-	16%]
16-20 years	12%	[11%-	13%]	13%	[12%-	13%]	12%	[12%-	13%]	12%	[12%-	13%]
21 or above	22%	[21%-	24%]	25%	[24%-	25%]	26%	[26%-	27%]	25%	[25%-	26%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

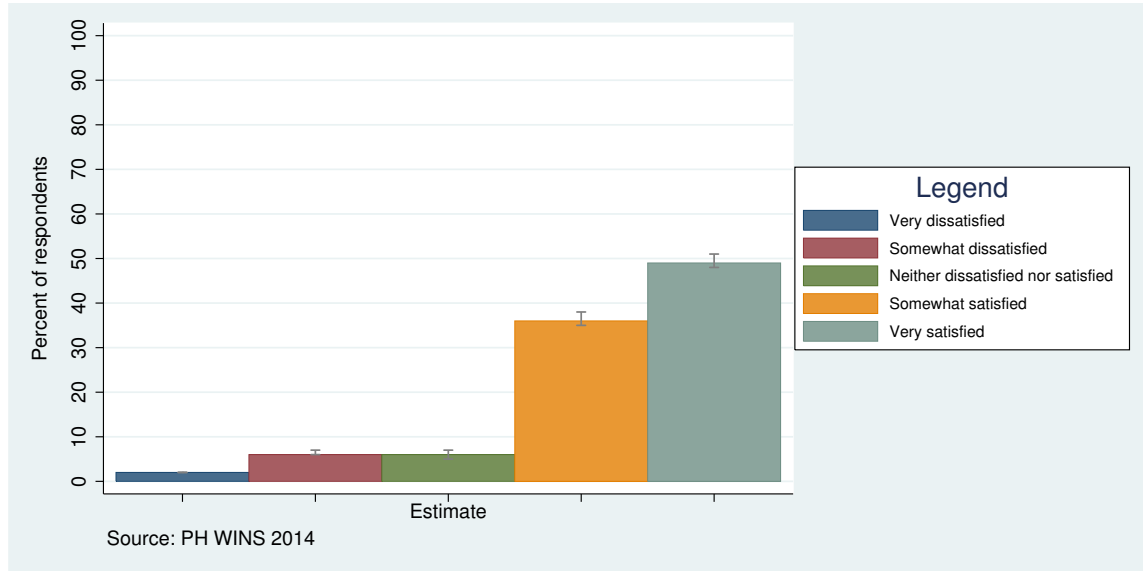
5 Continuing Education

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Require continuing education	41%	[40%-	43%]	48%	[48%-	49%]	31%	[30%-	31%]	38%	[37%-	38%]
Include education and training objectives in performance reviews	56%	[55%-	58%]	61%	[61%-	62%]	60%	[60%-	61%]	60%	[60%-	61%]
Allow use of working hours to participate in training	88%	[87%-	89%]	90%	[89%-	90%]	91%	[90%-	91%]	90%	[90%-	90%]
Pay travel/registration fees for trainings	75%	[74%-	77%]	76%	[76%-	77%]	75%	[75%-	76%]	76%	[75%-	76%]
Provide on-site training	78%	[76%-	79%]	80%	[80%-	81%]	78%	[78%-	78%]	79%	[78%-	79%]
Have staff position(s) responsible for internal training	61%	[60%-	63%]	62%	[61%-	62%]	60%	[59%-	60%]	61%	[60%-	61%]
Provide recognition of achievement	56%	[55%-	58%]	51%	[50%-	51%]	56%	[56%-	57%]	54%	[54%-	55%]

This table shows the percent of respondents indicating organizational requirements and support for continuing education.

6 Job Satisfaction

6.1 Overall Job Satisfaction



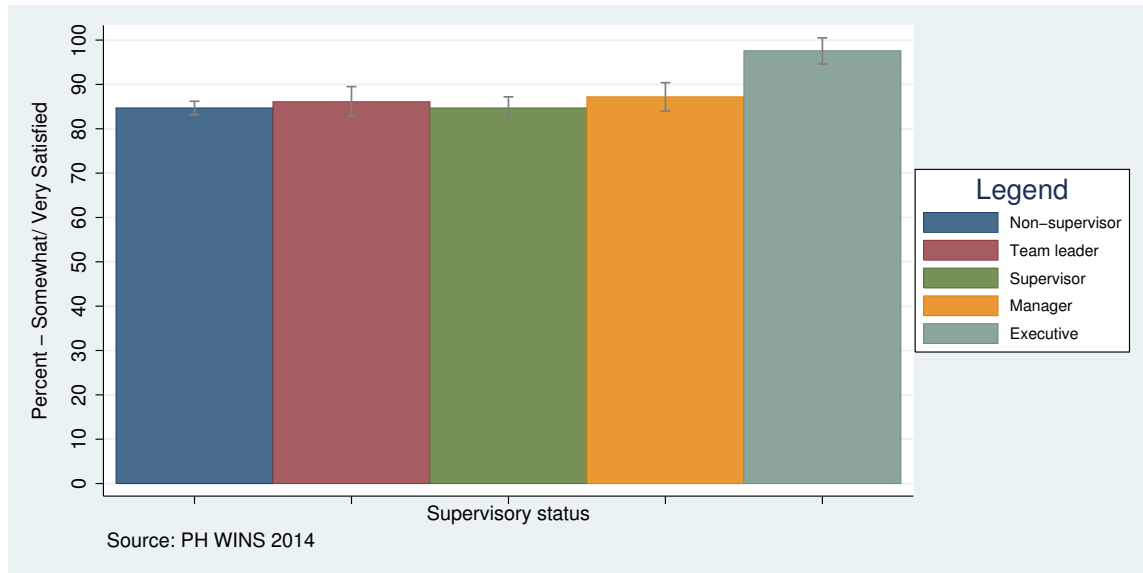
This chart represents the proportion of overall job satisfaction.

	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	
Very dissatisfied	2%	[2%- 2%]	4%	[3%- 4%]	3%	[3%- 3%]	3%	[3%- 3%]	3%	[3%- 3%]	
Somewhat dissatisfied	6%	[6%- 7%]	9%	[9%- 10%]	10%	[10%- 10%]	9%	[9%- 10%]	9%	[9%- 10%]	
Neither dissatisfied nor satisfied	6%	[5%- 7%]	7%	[7%- 8%]	8%	[8%- 9%]	8%	[8%- 8%]	8%	[8%- 8%]	
Somewhat satisfied	36%	[35%- 38%]	38%	[38%- 39%]	39%	[38%- 39%]	38%	[38%- 39%]	38%	[38%- 39%]	
Very satisfied	49%	[48%- 51%]	42%	[41%- 42%]	40%	[40%- 40%]	41%	[41%- 41%]	41%	[41%- 41%]	
Total	100%		100%		100%		100%		100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

6.2 Job Satisfaction By Supervisory Status



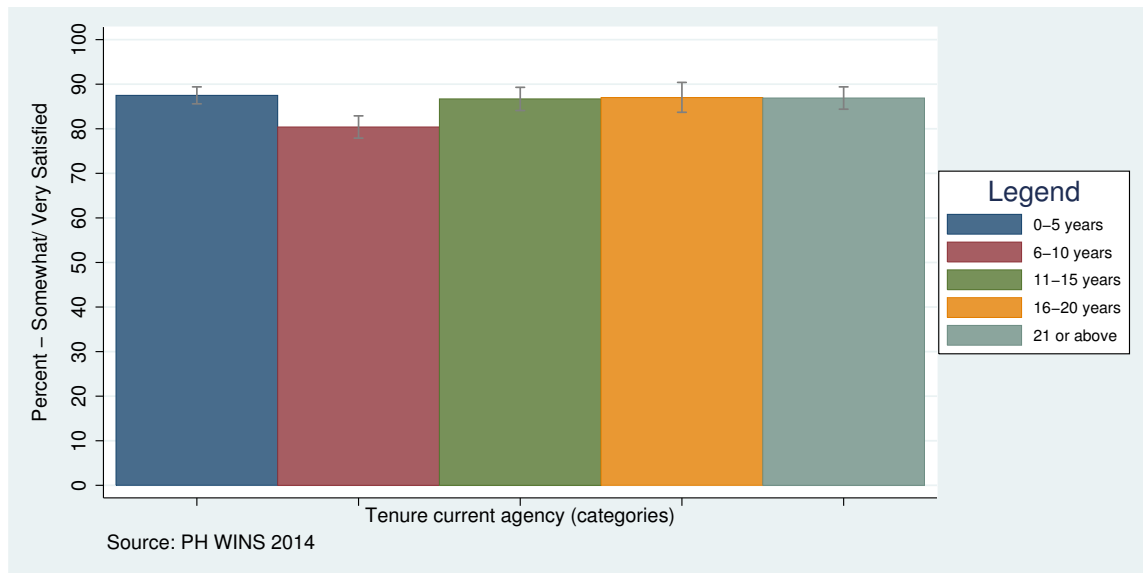
This chart represents the proportion of staff by supervisory status who are “Very satisfied/Somewhat satisfied” with their job.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	85%	[83%-	86%]	78%	[77%-	78%]	77%	[76%-	77%]	77%	[77%-	78%]
Team leader	86%	[83%-	89%]	79%	[78%-	81%]	77%	[76%-	78%]	78%	[78%-	79%]
Supervisor	85%	[82%-	87%]	86%	[85%-	87%]	82%	[81%-	83%]	84%	[83%-	84%]
Manager	87%	[84%-	90%]	83%	[81%-	84%]	85%	[84%-	86%]	84%	[83%-	85%]
Executive	98%	[95%-	101%]	84%	[81%-	87%]	91%	[89%-	93%]	89%	[87%-	90%]
Total	86%	[85%-	87%]	80%	[79%-	80%]	79%	[78%-	79%]	79%	[79%-	80%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

6.3 Job Satisfaction By Tenure In Current Health Department (Years)



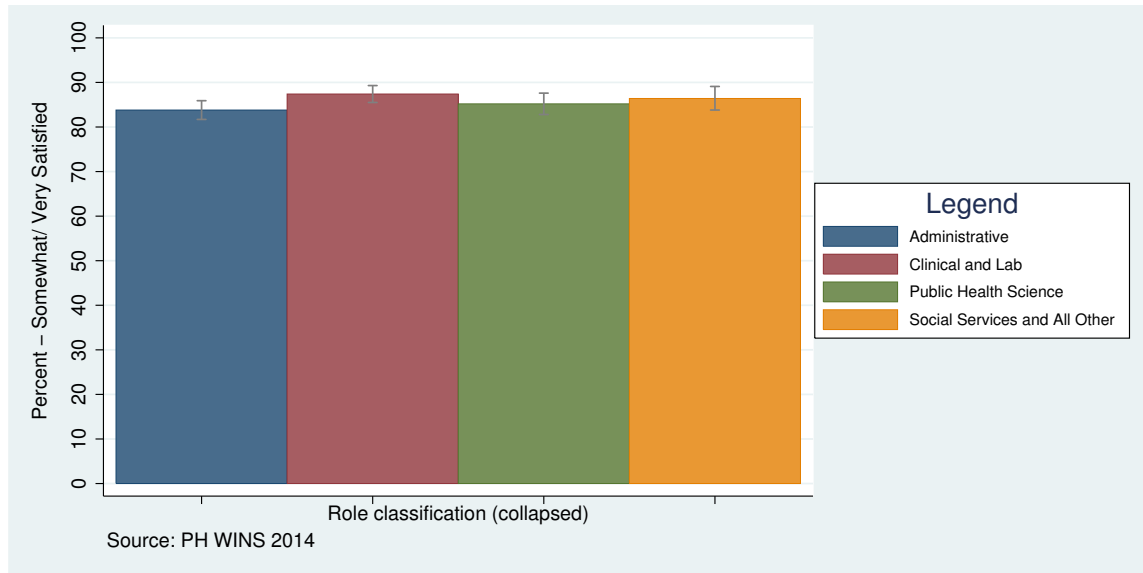
This chart represents the proportion of staff by tenure in current health department (years) who are “Very satisfied/Somewhat satisfied” with their job.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	88%	[86%-	89%]	81%	[80%-	82%]	80%	[79%-	81%]	81%	[80%-	81%]
6-10 years	80%	[78%-	83%]	77%	[76%-	78%]	78%	[77%-	78%]	78%	[77%-	78%]
11-15 years	87%	[84%-	89%]	77%	[76%-	79%]	77%	[76%-	78%]	77%	[77%-	78%]
16-20 years	87%	[84%-	90%]	80%	[78%-	81%]	77%	[76%-	78%]	79%	[78%-	80%]
21 or above	87%	[84%-	89%]	83%	[82%-	84%]	80%	[79%-	81%]	82%	[81%-	82%]
Total	86%	[85%-	87%]	80%	[79%-	80%]	79%	[78%-	79%]	79%	[79%-	80%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

6.4 Job Satisfaction By Role Classification



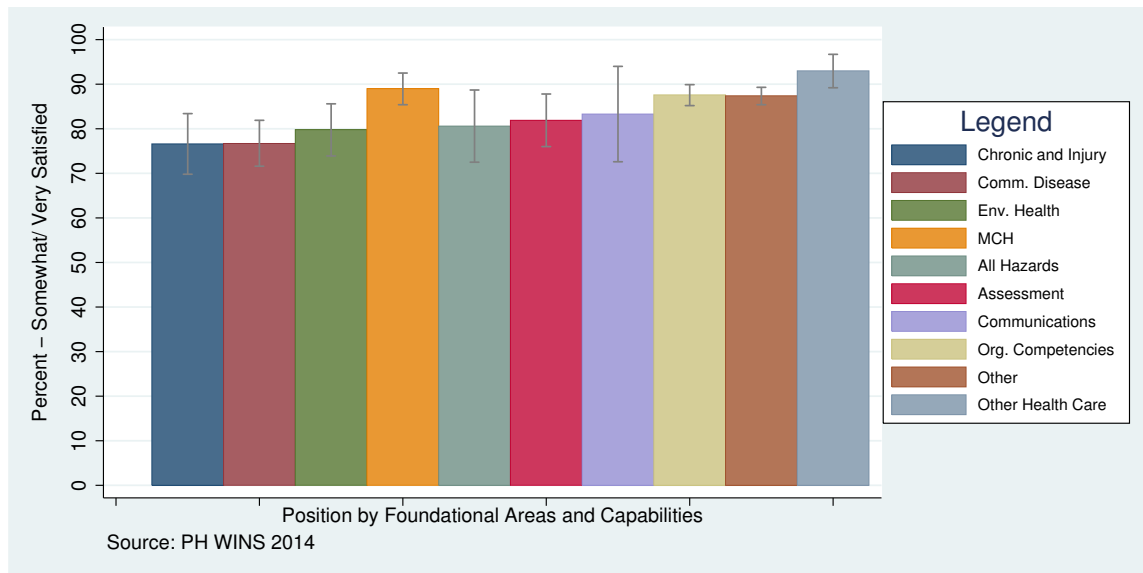
This chart represents the proportion of staff by role classification who are “Very satisfied/Somewhat satisfied” with their job.

Role classification (collapsed)	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Administrative	84%	[82%-86%]		76%	[76%-77%]		77%	[76%-78%]		77%	[77%-78%]
Clinical and Lab	87%	[86%-89%]		83%	[82%-84%]		79%	[79%-80%]		81%	[81%-82%]
Public Health Science	85%	[83%-88%]		82%	[81%-83%]		80%	[79%-81%]		81%	[80%-81%]
Social Services and All Other	86%	[84%-89%]		78%	[77%-80%]		76%	[75%-77%]		77%	[77%-78%]
Total	86%	[85%-87%]		80%	[79%-80%]		79%	[78%-79%]		79%	[79%-80%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

6.5 Job Satisfaction By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who are “Very satisfied/Somewhat satisfied” with their job.

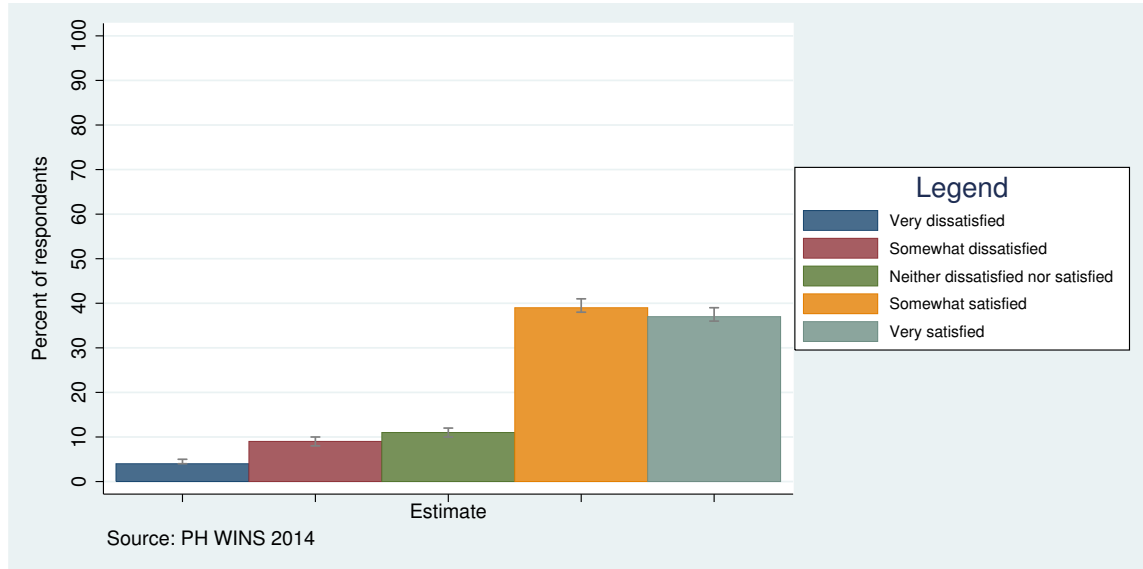
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	77%	[70%-83%]		87%	[85%-89%]		77%	[76%-79%]		81%	[79%-82%]	
Comm. Disease	77%	[72%-82%]		84%	[83%-86%]		79%	[77%-80%]		80%	[79%-81%]	
Env. Health	80%	[74%-86%]		75%	[73%-77%]		76%	[75%-78%]		76%	[75%-77%]	
MCH	89%	[85%-93%]		76%	[75%-78%]		77%	[75%-78%]		77%	[76%-78%]	
All Hazards	81%	[73%-89%]		79%	[76%-81%]		76%	[73%-79%]		78%	[75%-80%]	
Assessment	82%	[76%-88%]		80%	[78%-82%]		82%	[80%-83%]		81%	[80%-82%]	
Communications	83%	[73%-94%]		87%	[83%-92%]		86%	[82%-90%]		86%	[83%-89%]	
Org. Competencies	88%	[85%-90%]		81%	[79%-82%]		79%	[78%-80%]		80%	[80%-81%]	
Other	87%	[85%-89%]		80%	[79%-81%]		77%	[76%-78%]		79%	[78%-79%]	
Other Health Care	93%	[89%-97%]		79%	[77%-81%]		83%	[81%-85%]		82%	[80%-83%]	
Total	86%	[85%-87%]		80%	[79%-80%]		79%	[78%-79%]		79%	[79%-79%]	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

7 Organization Satisfaction

7.1 Overall Organization Satisfaction



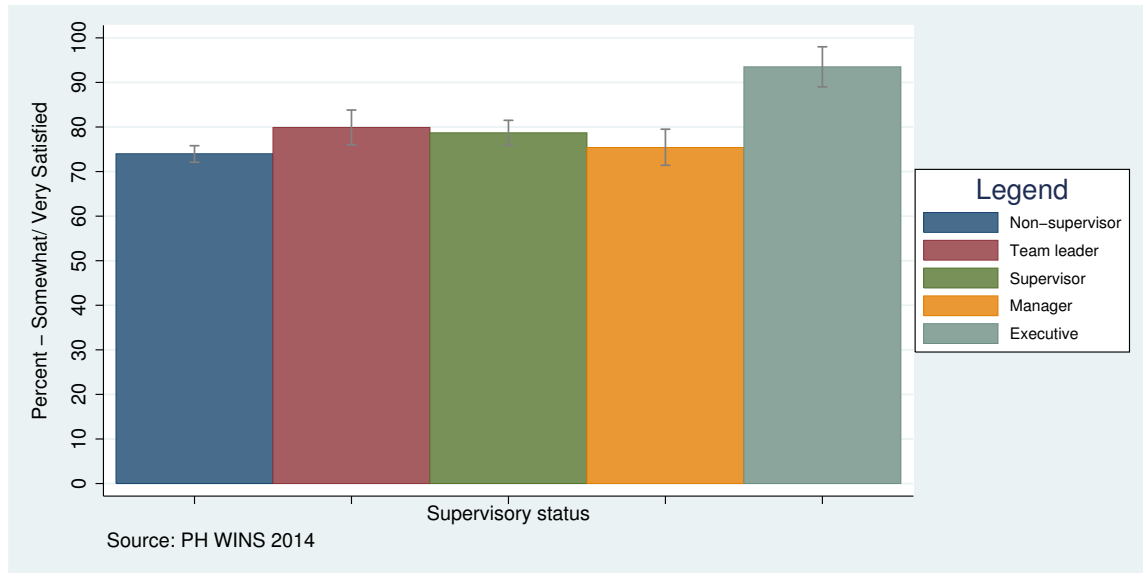
This chart represents the proportion of overall organization satisfaction.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Very dissatisfied	4%	[4%-	5%]	7%	[7%-	8%]	6%	[6%-	7%]	7%	[6%-	7%]
Somewhat dissatisfied	9%	[8%-	10%]	14%	[14%-	15%]	15%	[14%-	15%]	14%	[14%-	15%]
Neither dissatisfied nor satisfied	11%	[10%-	12%]	14%	[13%-	14%]	14%	[13%-	14%]	14%	[13%-	14%]
Somewhat satisfied	39%	[38%-	41%]	39%	[39%-	40%]	41%	[40%-	41%]	40%	[40%-	40%]
Very satisfied	37%	[36%-	39%]	26%	[25%-	26%]	25%	[24%-	25%]	26%	[25%-	26%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

7.2 Organization Satisfaction By Supervisory Status



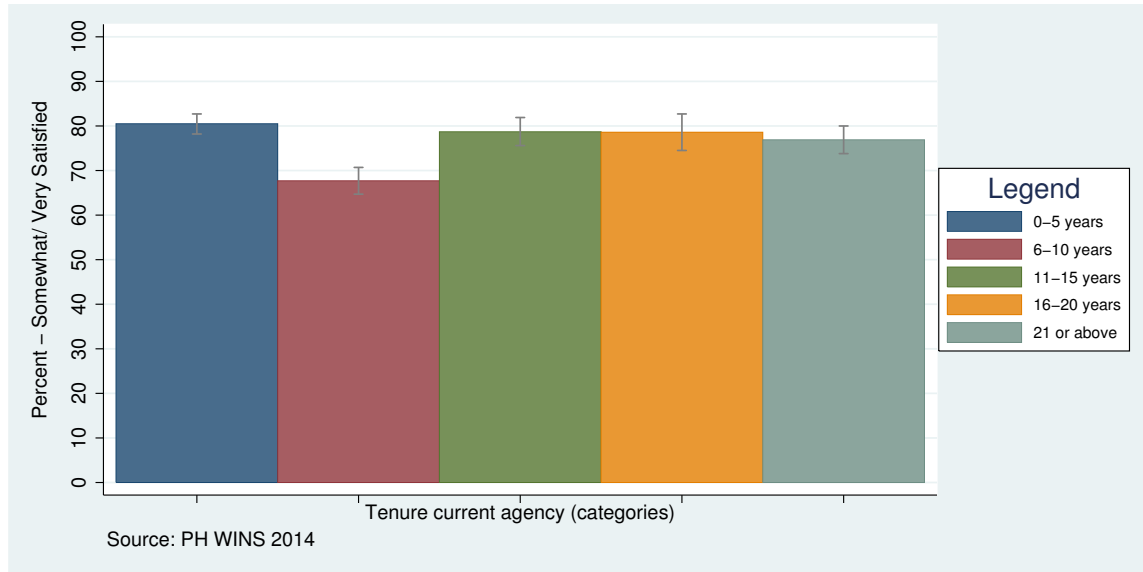
This chart represents the proportion of staff by supervisory status who are “Very satisfied/Somewhat satisfied” with their organization.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	74%	[72%-	76%]	64%	[64%-	65%]	66%	[65%-	66%]	66%	[65%-	66%]
Team leader	80%	[76%-	84%]	62%	[60%-	63%]	60%	[59%-	61%]	61%	[60%-	62%]
Supervisor	79%	[76%-	82%]	68%	[66%-	69%]	65%	[63%-	66%]	67%	[66%-	68%]
Manager	75%	[71%-	79%]	63%	[62%-	65%]	69%	[68%-	71%]	67%	[66%-	69%]
Executive	93%	[89%-	98%]	75%	[72%-	78%]	82%	[79%-	85%]	80%	[78%-	82%]
Total	76%	[75%-	78%]	65%	[64%-	65%]	65%	[65%-	66%]	66%	[65%-	66%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

7.3 Organization Satisfaction By Tenure In Current Health Department (Years)



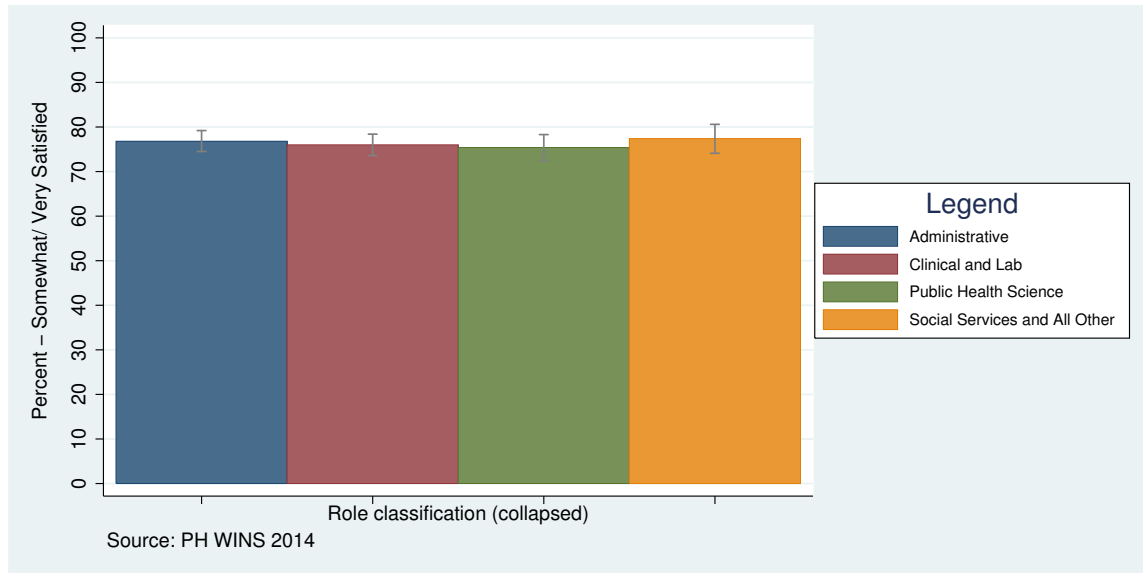
This chart represents the proportion of staff by tenure in current health department (years) who are “Very satisfied/Somewhat satisfied” with their organization.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	80%	[78%-	83%]	71%	[70%-	72%]	73%	[72%-	73%]	72%	[72%-	73%]
6-10 years	68%	[65%-	71%]	60%	[59%-	62%]	62%	[61%-	63%]	62%	[61%-	62%]
11-15 years	79%	[76%-	82%]	62%	[60%-	63%]	60%	[59%-	61%]	62%	[61%-	62%]
16-20 years	79%	[74%-	83%]	59%	[57%-	61%]	62%	[60%-	63%]	62%	[60%-	63%]
21 or above	77%	[74%-	80%]	62%	[61%-	64%]	61%	[60%-	62%]	62%	[61%-	63%]
Total	76%	[75%-	78%]	65%	[64%-	65%]	65%	[65%-	66%]	66%	[65%-	66%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

7.4 Organization Satisfaction By Role Classification



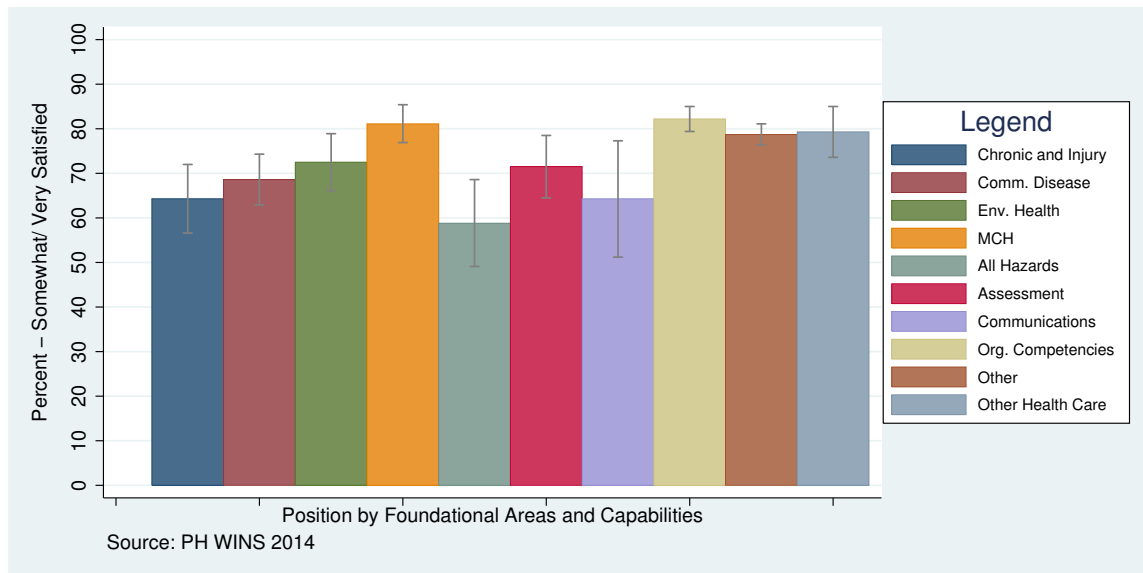
This chart represents the proportion of staff by role classification who are “Very satisfied/Somewhat satisfied” with their organization.

Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	77%	[74%-	79%]	64%	[63%-	65%]	68%	[67%-	69%]	67%	[66%-	68%]
Clinical and Lab	76%	[74%-	78%]	68%	[66%-	69%]	63%	[62%-	64%]	65%	[65%-	66%]
Public Health Science	75%	[73%-	78%]	62%	[61%-	63%]	65%	[64%-	66%]	65%	[64%-	65%]
Social Services and All Other	77%	[74%-	81%]	66%	[65%-	68%]	65%	[64%-	66%]	66%	[65%-	67%]
Total	76%	[75%-	78%]	65%	[64%-	65%]	65%	[65%-	66%]	66%	[65%-	66%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

7.5 Organization Satisfaction By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who are “Very satisfied/Somewhat satisfied” with their organization.

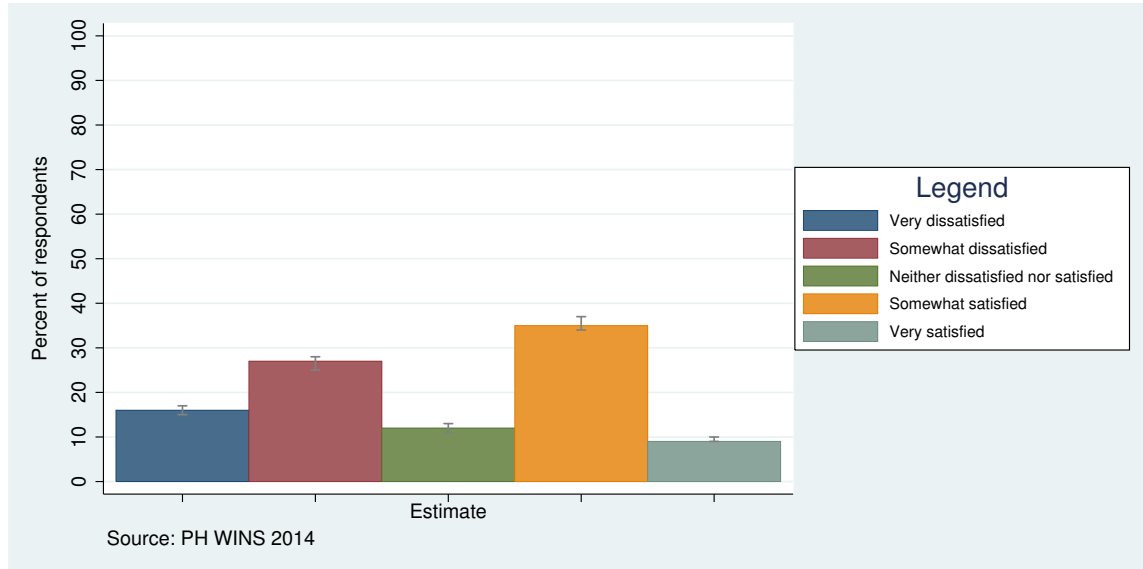
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	64%	[57%-72%]		69%	[66%-73%]		65%	[62%-67%]		66%	[64%-68%]	
Comm. Disease	69%	[63%-74%]		68%	[66%-70%]		63%	[61%-64%]		65%	[64%-66%]	
Env. Health	73%	[66%-79%]		58%	[56%-60%]		63%	[62%-65%]		62%	[61%-63%]	
MCH	81%	[77%-85%]		60%	[59%-62%]		63%	[61%-64%]		62%	[61%-64%]	
All Hazards	59%	[49%-69%]		56%	[53%-60%]		68%	[65%-72%]		62%	[60%-65%]	
Assessment	72%	[64%-79%]		66%	[64%-69%]		69%	[67%-71%]		68%	[67%-69%]	
Communications	64%	[51%-77%]		73%	[67%-79%]		76%	[71%-81%]		74%	[70%-78%]	
Org. Competencies	82%	[79%-85%]		69%	[68%-71%]		67%	[66%-69%]		69%	[68%-70%]	
Other	79%	[76%-81%]		65%	[64%-66%]		63%	[62%-63%]		64%	[64%-65%]	
Other Health Care	79%	[74%-85%]		65%	[62%-68%]		68%	[65%-71%]		67%	[66%-69%]	
Total	76%	[75%-78%]		65%	[64%-65%]		65%	[65%-66%]		65%	[65%-66%]	

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

8 Pay Satisfaction

8.1 Overall Pay Satisfaction



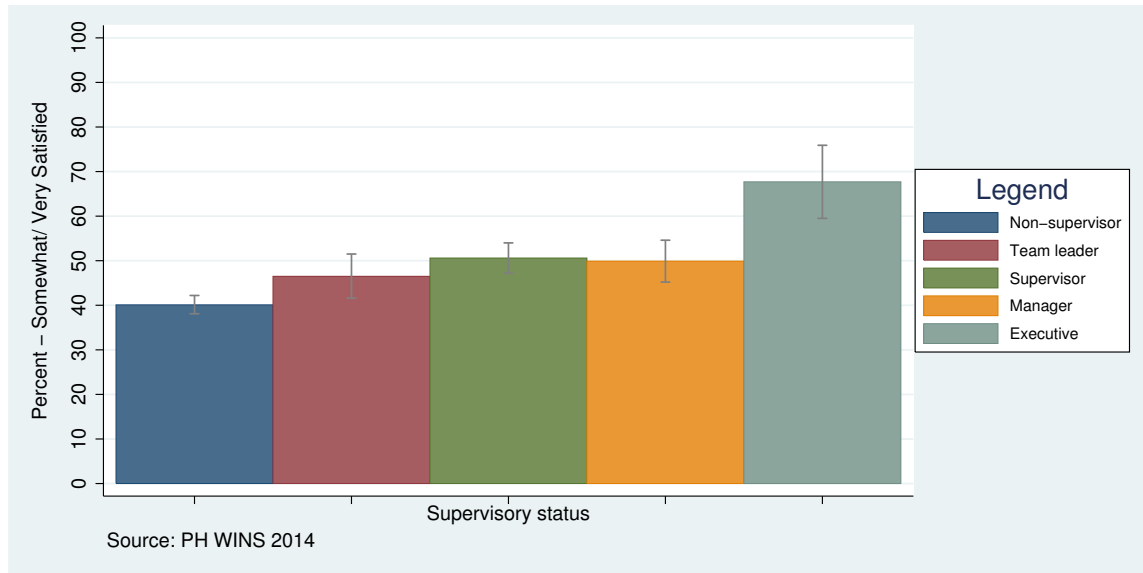
This chart represents the proportion of overall pay satisfaction.

	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	
Very dissatisfied	16%	[15%- 17%]	23%	[23%- 24%]	14%	[13%- 14%]	17%	[17%- 18%]			
Somewhat dissatisfied	27%	[25%- 28%]	27%	[27%- 28%]	22%	[21%- 22%]	24%	[24%- 24%]			
Neither dissatisfied nor satisfied	12%	[11%- 13%]	12%	[12%- 12%]	13%	[13%- 13%]	13%	[12%- 13%]			
Somewhat satisfied	35%	[34%- 37%]	30%	[29%- 30%]	37%	[37%- 38%]	34%	[34%- 35%]			
Very satisfied	9%	[9%- 10%]	8%	[7%- 8%]	14%	[14%- 15%]	12%	[12%- 12%]			
Total	100%		100%		100%		100%				

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

8.2 Pay Satisfaction By Supervisory Status



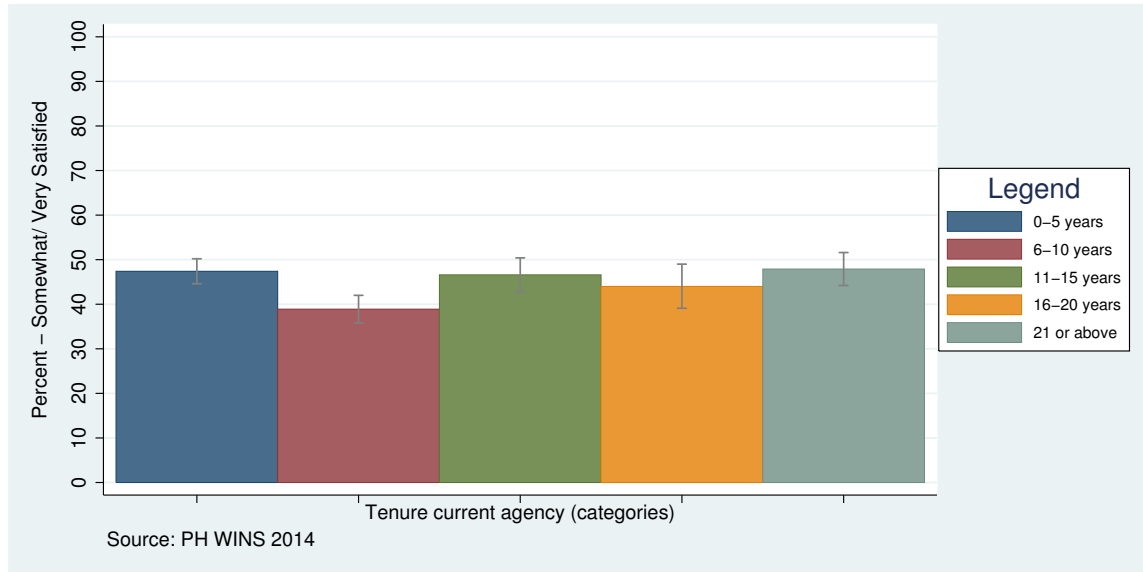
This chart represents the proportion of staff by supervisory level who are “Very satisfied/Somewhat satisfied ”with their pay.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	40%	[38%-	42%]	36%	[35%-	36%]	50%	[49%-	51%]	44%	[44%-	45%]
Team leader	47%	[42%-	51%]	32%	[30%-	33%]	48%	[47%-	49%]	43%	[42%-	44%]
Supervisor	51%	[47%-	54%]	40%	[39%-	42%]	56%	[55%-	57%]	50%	[49%-	51%]
Manager	50%	[45%-	55%]	48%	[46%-	50%]	61%	[59%-	62%]	55%	[54%-	56%]
Executive	68%	[60%-	76%]	60%	[56%-	64%]	69%	[65%-	72%]	65%	[62%-	67%]
Total	45%	[43%-	46%]	37%	[37%-	38%]	52%	[51%-	52%]	46%	[46%-	47%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

8.3 Pay Satisfaction By Tenure In The Current Health Department (Years)



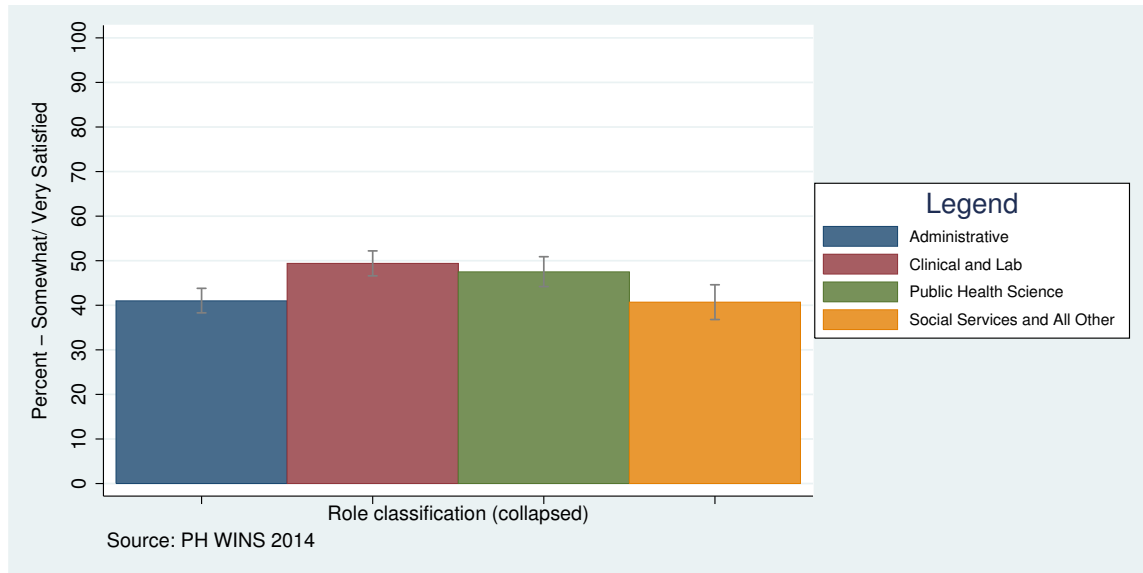
This chart represents the proportion of staff by tenure in current health department (years) who are “Very satisfied/Somewhat satisfied ”with their pay.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	47%	[45%-	50%]	38%	[37%-	39%]	50%	[50%-	51%]	46%	[45%-	46%]
6-10 years	39%	[36%-	42%]	34%	[32%-	35%]	49%	[48%-	50%]	43%	[42%-	44%]
11-15 years	47%	[43%-	50%]	34%	[33%-	36%]	56%	[54%-	57%]	48%	[47%-	49%]
16-20 years	44%	[39%-	49%]	35%	[33%-	37%]	55%	[54%-	57%]	47%	[45%-	48%]
21 or above	48%	[44%-	52%]	42%	[41%-	43%]	56%	[55%-	57%]	50%	[49%-	51%]
Total	45%	[43%-	46%]	37%	[37%-	38%]	52%	[51%-	52%]	46%	[46%-	47%]

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

8.4 Pay Satisfaction By Role Classification



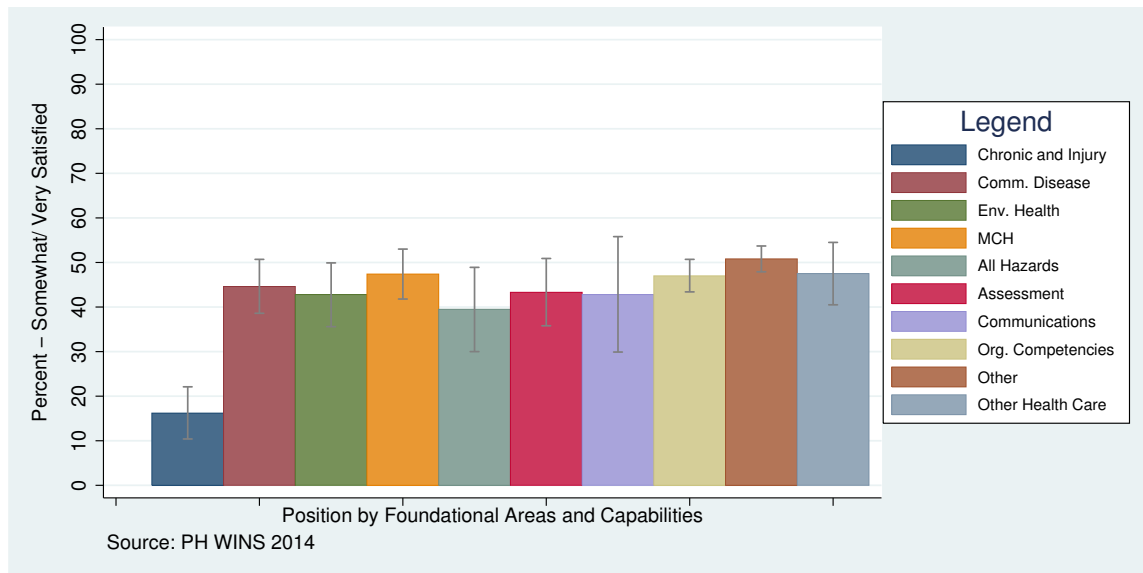
This chart represents the proportion of staff by role classification who are “Very satisfied/Somewhat satisfied ”with their pay.

Role classification (collapsed)	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Administrative	41%	[38%- 44%]		34%	[33%- 35%]		51%	[50%- 52%]		44%	[43%- 44%]
Clinical and Lab	49%	[47%- 52%]		39%	[38%- 40%]		49%	[48%- 50%]		45%	[45%- 46%]
Public Health Science	48%	[44%- 51%]		40%	[39%- 41%]		54%	[54%- 55%]		49%	[49%- 50%]
Social Services and All Other	41%	[37%- 45%]		37%	[36%- 38%]		50%	[49%- 52%]		45%	[44%- 46%]
Total	45%	[43%- 46%]		37%	[37%- 38%]		52%	[51%- 52%]		46%	[46%- 47%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

8.5 Pay Satisfaction By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who are “Very satisfied/Somewhat satisfied ”with their pay.

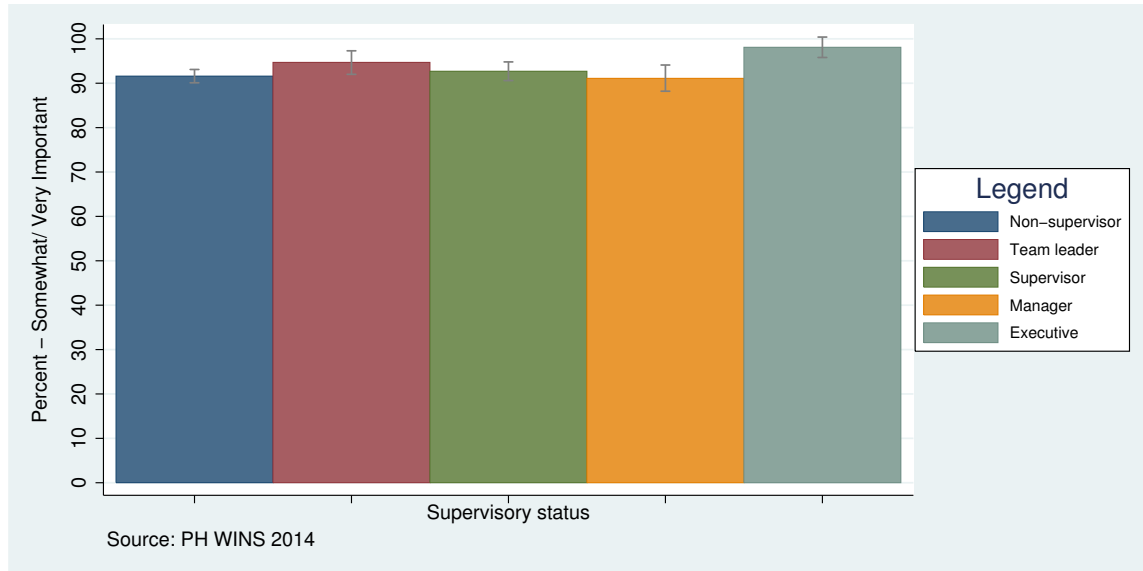
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	16%	[10%-22%]		37%	[34%-41%]		57%	[55%-60%]		48%	[46%-50%]	
Comm. Disease	45%	[39%-51%]		38%	[36%-40%]		53%	[52%-55%]		48%	[46%-49%]	
Env. Health	43%	[36%-50%]		29%	[27%-31%]		55%	[54%-57%]		46%	[45%-48%]	
MCH	47%	[42%-53%]		38%	[36%-40%]		58%	[56%-60%]		49%	[47%-50%]	
All Hazards	39%	[30%-49%]		35%	[32%-39%]		52%	[49%-56%]		44%	[41%-46%]	
Assessment	43%	[36%-51%]		33%	[31%-35%]		54%	[52%-56%]		46%	[45%-47%]	
Communications	43%	[30%-56%]		49%	[43%-56%]		67%	[61%-72%]		57%	[53%-61%]	
Org. Competencies	47%	[43%-51%]		41%	[39%-42%]		52%	[50%-53%]		47%	[46%-48%]	
Other	51%	[48%-54%]		38%	[37%-39%]		48%	[47%-49%]		44%	[44%-45%]	
Other Health Care	47%	[40%-54%]		37%	[34%-40%]		61%	[58%-63%]		49%	[47%-51%]	
Total	45%	[43%-46%]		37%	[37%-38%]		52%	[51%-52%]		46%	[46%-47%]	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

9 Perceived Importance of National Trends

9.1 Perceived Importance Of Evidence Based Public Health Practice By Supervisory Status



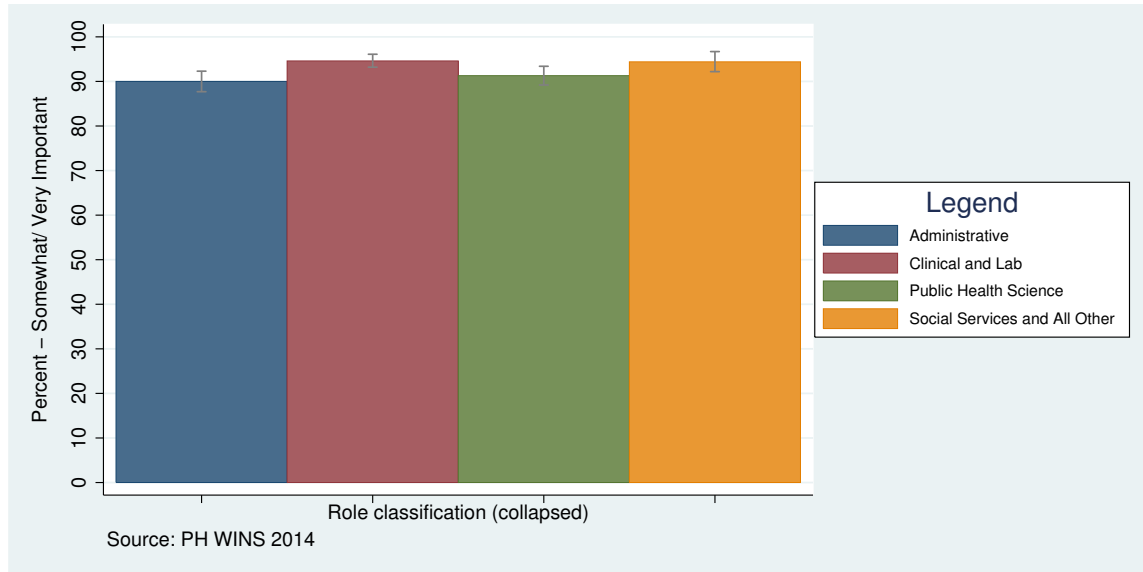
This chart represents the proportion of staff by supervisory status who indicated that evidence based public health practice is “Somewhat important/Very important” to public health.

Supervisory status	State, Regional, and National Estimates													
	STATE Estimate			Rest of region						All other regions			Total	
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI		
Non-supervisor	92%	[90%-	93%]	93%	[92%-	93%]	91%	[90%-	91%]	91%	[91%-	92%]		
Team leader	95%	[92%-	97%]	95%	[94%-	95%]	91%	[91%-	92%]	92%	[92%-	93%]		
Supervisor	93%	[91%-	95%]	94%	[93%-	95%]	91%	[90%-	91%]	92%	[91%-	93%]		
Manager	91%	[88%-	94%]	95%	[94%-	96%]	93%	[92%-	94%]	93%	[93%-	94%]		
Executive	98%	[96%-	100%]	97%	[96%-	98%]	95%	[94%-	97%]	96%	[95%-	97%]		
Total	92%	[91%-	93%]	93%	[93%-	94%]	91%	[91%-	91%]	92%	[92%-	92%]		

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

9.2 Perceived Importance Of Evidence Based Public Health Practice By Role Classification



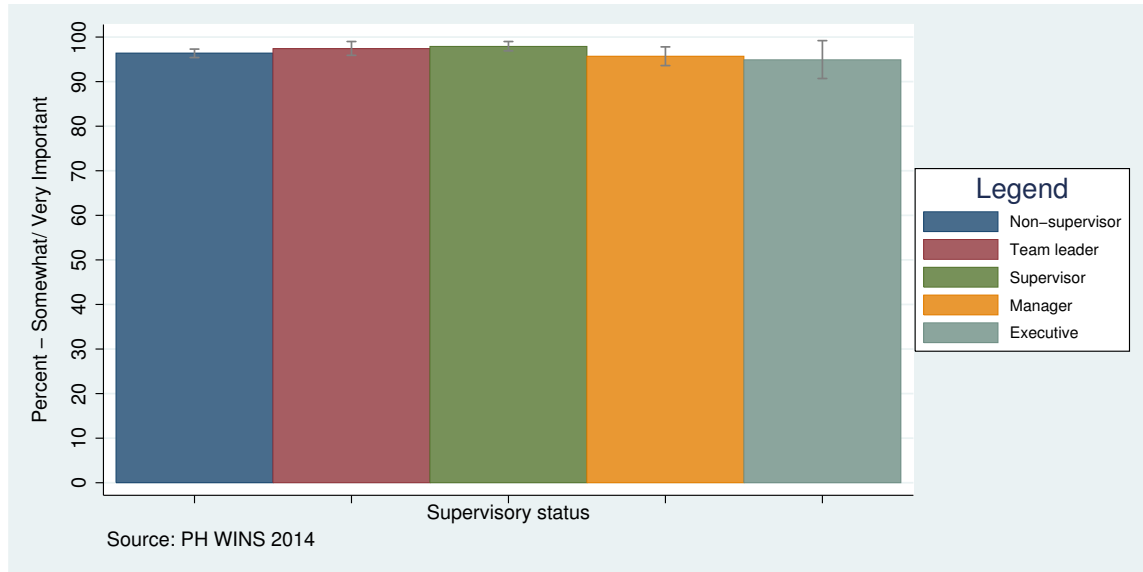
This chart represents the proportion of staff by role classification who indicated that evidence based public health practice is “Somewhat important/Very important” to public health.

Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	90%	[88%-	92%]	90%	[89%-	91%]	88%	[88%-	89%]	89%	[89%-	90%]
Clinical and Lab	95%	[93%-	96%]	95%	[95%-	96%]	92%	[91%-	93%]	93%	[93%-	94%]
Public Health Science	91%	[89%-	93%]	95%	[94%-	95%]	93%	[92%-	93%]	93%	[93%-	94%]
Social Services and All Other	94%	[92%-	97%]	93%	[92%-	94%]	90%	[89%-	91%]	91%	[91%-	92%]
Total	92%	[91%-	93%]	93%	[93%-	94%]	91%	[91%-	91%]	92%	[92%-	92%]

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

9.3 Perceived Importance Of Fostering A Culture Of Quality Improvement By Supervisory Status



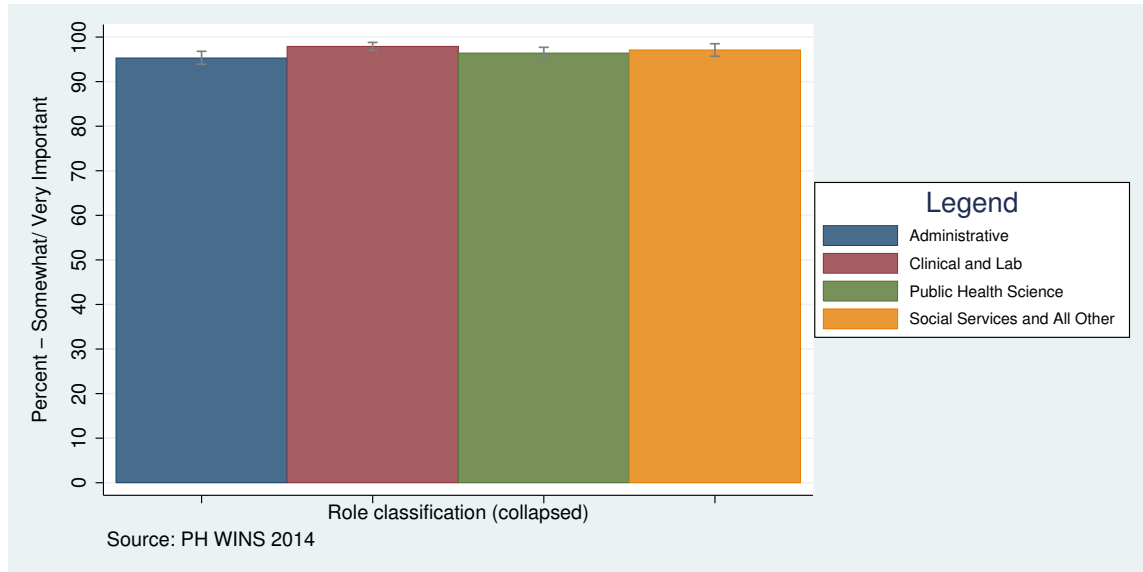
This chart represents the proportion of staff by supervisory status who indicated that fostering a culture of quality improvement is “Somewhat important/Very important” to public health.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	96%	[95%-	97%]	95%	[94%-	95%]	95%	[94%-	95%]	95%	[95%-	95%]
Team leader	97%	[96%-	99%]	97%	[97%-	98%]	95%	[95%-	96%]	96%	[96%-	96%]
Supervisor	98%	[97%-	99%]	97%	[97%-	98%]	95%	[95%-	96%]	96%	[96%-	97%]
Manager	96%	[94%-	98%]	98%	[97%-	98%]	98%	[98%-	99%]	98%	[98%-	98%]
Executive	95%	[91%-	99%]	98%	[97%-	99%]	98%	[96%-	99%]	97%	[97%-	98%]
Total	97%	[96%-	97%]	96%	[96%-	96%]	95%	[95%-	95%]	96%	[95%-	96%]

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

9.4 Perceived Importance Of Fostering A Culture Of Quality Improvement By Role Classification



This chart represents the proportion of staff by role classification who indicated that fostering a culture of quality improvement is “Somewhat important/Very important” to public health.

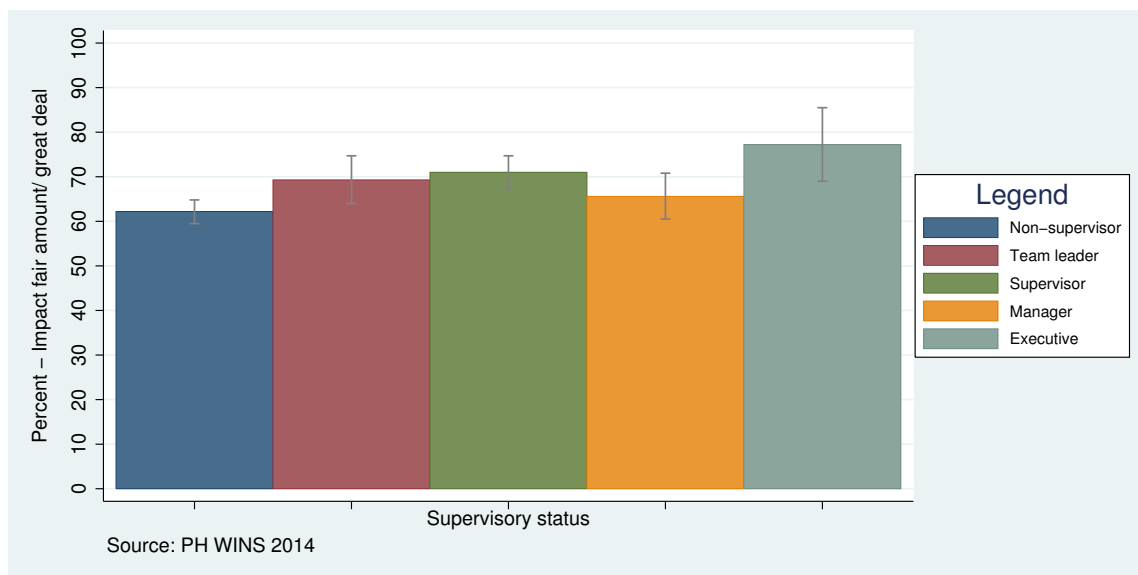
Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	95%	[94%-97%]		95%	[95%-96%]		95%	[94%-95%]		95%	[95%-95%]	
Clinical and Lab	98%	[97%-99%]		98%	[97%-98%]		97%	[96%-97%]		97%	[97%-97%]	
Public Health Science	96%	[95%-98%]		96%	[96%-96%]		95%	[95%-96%]		96%	[95%-96%]	
Social Services and All Other	97%	[96%-99%]		95%	[95%-96%]		95%	[95%-96%]		95%	[95%-96%]	
Total	97%	[96%-97%]		96%	[96%-96%]		95%	[95%-95%]		96%	[96%-96%]	

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

10 Perceived Impact of Trends on Day to Day Work

10.1 Perceived Impact Of Evidence Based Public Health Practice By Supervisory Status



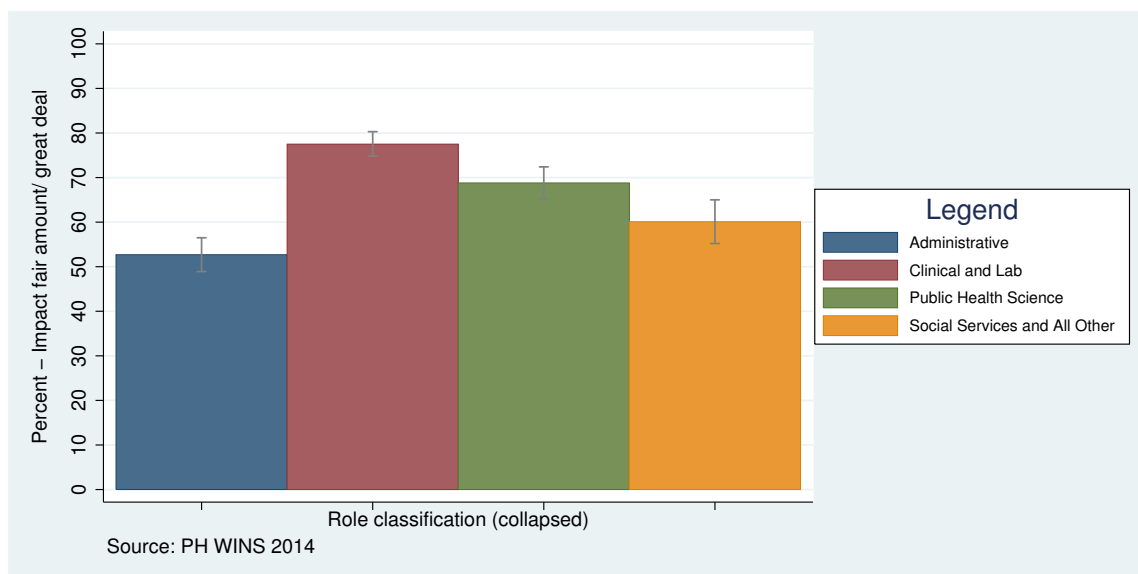
This chart represents the proportion of staff by supervisory status who indicated that evidence based public health practice impacts their day-to-day work “a fair amount” or “a great deal.”

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	62%	[59%-	65%]	62%	[61%-	62%]	56%	[55%-	56%]	58%	[57%-	59%]
Team leader	69%	[64%-	75%]	66%	[64%-	68%]	61%	[59%-	62%]	63%	[62%-	64%]
Supervisor	71%	[67%-	75%]	72%	[71%-	74%]	59%	[57%-	60%]	64%	[63%-	65%]
Manager	66%	[61%-	71%]	72%	[70%-	74%]	63%	[61%-	65%]	67%	[66%-	68%]
Executive	77%	[69%-	85%]	77%	[73%-	80%]	74%	[71%-	78%]	75%	[73%-	78%]
Total	66%	[64%-	68%]	66%	[65%-	66%]	59%	[58%-	59%]	61%	[61%-	62%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

10.2 Perceived Impact Of Evidence Based Public Health Practice By Role Classification



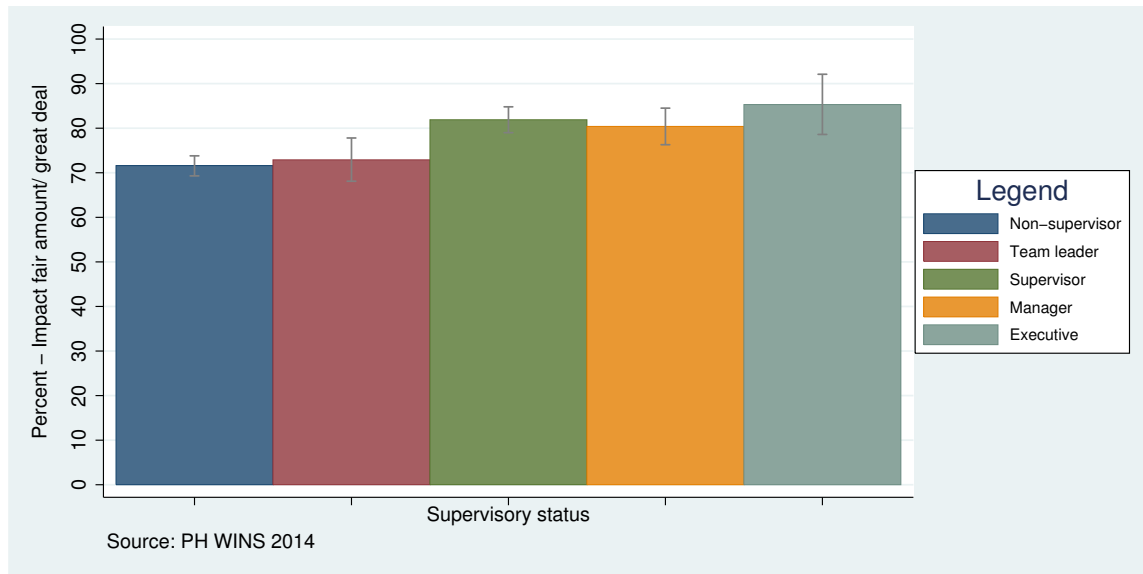
This chart represents the proportion of staff by role classification who indicated that evidence based public health practice impacts their day-to-day work “a fair amount” or “a great deal.”

Role classification (collapsed)	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Administrative	53%	[49%-57%]		49%	[48%-51%]		41%	[39%-42%]		45%	[44%-46%]
Clinical and Lab	78%	[75%-80%]		79%	[78%-80%]		68%	[66%-69%]		72%	[71%-73%]
Public Health Science	69%	[65%-72%]		70%	[69%-71%]		65%	[64%-66%]		67%	[66%-67%]
Social Services and All Other	60%	[55%-65%]		63%	[62%-65%]		52%	[50%-53%]		56%	[55%-58%]
Total	66%	[64%-68%]		66%	[65%-66%]		59%	[58%-59%]		62%	[61%-62%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

10.3 Perceived Impact Of Fostering A Culture Of Quality Improvement By Supervisory Status



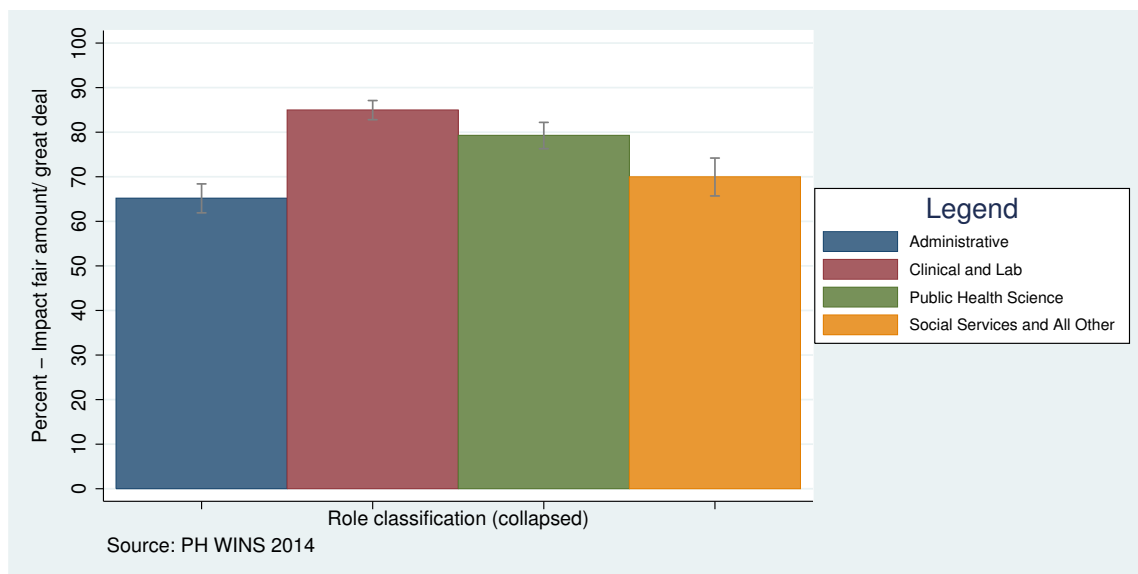
This chart represents the proportion of staff by supervisory status who indicated that fostering a culture of quality improvement impacts their day-to-day work “a fair amount” or “a great deal.”

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	72%	[69%-	74%]	69%	[68%-	70%]	66%	[65%-	66%]	67%	[67%-	68%]
Team leader	73%	[68%-	78%]	74%	[73%-	76%]	71%	[69%-	72%]	72%	[71%-	73%]
Supervisor	82%	[79%-	85%]	79%	[77%-	80%]	73%	[72%-	74%]	75%	[75%-	76%]
Manager	80%	[76%-	84%]	86%	[84%-	87%]	83%	[82%-	84%]	84%	[83%-	85%]
Executive	85%	[79%-	92%]	87%	[84%-	90%]	86%	[84%-	89%]	87%	[85%-	88%]
Total	76%	[74%-	77%]	74%	[73%-	74%]	70%	[70%-	71%]	72%	[71%-	72%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

10.4 Perceived Impact Of Fostering A Culture Of Quality Improvement By Role Classification



This chart represents the proportion of staff by role classification who indicated that fostering a culture of quality improvement impacts their day-to-day work “a fair amount” or “a great deal.”

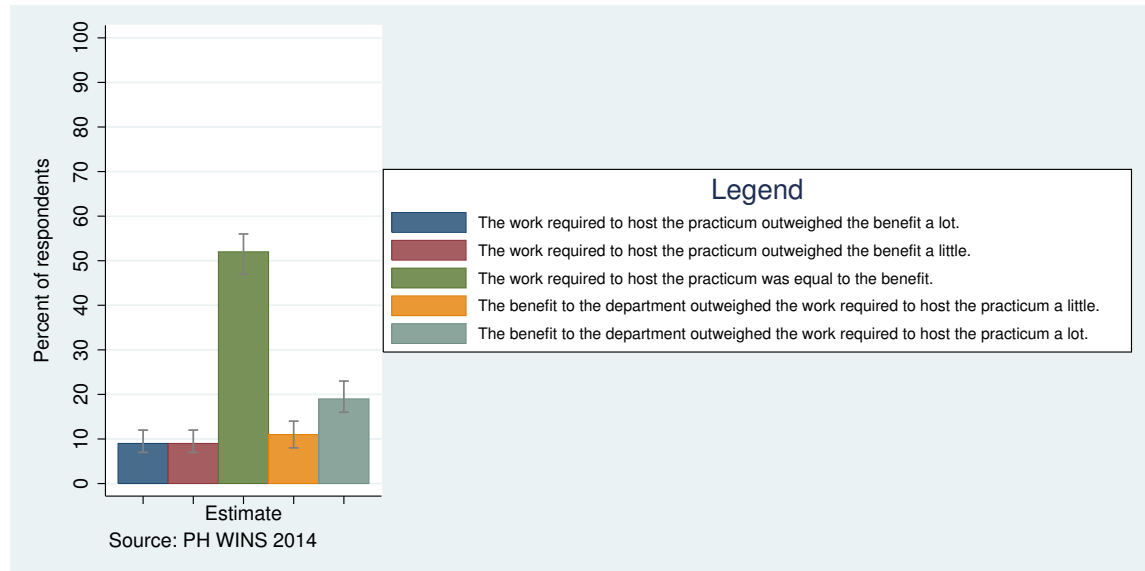
Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	65%	[62%-	68%]	67%	[65%-	68%]	62%	[61%-	63%]	64%	[63%-	65%]
Clinical and Lab	85%	[83%-	87%]	83%	[81%-	84%]	80%	[79%-	81%]	81%	[81%-	82%]
Public Health Sci- ence	79%	[76%-	82%]	73%	[72%-	74%]	69%	[69%-	70%]	71%	[70%-	72%]
Social Services and All Other	70%	[66%-	74%]	74%	[72%-	75%]	68%	[67%-	69%]	70%	[69%-	71%]
Total	76%	[74%-	77%]	74%	[73%-	74%]	70%	[70%-	71%]	72%	[71%-	72%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

11 Hosting Student Practica

11.1 Overall Value Of The Practicum To The Health Department



This chart represents the views of the staff who participated in a student practicum experience in the year 2013-2014.

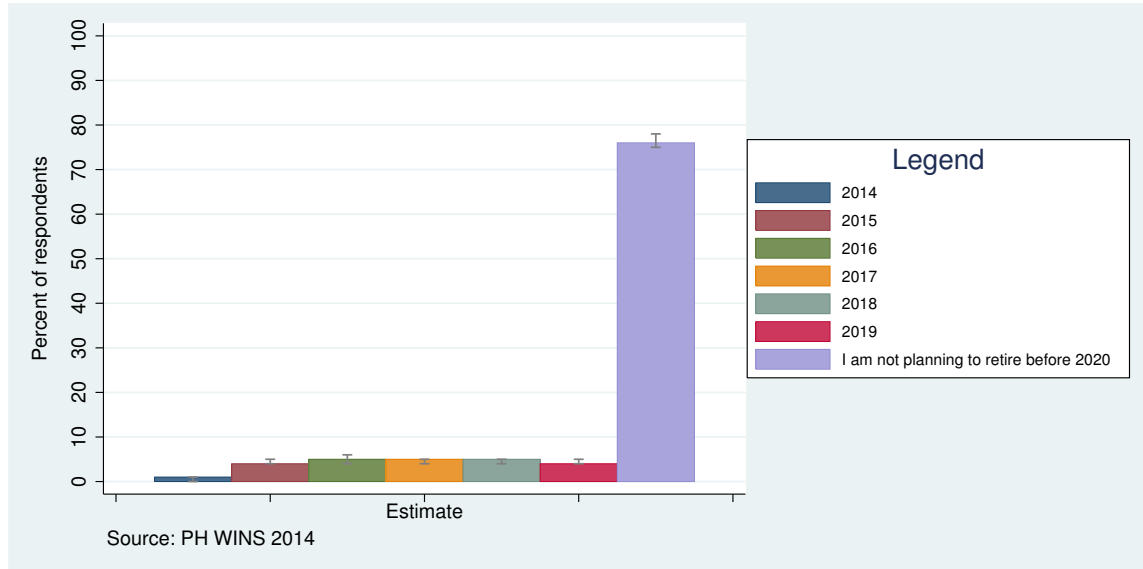
	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
The work required to host the practicum outweighed the benefit a lot.	9%	[7%-	12%]	11%	[10%-	12%]	9%	[9%-	10%]	10%	[9%-	10%]
The work required to host the practicum outweighed the benefit a little.	9%	[7%-	12%]	15%	[14%-	17%]	14%	[14%-	16%]	15%	[14%-	15%]
The work required to host the practicum was equal to the benefit.	52%	[47%-	56%]	42%	[40%-	44%]	38%	[37%-	40%]	40%	[39%-	42%]
The benefit to the department outweighed the work required to host the practicum a little.	11%	[8%-	14%]	15%	[14%-	16%]	15%	[14%-	16%]	15%	[14%-	16%]
The benefit to the department outweighed the work required to host the practicum a lot.	19%	[16%-	23%]	17%	[15%-	18%]	23%	[22%-	24%]	20%	[20%-	21%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

12 Staff Plans to Retire

12.1 Percent Of Staff Planning To Retire



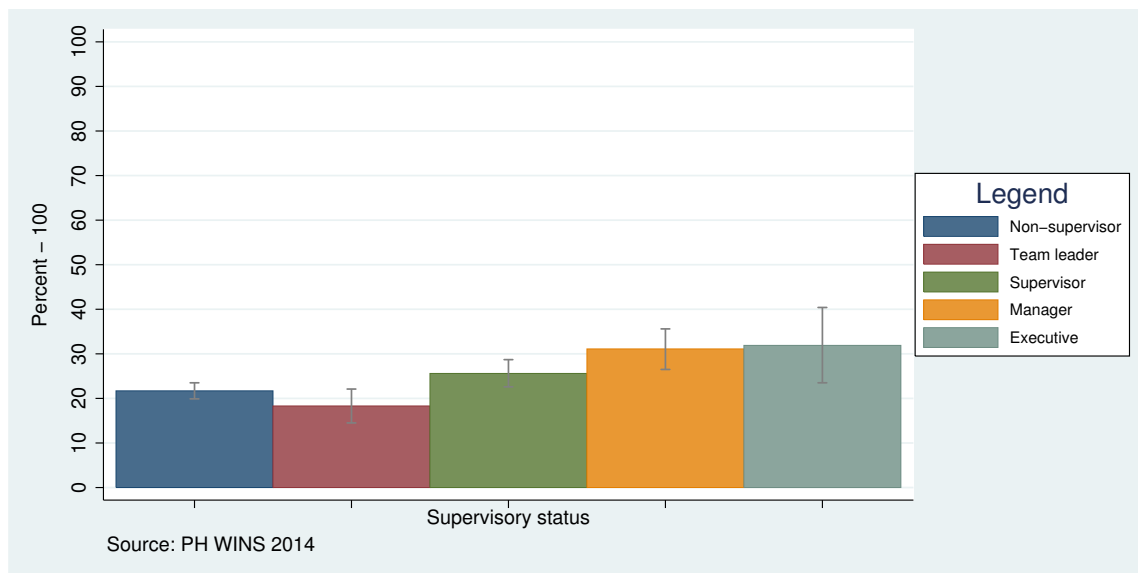
This chart represents the proportion of agency staff planning to retire before the year 2020.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
2014	1%	[0%-	1%]	1%	[1%-	1%]	1%	[1%-	1%]	1%	[1%-	1%]
2015	4%	[4%-	5%]	4%	[4%-	5%]	5%	[5%-	5%]	5%	[4%-	5%]
2016	5%	[4%-	6%]	5%	[5%-	5%]	5%	[5%-	6%]	5%	[5%-	5%]
2017	5%	[4%-	5%]	5%	[5%-	5%]	6%	[5%-	6%]	5%	[5%-	6%]
2018	5%	[4%-	5%]	5%	[4%-	5%]	4%	[4%-	4%]	4%	[4%-	5%]
2019	4%	[4%-	5%]	5%	[5%-	5%]	5%	[5%-	6%]	5%	[5%-	5%]
I am not planning to retire before 2020	76%	[75%-	78%]	75%	[75%-	76%]	74%	[74%-	74%]	75%	[74%-	75%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

12.2 Percent Of Staff Planning To Retire By Supervisory Status



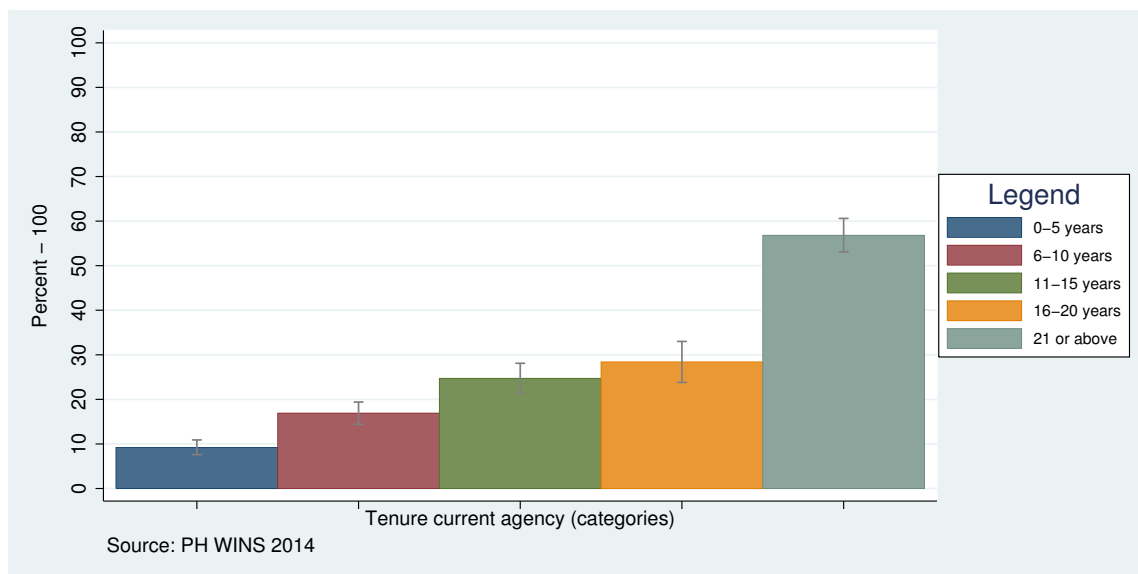
This chart represents the proportion of agency staff by supervisory status planning to retire before the year 2020.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	22%	[20%-	23%]	23%	[22%-	24%]	23%	[23%-	24%]	23%	[23%-	24%]
Team leader	18%	[14%-	22%]	24%	[23%-	26%]	26%	[25%-	27%]	25%	[24%-	26%]
Supervisor	26%	[23%-	29%]	26%	[25%-	27%]	30%	[29%-	31%]	28%	[27%-	29%]
Manager	31%	[27%-	36%]	32%	[30%-	33%]	37%	[35%-	38%]	34%	[33%-	35%]
Executive	32%	[23%-	40%]	30%	[27%-	34%]	32%	[28%-	35%]	31%	[29%-	33%]
Total	24%	[22%-	25%]	25%	[24%-	25%]	26%	[26%-	26%]	25%	[25%-	26%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

12.3 Percent Of Staff Planning To Retire by Tenure In Current Health Department (Years)



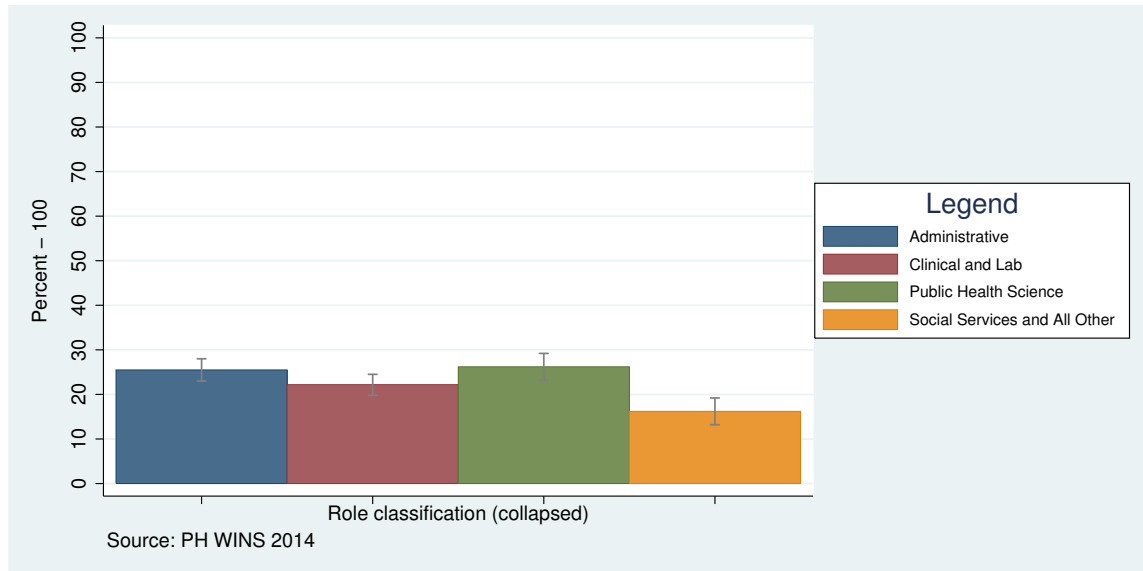
This chart represents the proportion of agency staff by tenure in current health department (years) planning to retire before the year 2020.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	9%	[8%-	11%]	9%	[9%-	10%]	10%	[10%-	11%]	10%	[10%-	10%]
6-10 years	17%	[14%-	19%]	18%	[17%-	19%]	20%	[20%-	21%]	19%	[19%-	20%]
11-15 years	25%	[21%-	28%]	24%	[23%-	26%]	28%	[27%-	29%]	27%	[26%-	28%]
16-20 years	28%	[24%-	33%]	32%	[30%-	34%]	33%	[32%-	35%]	32%	[31%-	34%]
21 or above	57%	[53%-	61%]	61%	[59%-	62%]	60%	[58%-	61%]	60%	[59%-	61%]
Total	24%	[22%-	25%]	25%	[24%-	25%]	26%	[26%-	26%]	26%	[25%-	26%]

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

12.4 Percent Of Staff Planning To Retire by Role Classification



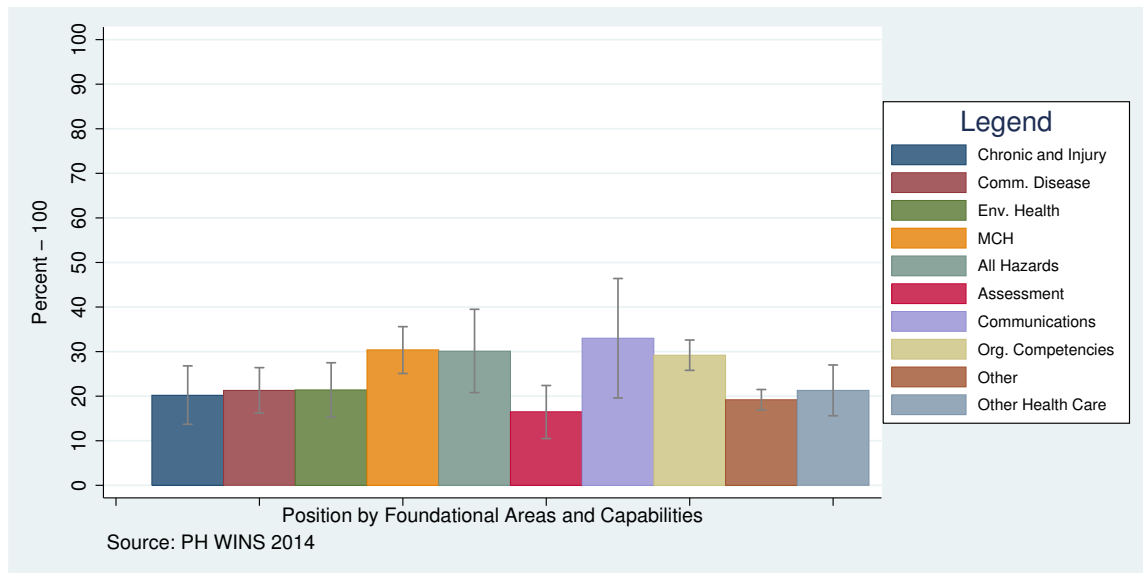
This chart represents the proportion of agency staff by role classification planning to retire before the year 2020.

Role classification (collapsed)	State, Regional, and National Estimates									
	STATE Estimate		Rest of region		All other regions		Total			
	%	95% CI	%	95% CI	%	95% CI	%	95% CI		
Administrative	26%	[23%-28%]	24%	[23%-25%]	25%	[25%-26%]	25%	[24%-25%]		
Clinical and Lab	22%	[20%-25%]	26%	[25%-27%]	29%	[29%-30%]	28%	[27%-28%]		
Public Health Science	26%	[23%-29%]	25%	[24%-26%]	26%	[25%-27%]	26%	[25%-26%]		
Social Services and All Other	16%	[13%-19%]	24%	[22%-25%]	23%	[22%-24%]	23%	[22%-23%]		
Total	24%	[22%-25%]	25%	[24%-25%]	26%	[26%-26%]	25%	[25%-26%]		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

12.5 Percent Of Staff Planning To Retire By Foundational Areas/Capabilities



This chart represents the proportion of agency staff by foundational areas/capabilities planning to retire before the year 2020.

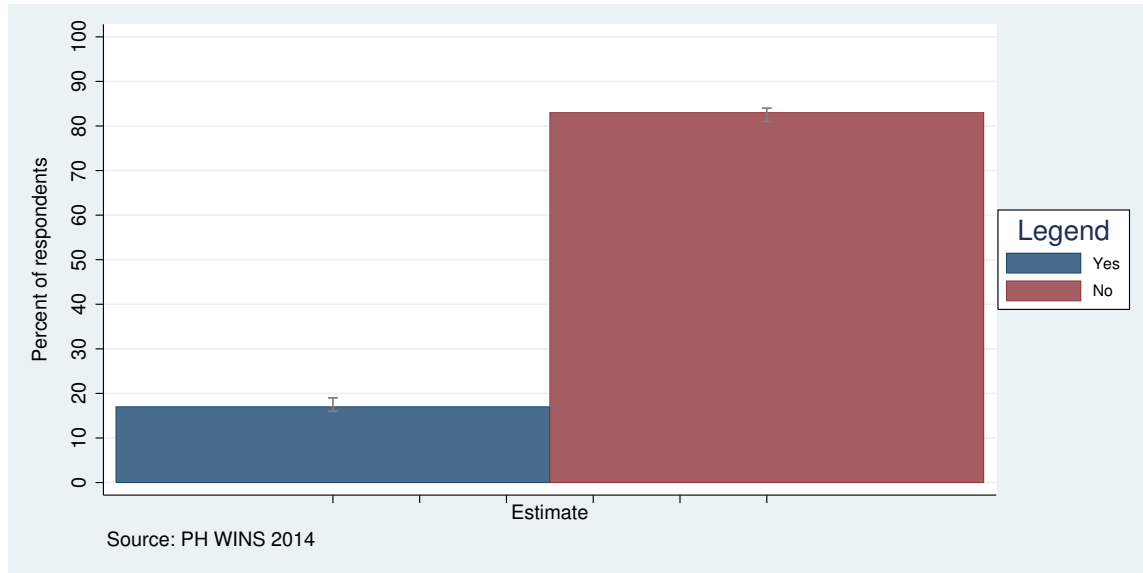
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	20%	[14%-27%]		19%	[16%-22%]		22%	[20%-24%]		21%	[19%-22%]	
Comm. Disease	21%	[16%-26%]		20%	[18%-21%]		23%	[22%-25%]		22%	[21%-23%]	
Env. Health	21%	[15%-27%]		23%	[21%-24%]		25%	[23%-26%]		24%	[23%-25%]	
MCH	30%	[25%-36%]		29%	[27%-30%]		30%	[28%-31%]		29%	[28%-30%]	
All Hazards	30%	[21%-39%]		24%	[21%-27%]		22%	[19%-24%]		23%	[21%-25%]	
Assessment	16%	[11%-22%]		21%	[19%-23%]		20%	[19%-22%]		21%	[19%-22%]	
Communications	33%	[20%-46%]		20%	[14%-25%]		21%	[16%-26%]		22%	[18%-25%]	
Org. Competencies	29%	[26%-33%]		28%	[26%-29%]		29%	[28%-31%]		29%	[28%-30%]	
Other	19%	[17%-21%]		26%	[25%-27%]		26%	[26%-27%]		26%	[25%-26%]	
Other Health Care	21%	[16%-27%]		27%	[25%-30%]		26%	[24%-29%]		26%	[25%-28%]	
Total	24%	[22%-25%]		25%	[24%-25%]		26%	[26%-26%]		25%	[25%-26%]	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

13 Staff Plans to Leave Position Within One Year

13.1 Percent Of Staff Considering Leaving The Organization In The Next Year



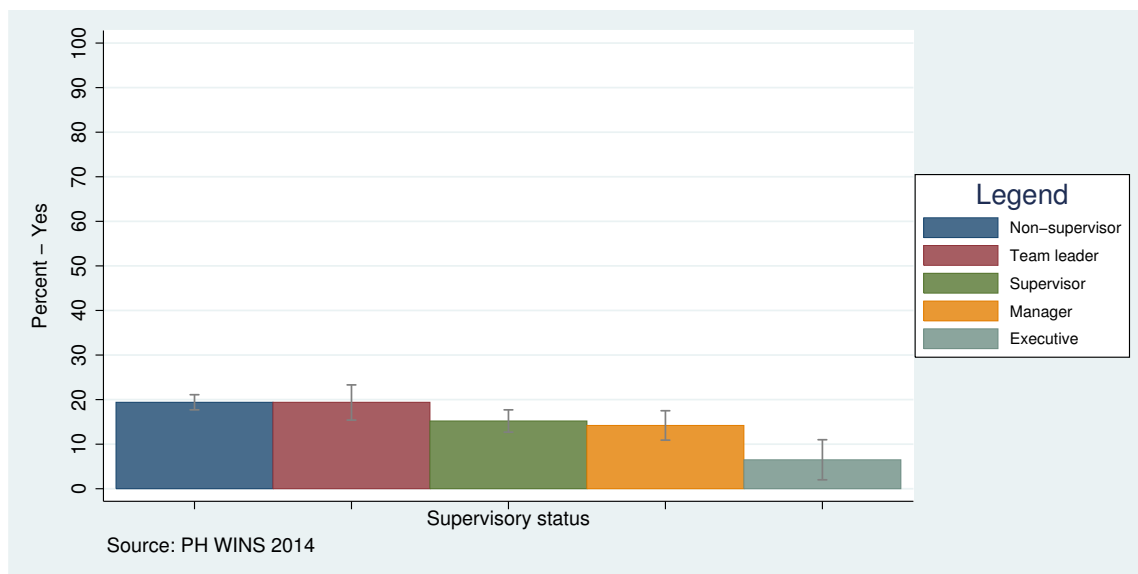
This chart represents the proportion of staff considering leaving the agency in the next year.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Yes	17%	[16%-	19%]	26%	[25%-	26%]	25%	[24%-	25%]	25%	[24%-	25%]
No	83%	[81%-	84%]	74%	[74%-	75%]	75%	[75%-	76%]	75%	[75%-	76%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

13.2 Percent Of Staff Considering Leaving The Organization In The Next Year By Supervisory Status



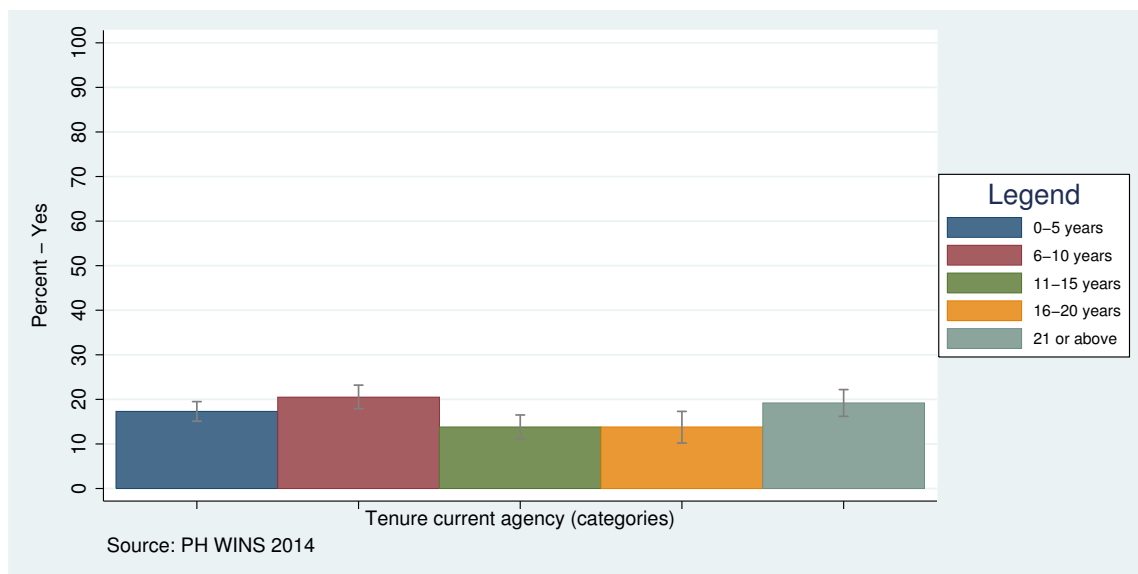
This chart represents the proportion of staff by supervisory status considering leaving the agency in the next year.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	19%	[18%-	21%]	26%	[25%-	27%]	25%	[25%-	26%]	25%	[25%-	25%]
Team leader	19%	[15%-	23%]	31%	[29%-	32%]	29%	[28%-	30%]	29%	[28%-	30%]
Supervisor	15%	[13%-	18%]	22%	[20%-	23%]	21%	[20%-	22%]	21%	[20%-	22%]
Manager	14%	[11%-	17%]	23%	[21%-	24%]	24%	[23%-	25%]	23%	[22%-	24%]
Executive	7%	[2%-	11%]	25%	[21%-	28%]	17%	[14%-	20%]	19%	[17%-	22%]
Total	17%	[16%-	19%]	26%	[25%-	26%]	25%	[24%-	25%]	25%	[24%-	25%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

13.3 Percent Of Staff Considering Leaving The Organization In The Next Year By Tenure In Current Health Department (Years)



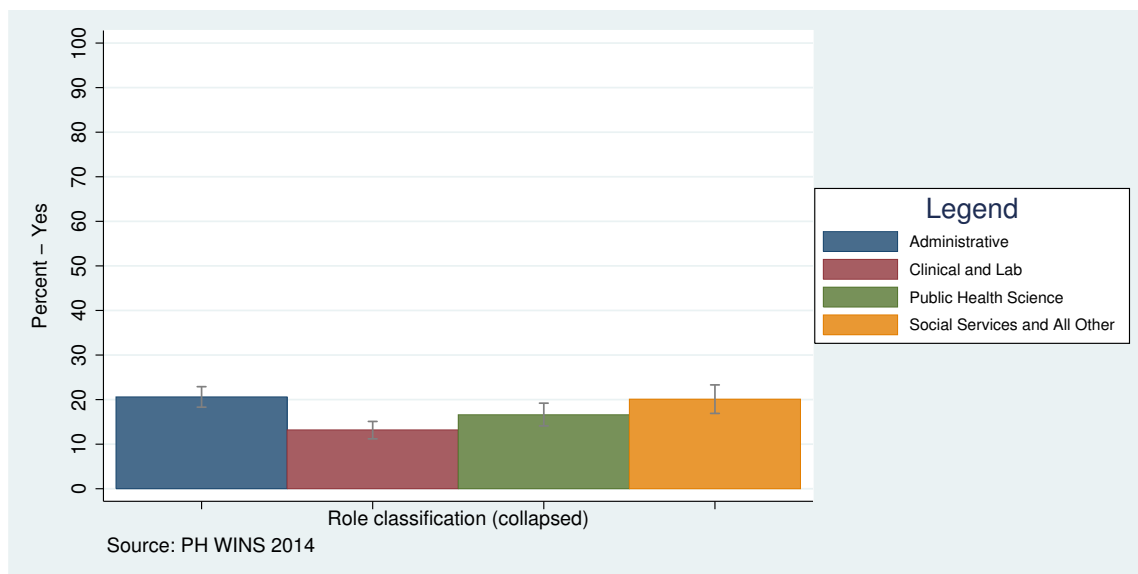
This chart represents the proportion of staff by tenure in current health department (years) considering leaving the agency in the next year.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	17%	[15%-	19%]	28%	[27%-	29%]	27%	[26%-	27%]	27%	[26%-	27%]
6-10 years	21%	[18%-	23%]	28%	[27%-	29%]	26%	[25%-	27%]	26%	[26%-	27%]
11-15 years	14%	[11%-	17%]	23%	[21%-	24%]	21%	[20%-	22%]	21%	[21%-	22%]
16-20 years	14%	[10%-	17%]	22%	[20%-	23%]	22%	[21%-	24%]	22%	[21%-	23%]
21 or above	19%	[16%-	22%]	23%	[22%-	25%]	27%	[26%-	28%]	25%	[24%-	26%]
Total	17%	[16%-	19%]	26%	[25%-	26%]	25%	[24%-	25%]	25%	[25%-	25%]

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

13.4 Percent Of Staff Considering Leaving The Organization In The Next Year By Role Classification

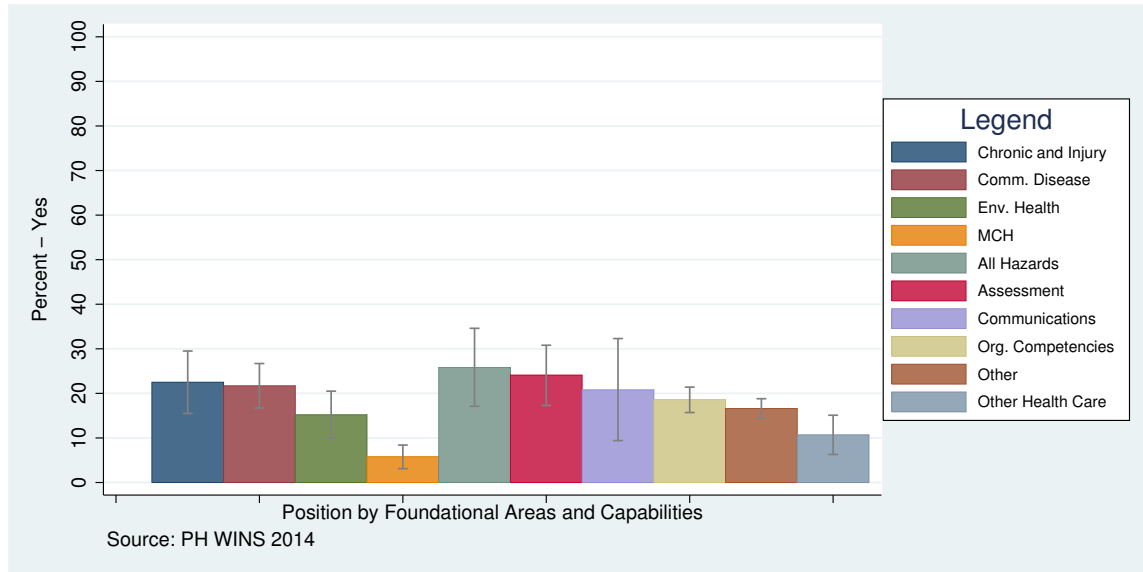


This chart represents the proportion of staff by role classification considering leaving the agency in the next year.

Role classification (collapsed)	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Administrative	21%	[18%- 23%]		25%	[24%- 26%]		27%	[26%- 28%]		26%	[25%- 27%]
Clinical and Lab	13%	[11%- 15%]		22%	[21%- 23%]		22%	[21%- 23%]		21%	[21%- 22%]
Public Health Science	17%	[14%- 19%]		28%	[27%- 29%]		25%	[25%- 26%]		26%	[25%- 26%]
Social Services and All Other	20%	[17%- 23%]		27%	[26%- 29%]		26%	[25%- 27%]		26%	[25%- 27%]
Total	17%	[16%- 19%]		26%	[25%- 26%]		25%	[24%- 25%]		25%	[25%- 25%]

Source: PH WINS 2014
 This estimate **IS** statistically significantly different comparing STATE to the national average

13.5 Percent Of Staff Considering Leaving The Organization In The Next Year By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities considering leaving the agency in the next year.

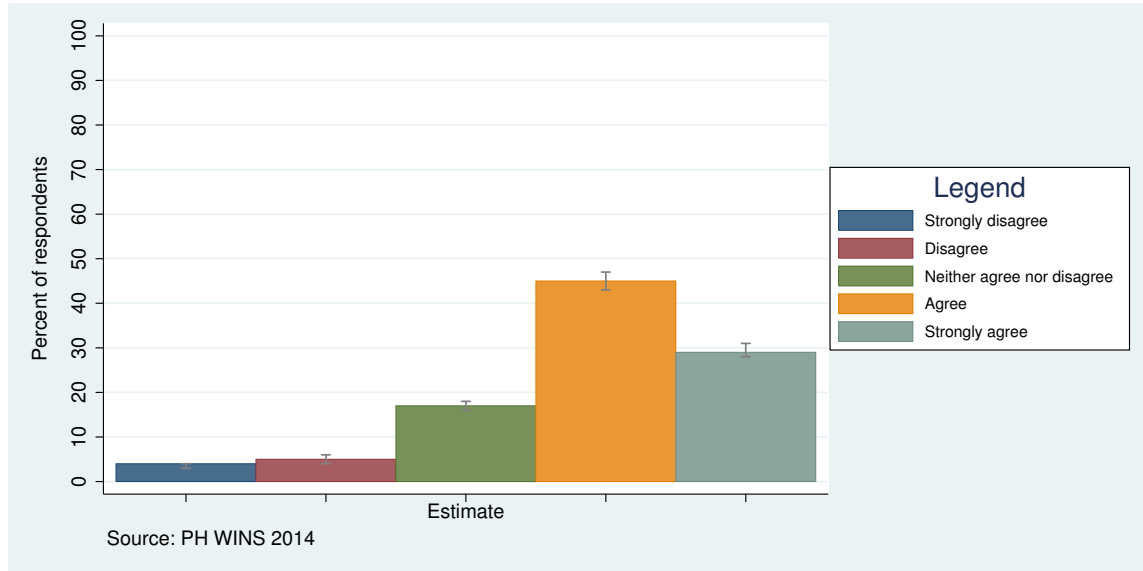
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	22%	[15%-	29%]	25%	[22%-	28%]	29%	[27%-	31%]	27%	[26%-	29%]
Comm. Disease	22%	[17%-	27%]	26%	[24%-	28%]	26%	[25%-	28%]	26%	[25%-	27%]
Env. Health	15%	[10%-	21%]	27%	[25%-	29%]	21%	[20%-	22%]	23%	[22%-	24%]
MCH	6%	[3%-	8%]	29%	[27%-	31%]	30%	[29%-	32%]	29%	[27%-	30%]
All Hazards	26%	[17%-	35%]	29%	[26%-	32%]	28%	[25%-	31%]	28%	[26%-	31%]
Assessment	24%	[17%-	31%]	30%	[28%-	33%]	25%	[23%-	26%]	27%	[26%-	28%]
Communications	21%	[9%-	32%]	27%	[21%-	32%]	19%	[15%-	24%]	23%	[19%-	26%]
Org. Competencies	19%	[16%-	21%]	23%	[22%-	24%]	26%	[25%-	28%]	24%	[23%-	25%]
Other	17%	[14%-	19%]	25%	[24%-	26%]	25%	[24%-	26%]	24%	[24%-	25%]
Other Health Care	11%	[6%-	15%]	23%	[21%-	26%]	24%	[22%-	27%]	23%	[21%-	25%]
Total	17%	[16%-	19%]	26%	[25%-	26%]	25%	[24%-	25%]	25%	[25%-	25%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

14 Organization is a Good Place to Work

14.1 I Recommend My Organization As A Good Place To Work



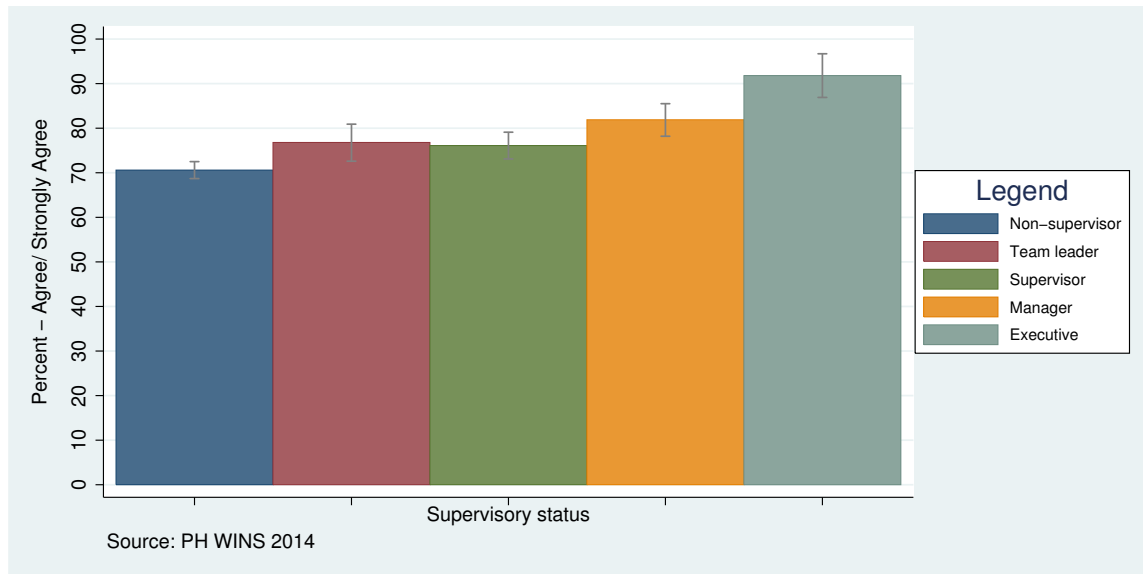
This chart represents the proportion of overall agreement with the statement: **I recommend my organization as a good place to work.**

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Strongly disagree	4%	[3%- 4%]	5%	[5%- 5%]	4%	[4%- 4%]	5%	[4%- 5%]	5%	[4%- 5%]	5%	[4%- 5%]
Disagree	5%	[4%- 6%]	9%	[8%- 9%]	9%	[9%- 9%]	9%	[8%- 9%]	9%	[8%- 9%]	9%	[8%- 9%]
Neither agree nor disagree	17%	[16%- 18%]	22%	[22%- 23%]	23%	[23%- 23%]	22%	[22%- 23%]	22%	[22%- 23%]	22%	[22%- 23%]
Agree	45%	[43%- 47%]	43%	[42%- 44%]	43%	[42%- 43%]	43%	[43%- 43%]	43%	[43%- 43%]	43%	[43%- 43%]
Strongly agree	29%	[28%- 31%]	21%	[20%- 21%]	21%	[21%- 21%]	21%	[21%- 22%]	21%	[21%- 22%]	21%	[21%- 22%]
Total	100%		100%		100%		100%		100%		100%	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

14.2 I Recommend My Organization As A Good Place To Work By Supervisory Status



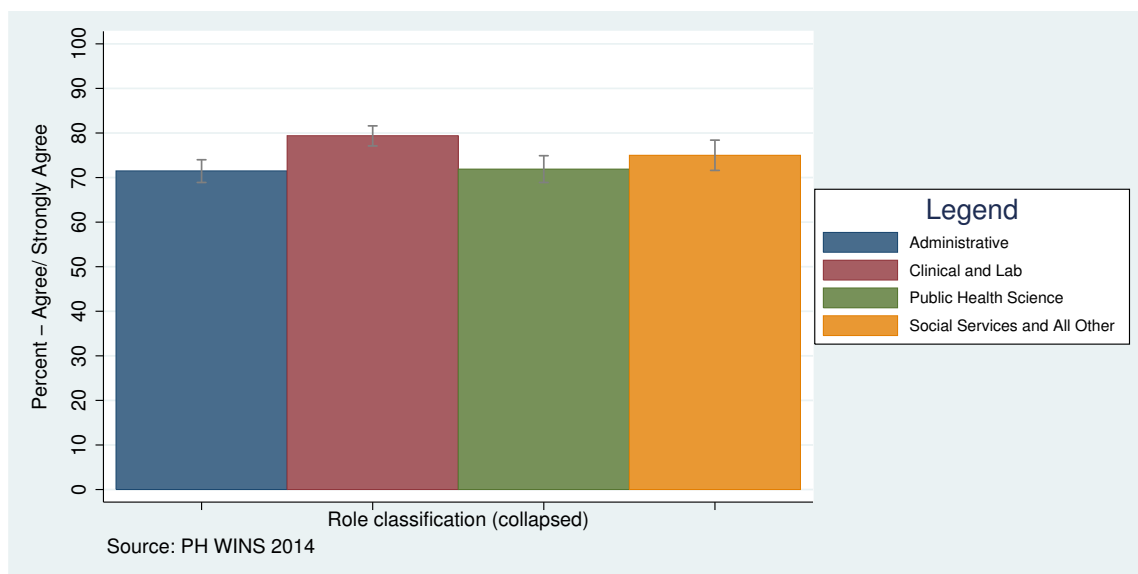
This chart represents the proportion of staff by supervisory status who “Strongly agree/agree” with the statement: I recommend my organization as a good place to work.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	71%	[69%-	73%]	63%	[63%-	64%]	63%	[63%-	64%]	64%	[63%-	64%]
Team leader	77%	[73%-	81%]	59%	[57%-	60%]	59%	[58%-	60%]	59%	[58%-	60%]
Supervisor	76%	[73%-	79%]	69%	[67%-	70%]	67%	[65%-	68%]	68%	[67%-	69%]
Manager	82%	[78%-	86%]	65%	[63%-	67%]	69%	[67%-	70%]	68%	[67%-	69%]
Executive	92%	[87%-	97%]	74%	[70%-	78%]	81%	[78%-	84%]	79%	[77%-	81%]
Total	74%	[73%-	76%]	64%	[63%-	64%]	64%	[63%-	64%]	64%	[64%-	65%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

14.3 I Recommend My Organization As A Good Place To Work By Role Classification

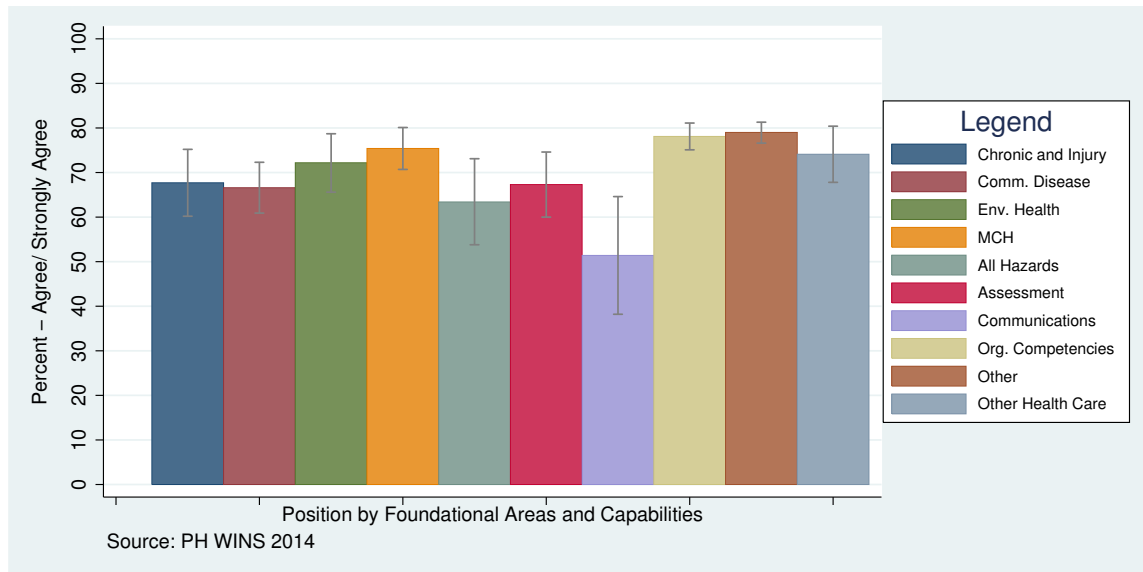


This chart represents the proportion of staff by role classification who “Strongly agree/agree” with the statement: I recommend my organization as a good place to work.

Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI		%	95% CI		%	95% CI		%	95% CI	
Administrative	71%	[69%- 74%]		63%	[62%- 64%]		66%	[65%- 67%]		65%	[64%- 66%]	
Clinical and Lab	79%	[77%- 82%]		69%	[68%- 70%]		62%	[61%- 63%]		66%	[65%- 67%]	
Public Health Science	72%	[69%- 75%]		62%	[61%- 64%]		65%	[64%- 66%]		64%	[64%- 65%]	
Social Services and All Other	75%	[72%- 78%]		62%	[60%- 63%]		61%	[60%- 63%]		62%	[61%- 63%]	
Total	74%	[73%- 76%]		64%	[63%- 64%]		64%	[63%- 64%]		65%	[64%- 65%]	

Source: PH WINS 2014
 This estimate **IS** statistically significantly different comparing STATE to the national average

14.4 I Recommend My Organization As A Good Place To Work By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who “Strongly agree/agree” with the statement: I recommend my organization as a good place to work.

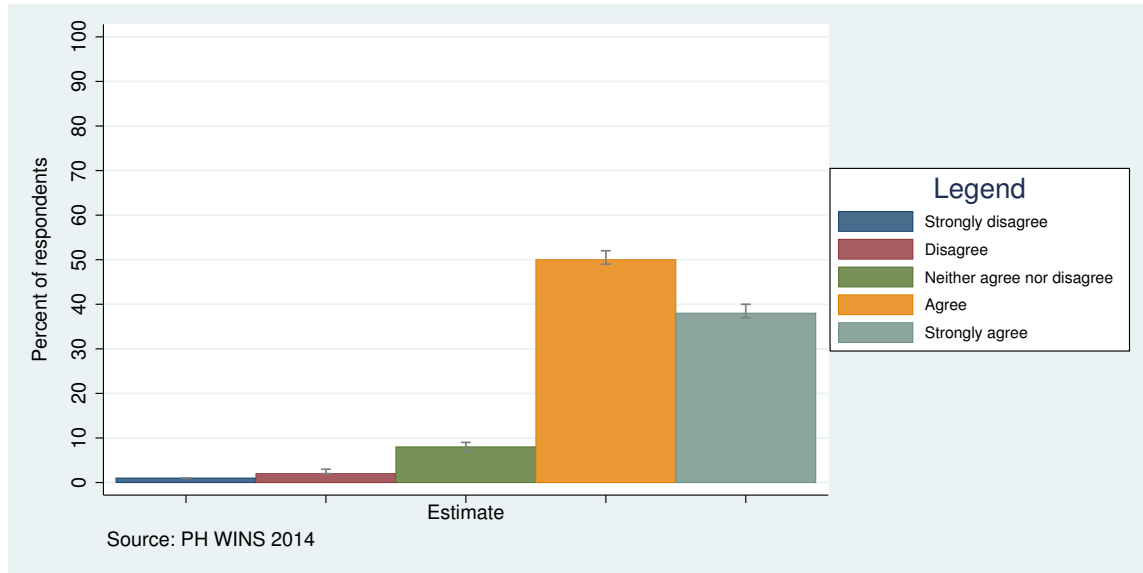
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	68%	[60%-75%]		65%	[62%-69%]		66%	[64%-68%]		66%	[64%-68%]	
Comm. Disease	67%	[61%-72%]		68%	[66%-70%]		64%	[62%-65%]		65%	[64%-66%]	
Env. Health	72%	[66%-79%]		58%	[56%-60%]		65%	[63%-66%]		63%	[62%-64%]	
MCH	75%	[71%-80%]		58%	[57%-60%]		64%	[62%-66%]		62%	[61%-63%]	
All Hazards	63%	[54%-73%]		58%	[55%-62%]		60%	[57%-64%]		60%	[57%-62%]	
Assessment	67%	[60%-75%]		58%	[56%-60%]		66%	[64%-68%]		63%	[62%-65%]	
Communications	51%	[38%-65%]		82%	[77%-87%]		76%	[71%-81%]		76%	[73%-80%]	
Org. Competencies	78%	[75%-81%]		66%	[64%-68%]		66%	[65%-67%]		67%	[66%-68%]	
Other	79%	[77%-81%]		65%	[64%-66%]		61%	[60%-61%]		63%	[63%-64%]	
Other Health Care	74%	[68%-80%]		63%	[61%-66%]		64%	[62%-67%]		65%	[63%-66%]	
Total	74%	[73%-76%]		64%	[63%-64%]		64%	[63%-64%]		64%	[64%-64%]	

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

15 Awareness of Work in Relation to Agency Goals

15.1 I Know How My Work Relates To The Agency's Goals And Priorities



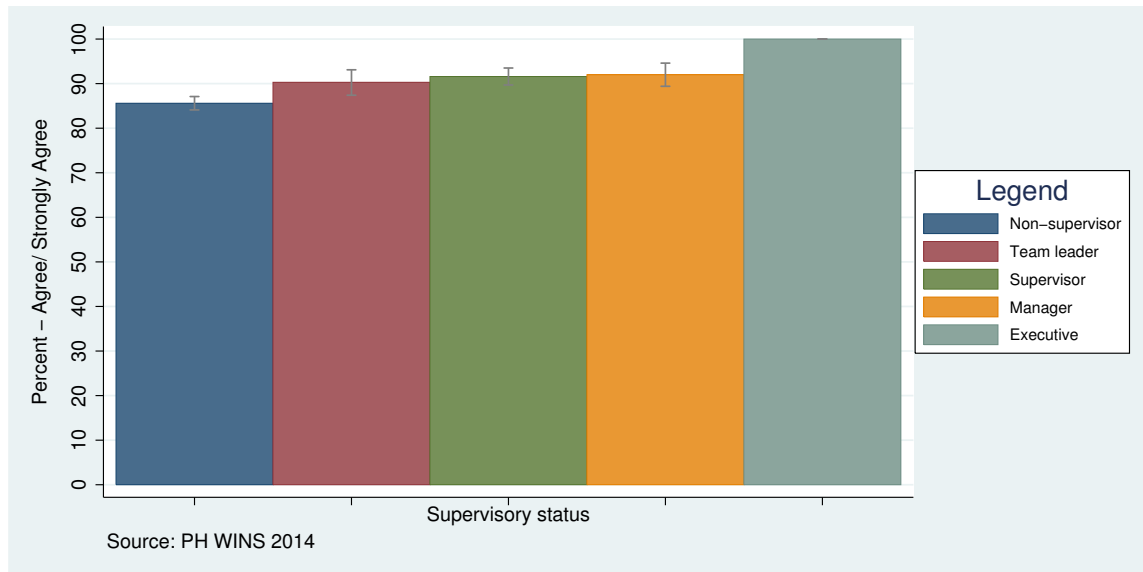
This chart represents the proportion of overall agreement with the statement: I know how my work relates to the agency's goals and priorities.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Strongly disagree	1%	[1%- 1%]	2%	[2%- 2%]	1%	[1%- 1%]	1%	[1%- 1%]	1%	[1%- 1%]	1%	[1%- 1%]
Disagree	2%	[2%- 3%]	3%	[3%- 3%]	4%	[4%- 4%]	3%	[3%- 4%]	3%	[3%- 4%]	3%	[3%- 4%]
Neither agree nor disagree	8%	[7%- 9%]	10%	[9%- 10%]	11%	[10%- 11%]	10%	[10%- 10%]	10%	[10%- 10%]	10%	[10%- 10%]
Agree	50%	[49%- 52%]	51%	[51%- 52%]	51%	[51%- 52%]	51%	[51%- 52%]	51%	[51%- 52%]	51%	[51%- 52%]
Strongly agree	38%	[37%- 40%]	35%	[34%- 35%]	33%	[32%- 33%]	34%	[33%- 34%]	34%	[33%- 34%]	34%	[33%- 34%]
Total	100%		100%		100%		100%		100%		100%	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

15.2 I Know How My Work Relates To The Agency’s Goals And Priorities By Supervisory Status



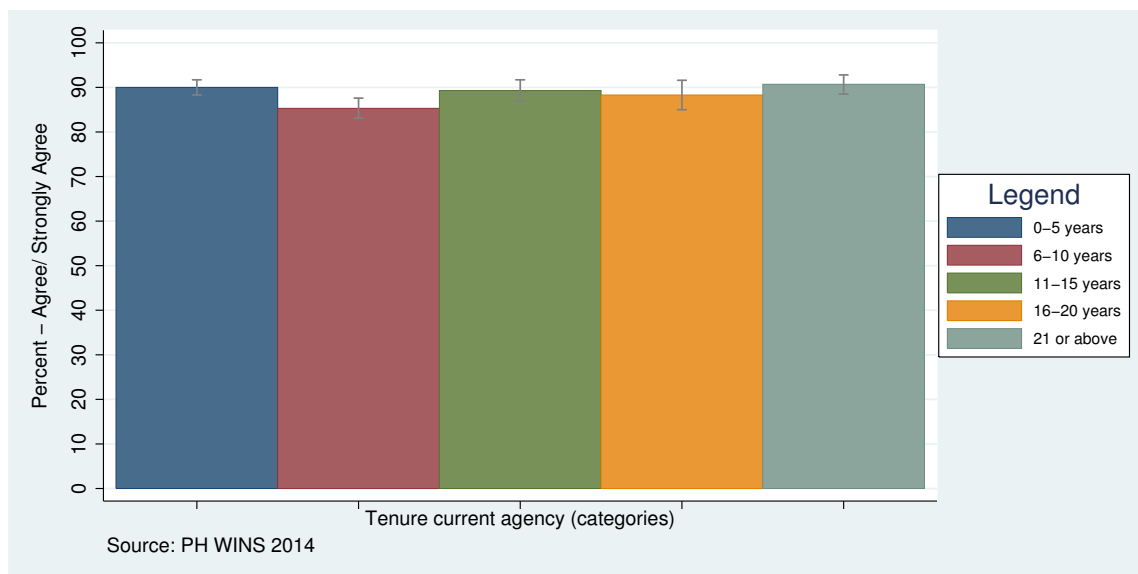
This chart represents the proportion of staff by supervisory status who “Strongly agree/agree” with the statement: I know how my work relates to the agency’s goals and priorities.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	86%	[84%-	87%]	84%	[84%-	85%]	83%	[82%-	83%]	83%	[83%-	84%]
Team leader	90%	[87%-	93%]	85%	[84%-	86%]	83%	[82%-	84%]	84%	[83%-	85%]
Supervisor	92%	[90%-	94%]	89%	[88%-	90%]	87%	[86%-	88%]	88%	[88%-	89%]
Manager	92%	[89%-	95%]	90%	[88%-	91%]	89%	[88%-	90%]	89%	[88%-	90%]
Executive	100%	[100%-	100%]	94%	[93%-	96%]	97%	[96%-	98%]	96%	[95%-	97%]
Total	89%	[88%-	90%]	86%	[86%-	86%]	84%	[84%-	84%]	85%	[85%-	85%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

15.3 I Know How My Work Relates To The Agency’s Goals And Priorities By Tenure In Current Health Department (Years)



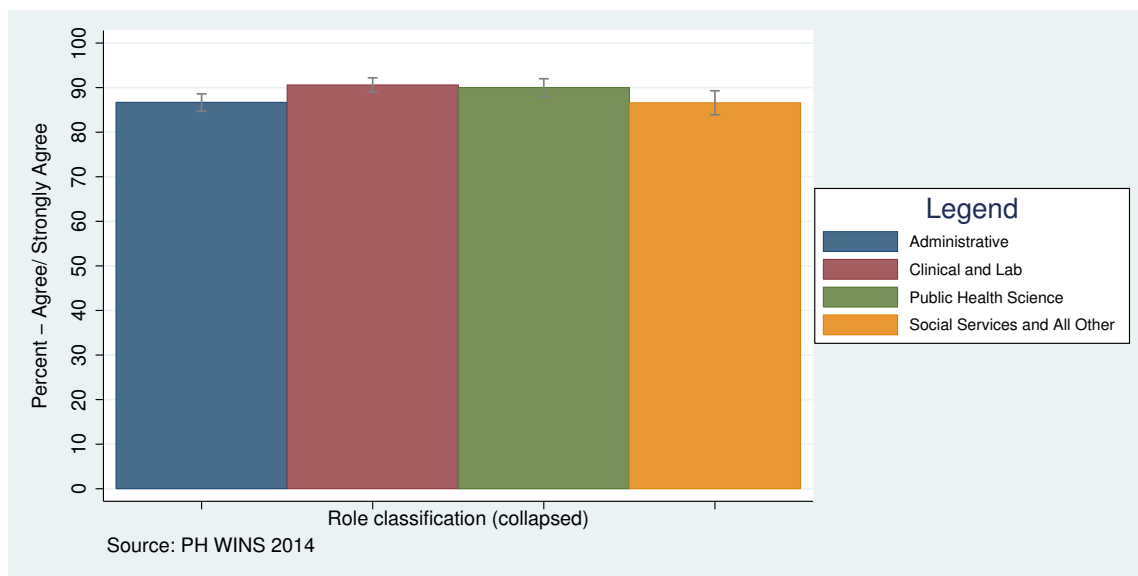
This chart represents the proportion of staff by tenure in current health department (years) who “Strongly agree/agree” with the statement: I know how my work relates to the agency’s goals and priorities.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	90%	[88%-	92%]	87%	[86%-	87%]	87%	[87%-	88%]	87%	[87%-	88%]
6-10 years	85%	[83%-	88%]	85%	[84%-	86%]	83%	[82%-	83%]	84%	[83%-	84%]
11-15 years	89%	[87%-	92%]	86%	[85%-	87%]	82%	[81%-	83%]	84%	[83%-	85%]
16-20 years	88%	[85%-	92%]	86%	[85%-	88%]	83%	[82%-	84%]	85%	[84%-	85%]
21 or above	91%	[89%-	93%]	86%	[85%-	87%]	84%	[83%-	84%]	85%	[84%-	85%]
Total	89%	[88%-	90%]	86%	[86%-	86%]	84%	[84%-	84%]	85%	[85%-	86%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

15.4 I Know How My Work Relates To The Agency’s Goals And Priorities By Role Classification



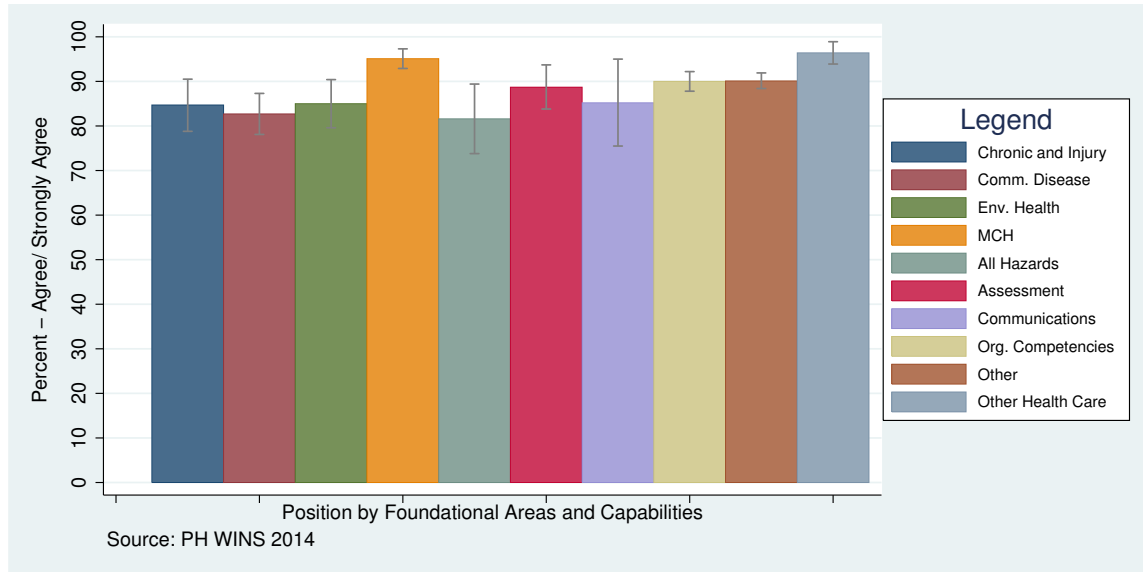
This chart represents the proportion of staff by role classification who “Strongly agree/agree” with the statement: I know how my work relates to the agency’s goals and priorities.

Role classification (collapsed)	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Administrative	87%	[85%-89%]		84%	[84%-85%]		85%	[85%-86%]		85%	[84%-85%]
Clinical and Lab	91%	[89%-92%]		87%	[86%-87%]		84%	[83%-85%]		85%	[85%-86%]
Public Health Science	90%	[88%-92%]		87%	[86%-88%]		85%	[84%-85%]		86%	[85%-86%]
Social Services and All Other	87%	[84%-89%]		87%	[86%-88%]		83%	[82%-84%]		85%	[84%-85%]
Total	89%	[88%-90%]		86%	[86%-86%]		84%	[84%-84%]		85%	[85%-85%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

15.5 I Know How My Work Relates To The Agency’s Goals And Priorities By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who “Strongly agree/agree” with the statement: I know how my work relates to the agency’s goals and priorities.

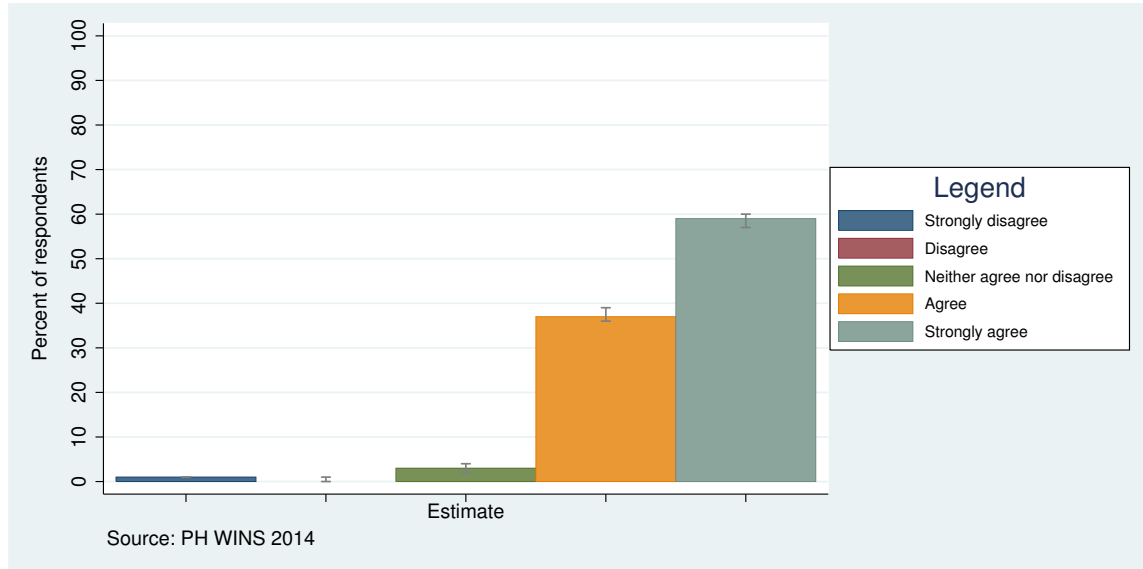
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	85%	[79%-91%]		87%	[85%-89%]		82%	[80%-84%]		84%	[83%-85%]	
Comm. Disease	83%	[78%-87%]		89%	[88%-90%]		87%	[86%-88%]		87%	[86%-88%]	
Env. Health	85%	[80%-90%]		84%	[82%-85%]		82%	[81%-83%]		82%	[82%-83%]	
MCH	95%	[93%-97%]		84%	[83%-85%]		85%	[84%-86%]		85%	[84%-86%]	
All Hazards	82%	[74%-89%]		86%	[83%-88%]		84%	[82%-87%]		85%	[83%-87%]	
Assessment	89%	[84%-94%]		85%	[83%-87%]		86%	[85%-88%]		86%	[85%-87%]	
Communications	85%	[76%-95%]		86%	[81%-91%]		88%	[84%-92%]		87%	[84%-90%]	
Org. Competencies	90%	[88%-92%]		86%	[85%-87%]		85%	[84%-86%]		86%	[85%-87%]	
Other	90%	[88%-92%]		86%	[85%-87%]		83%	[83%-84%]		85%	[84%-85%]	
Other Health Care	96%	[94%-99%]		90%	[88%-92%]		84%	[81%-86%]		88%	[86%-89%]	
Total	89%	[88%-90%]		86%	[86%-86%]		84%	[84%-84%]		85%	[85%-85%]	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

16 Determined to Give Best Effort

16.1 I Am Determined To Give By Best Effort At Work Every Day



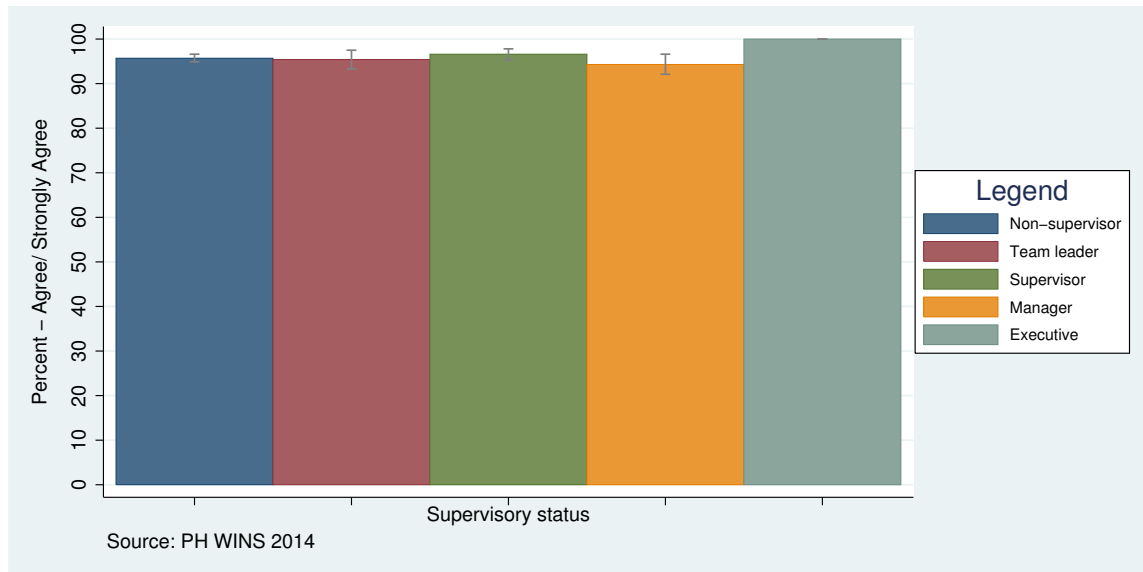
This chart represents the proportion of overall agreement with the statement: I am determined to give my best effort at work every day.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI		%	95% CI		%	95% CI		%	95% CI	
Strongly disagree	1%	[1%- 1%]		1%	[1%- 1%]		1%	[0%- 1%]		1%	[1%- 1%]	
Disagree	0%	[0%- 1%]		1%	[1%- 1%]		1%	[1%- 1%]		1%	[1%- 1%]	
Neither agree nor disagree	3%	[2%- 4%]		4%	[4%- 5%]		6%	[6%- 6%]		5%	[5%- 5%]	
Agree	37%	[36%- 39%]		39%	[38%- 39%]		42%	[41%- 42%]		40%	[40%- 41%]	
Strongly agree	59%	[57%- 60%]		55%	[54%- 55%]		50%	[50%- 51%]		52%	[52%- 53%]	
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

16.2 I Am Determined To Give My Best Effort At Work Every Day By Supervisory Status



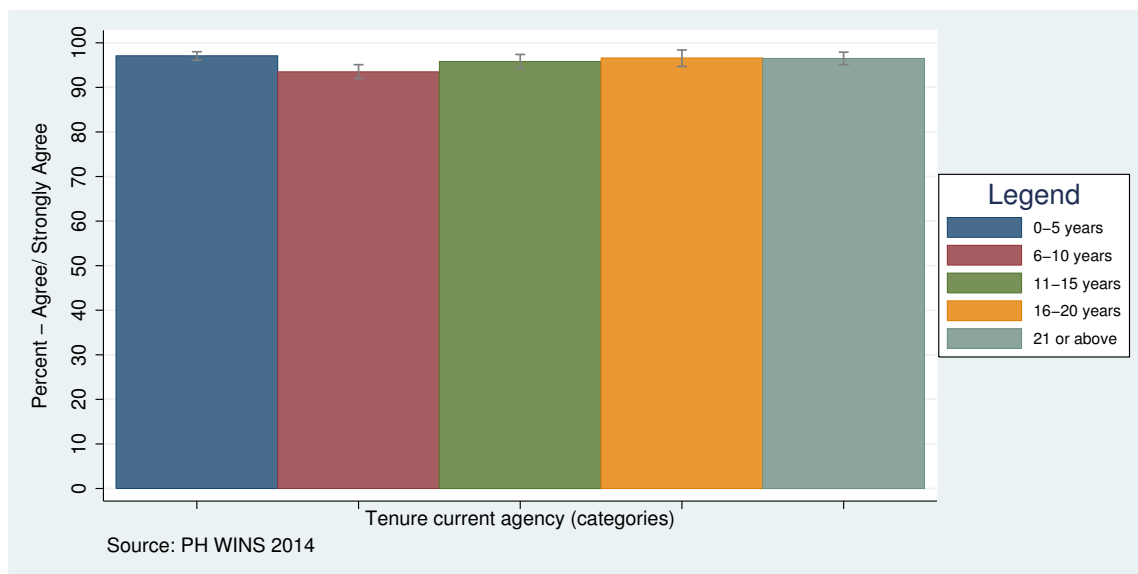
This chart represents the proportion of staff by supervisory status who “Strongly agree/agree” with the statement: I am determined to give my best effort at work every day.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	96%	[95%-	97%]	93%	[93%-	93%]	91%	[91%-	91%]	92%	[92%-	92%]
Team leader	95%	[93%-	98%]	93%	[92%-	94%]	91%	[91%-	92%]	92%	[91%-	92%]
Supervisor	97%	[95%-	98%]	96%	[95%-	96%]	95%	[94%-	95%]	95%	[95%-	96%]
Manager	94%	[92%-	97%]	95%	[95%-	96%]	96%	[95%-	96%]	96%	[95%-	96%]
Executive	100%	[100%-	100%]	96%	[95%-	98%]	99%	[99%-	100%]	98%	[97%-	99%]
Total	96%	[95%-	96%]	94%	[93%-	94%]	92%	[92%-	93%]	93%	[93%-	93%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

16.3 I Am Determined To Give My Best Effort At Work Every Day By Tenure In Current Health Department (Years)



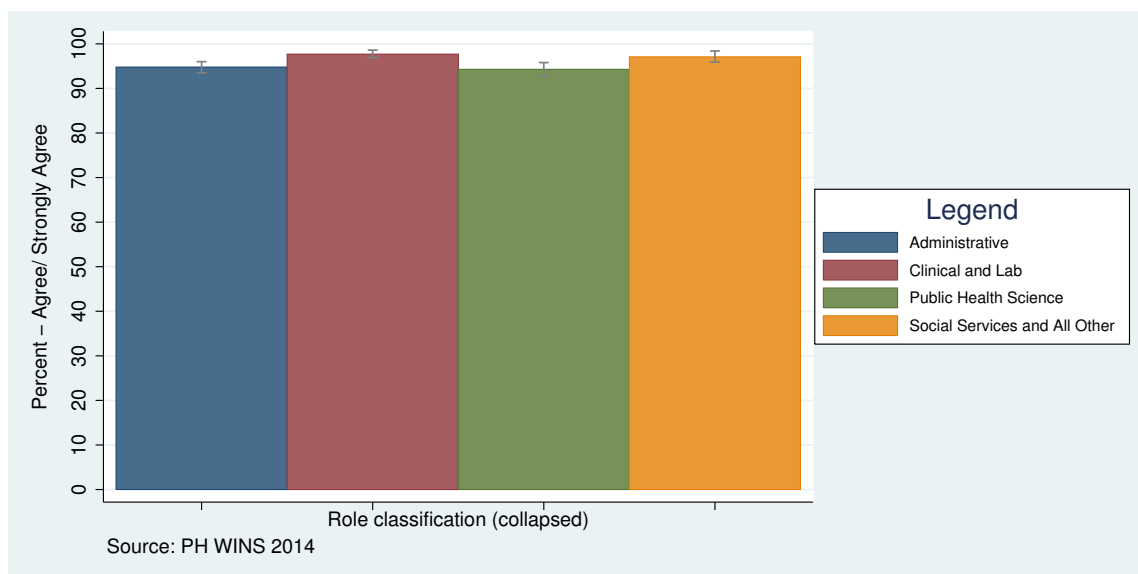
This chart represents the proportion of staff by tenure in current health department (years) who “Strongly agree/agree” with the statement: I am determined to give my best effort at work every day.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	97%	[96%-	98%]	94%	[93%-	94%]	92%	[92%-	93%]	93%	[93%-	93%]
6-10 years	94%	[92%-	95%]	92%	[92%-	93%]	92%	[92%-	93%]	92%	[92%-	93%]
11-15 years	96%	[94%-	97%]	92%	[91%-	93%]	91%	[90%-	92%]	92%	[91%-	92%]
16-20 years	97%	[95%-	98%]	94%	[93%-	95%]	94%	[93%-	95%]	94%	[94%-	95%]
21 or above	97%	[95%-	98%]	96%	[95%-	96%]	93%	[92%-	93%]	94%	[94%-	94%]
Total	96%	[95%-	96%]	94%	[93%-	94%]	92%	[92%-	93%]	93%	[93%-	93%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

16.4 I Am Determined To Give My Best Effort At Work Every Day By Role Classification

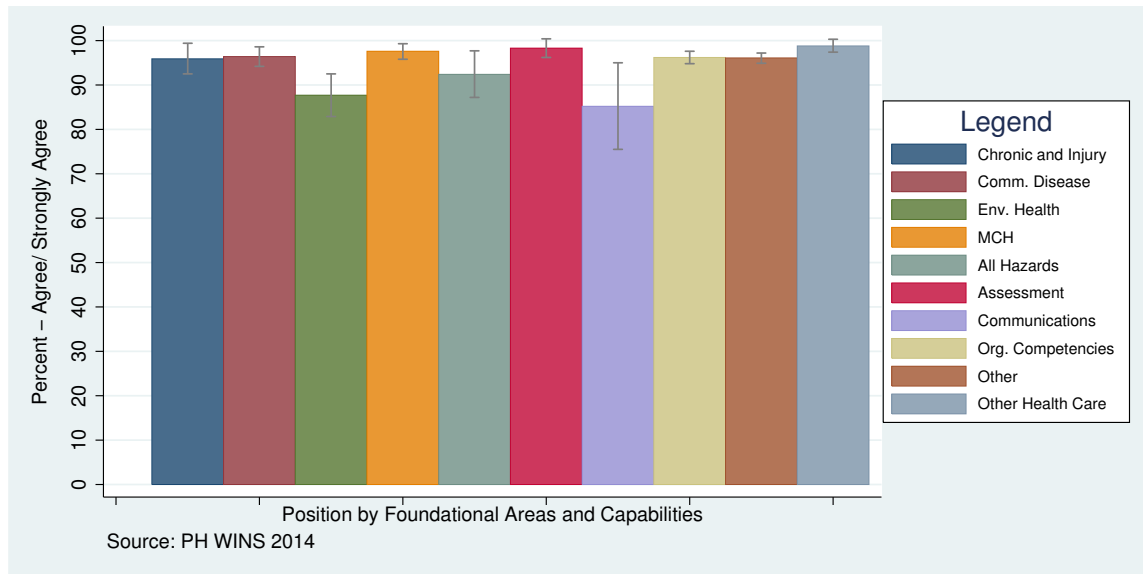


This chart represents the proportion of staff by role classification who “Strongly agree/agree” with the statement: I am determined to give my best effort at work every day

Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	95%	[93%-	96%]	93%	[93%-	94%]	93%	[93%-	94%]	93%	[93%-	94%]
Clinical and Lab	98%	[97%-	99%]	96%	[96%-	96%]	94%	[93%-	94%]	95%	[94%-	95%]
Public Health Science	94%	[93%-	96%]	93%	[92%-	93%]	91%	[91%-	92%]	92%	[91%-	92%]
Social Services and All Other	97%	[96%-	98%]	92%	[92%-	93%]	92%	[91%-	92%]	92%	[92%-	93%]
Total	96%	[95%-	96%]	94%	[93%-	94%]	92%	[92%-	93%]	93%	[93%-	93%]

Source: PH WINS 2014
 This estimate **IS** statistically significantly different comparing STATE to the national average

16.5 I Am Determined To Give By Best Effort To Work Every Day By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who “Strongly agree/agree” with the statement: I am determined to give my best effort at work every day.

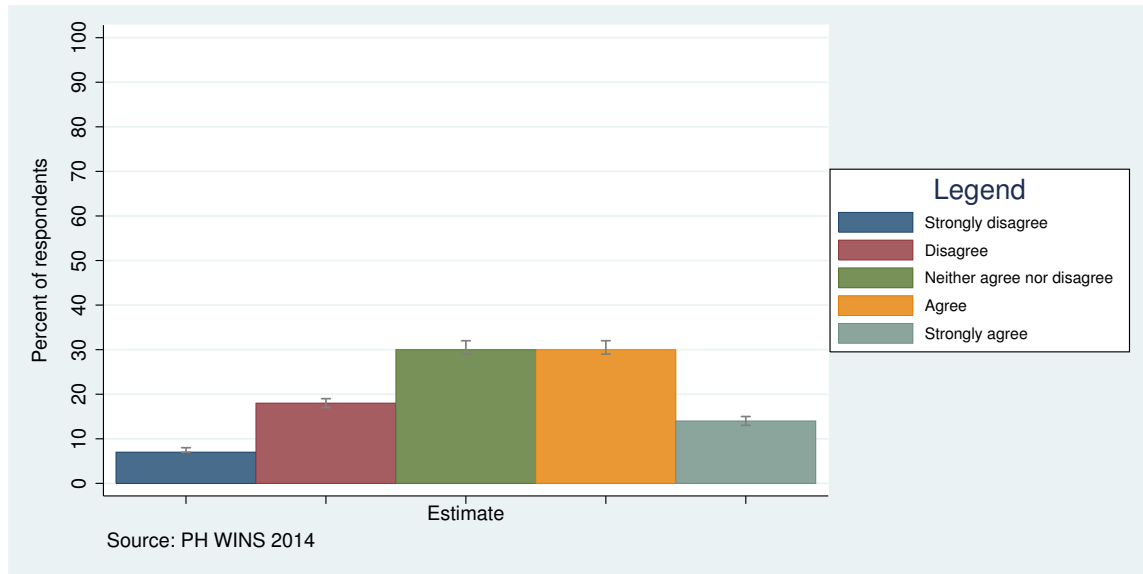
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	96%	[93%-99%]		94%	[92%-96%]		91%	[90%-92%]		92%	[91%-93%]	
Comm. Disease	96%	[94%-99%]		93%	[92%-95%]		91%	[90%-92%]		92%	[92%-93%]	
Env. Health	88%	[83%-92%]		89%	[88%-90%]		88%	[87%-89%]		89%	[88%-89%]	
MCH	98%	[96%-99%]		95%	[95%-96%]		91%	[90%-92%]		93%	[93%-94%]	
All Hazards	92%	[87%-98%]		94%	[93%-96%]		95%	[94%-97%]		95%	[94%-96%]	
Assessment	98%	[96%-100%]		90%	[89%-92%]		93%	[93%-94%]		92%	[92%-93%]	
Communications	85%	[76%-95%]		92%	[88%-96%]		87%	[84%-91%]		89%	[86%-92%]	
Org. Competencies	96%	[95%-98%]		96%	[95%-96%]		94%	[94%-95%]		95%	[95%-95%]	
Other	96%	[95%-97%]		94%	[94%-95%]		92%	[92%-93%]		93%	[93%-93%]	
Other Health Care	99%	[97%-100%]		95%	[94%-96%]		89%	[87%-91%]		92%	[91%-93%]	
Total	96%	[95%-96%]		94%	[93%-94%]		92%	[92%-93%]		93%	[93%-93%]	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

17 Perceptions About Whether Creativity and Innovation Are Rewarded

17.1 Creativity And Innovation Are Rewarded



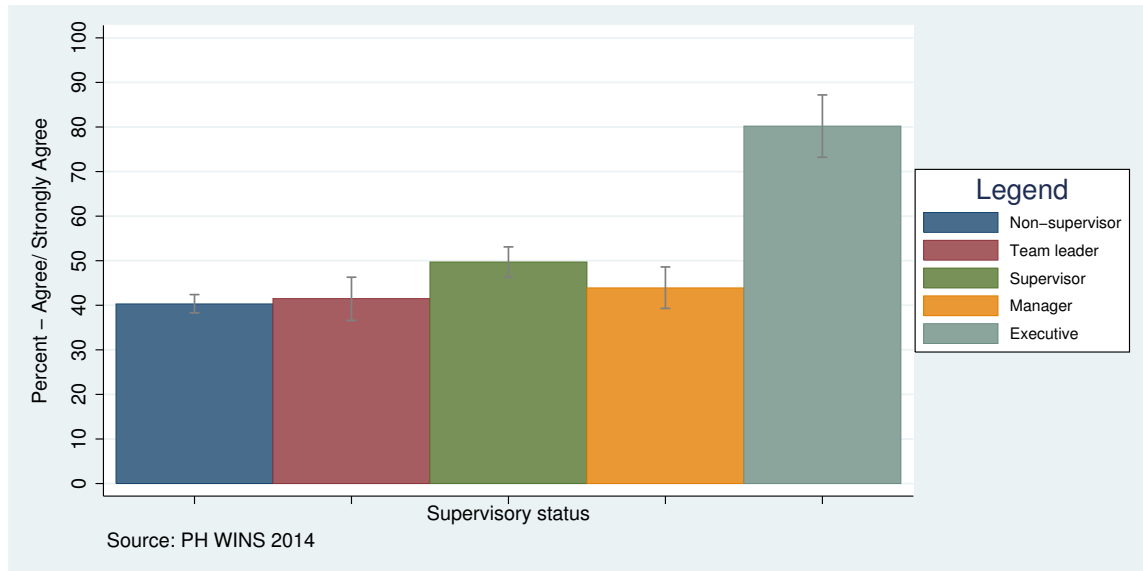
This chart represents the proportion of overall agreement with the statement: Creativity and innovation are rewarded.

	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Strongly disagree	7%	[7%- 8%]		10%	[10%- 11%]		9%	[9%- 9%]		9%	[9%- 9%]
Disagree	18%	[17%- 19%]		20%	[19%- 20%]		20%	[19%- 20%]		20%	[19%- 20%]
Neither agree nor disagree	30%	[29%- 32%]		32%	[31%- 33%]		33%	[32%- 33%]		32%	[32%- 33%]
Agree	30%	[29%- 32%]		28%	[27%- 28%]		29%	[28%- 29%]		28%	[28%- 29%]
Strongly agree	14%	[13%- 15%]		10%	[10%- 10%]		10%	[10%- 10%]		10%	[10%- 10%]
Total	100%			100%			100%			100%	

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

17.2 Creativity And Innovation Are Rewarded By Supervisory Status



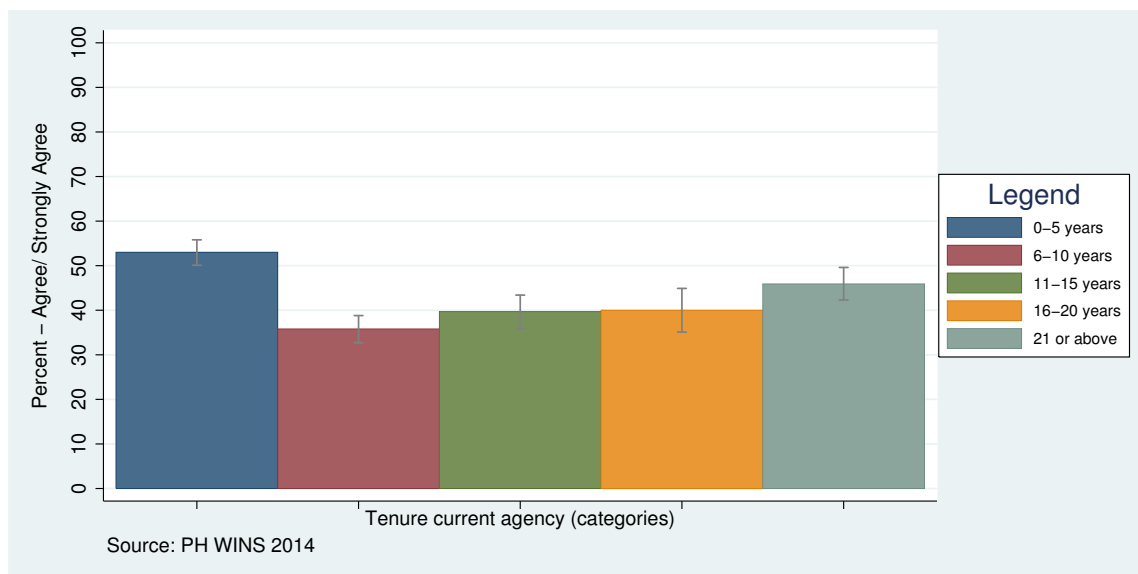
This chart represents the proportion of staff by supervisory status who “Strongly agree/agree” with the statement: Creativity and innovation are rewarded

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	40%	[38%-	42%]	36%	[35%-	37%]	37%	[36%-	38%]	37%	[36%-	37%]
Team leader	41%	[37%-	46%]	35%	[33%-	36%]	35%	[34%-	36%]	35%	[34%-	36%]
Supervisor	50%	[46%-	53%]	40%	[39%-	42%]	41%	[40%-	42%]	41%	[41%-	42%]
Manager	44%	[39%-	49%]	44%	[42%-	46%]	45%	[43%-	46%]	44%	[43%-	45%]
Executive	80%	[73%-	87%]	56%	[52%-	60%]	60%	[57%-	64%]	60%	[58%-	63%]
Total	44%	[43%-	46%]	38%	[37%-	38%]	39%	[38%-	39%]	38%	[38%-	39%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

17.3 Creativity And Innovation Are Rewarded By Tenure In Current Health Department (Years)

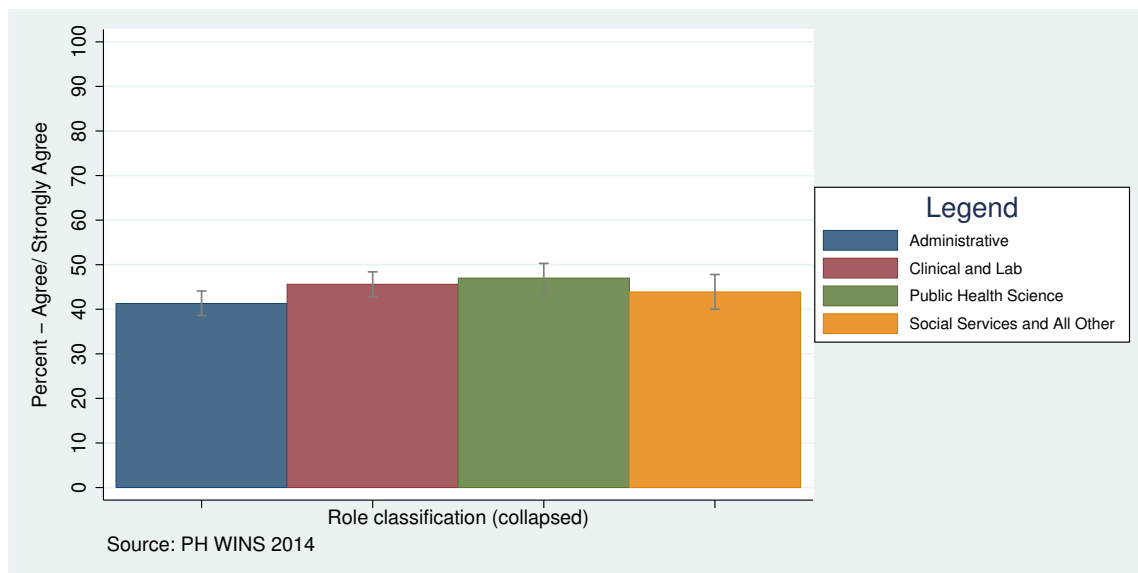


This chart represents the proportion of staff by tenure in current health department (years) who “Strongly agree/agree” with the statement: Creativity and innovation are rewarded.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	53%	[50%-	56%]	43%	[42%-	44%]	45%	[45%-	46%]	45%	[44%-	46%]
6-10 years	36%	[33%-	39%]	34%	[33%-	36%]	34%	[33%-	35%]	35%	[34%-	35%]
11-15 years	40%	[36%-	43%]	36%	[34%-	37%]	35%	[33%-	36%]	35%	[34%-	36%]
16-20 years	40%	[35%-	45%]	34%	[33%-	36%]	38%	[36%-	39%]	36%	[35%-	38%]
21 or above	46%	[42%-	50%]	34%	[33%-	35%]	35%	[34%-	36%]	35%	[34%-	36%]
Total	44%	[43%-	46%]	38%	[37%-	38%]	39%	[38%-	39%]	39%	[38%-	39%]

Source: PH WINS 2014
 This estimate **IS** statistically significantly different comparing STATE to the national average

17.4 Creativity And Innovation Are Rewarded By Role Classification



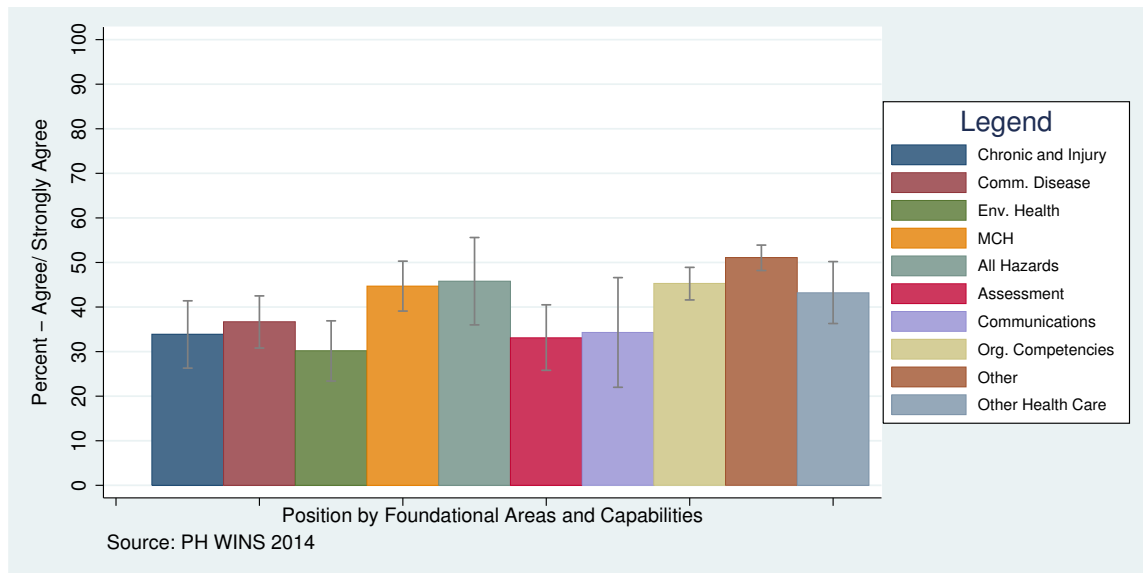
This chart represents the proportion of staff by role classification who “Strongly agree/agree” with the statement: Creativity and innovation are rewarded.

Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	41%	[39%-	44%]	36%	[35%-	37%]	40%	[39%-	41%]	39%	[38%-	39%]
Clinical and Lab	46%	[43%-	48%]	39%	[37%-	40%]	34%	[33%-	35%]	36%	[36%-	37%]
Public Health Sci- ence	47%	[44%-	50%]	40%	[39%-	41%]	41%	[40%-	42%]	41%	[40%-	41%]
Social Services and All Other	44%	[40%-	48%]	37%	[36%-	38%]	37%	[36%-	39%]	38%	[37%-	38%]
Total	44%	[43%-	46%]	38%	[37%-	38%]	39%	[38%-	39%]	39%	[38%-	39%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

17.5 Creativity And Innovation Are Rewarded By Found. Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who “Strongly agree/agree” with the statement: Creativity and innovation are rewarded.

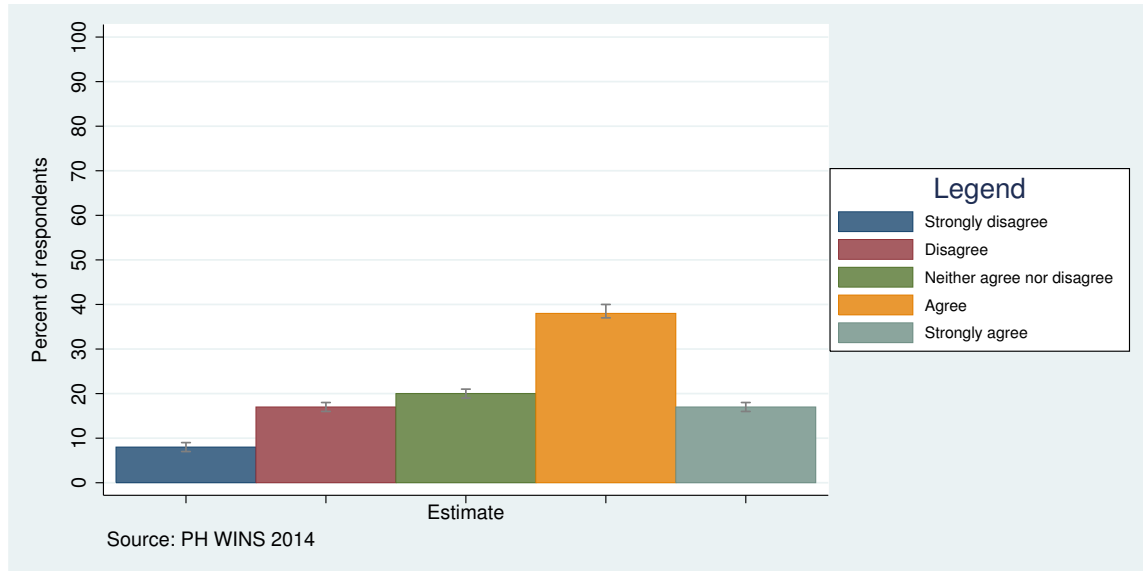
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	34%	[26%-	41%]	47%	[43%-	50%]	40%	[38%-	43%]	42%	[40%-	44%]
Comm. Disease	37%	[31%-	43%]	39%	[37%-	42%]	39%	[38%-	41%]	39%	[38%-	41%]
Env. Health	30%	[23%-	37%]	33%	[31%-	35%]	35%	[34%-	37%]	34%	[33%-	36%]
MCH	45%	[39%-	50%]	37%	[35%-	38%]	40%	[38%-	41%]	39%	[37%-	40%]
All Hazards	46%	[36%-	56%]	35%	[32%-	39%]	38%	[34%-	42%]	37%	[35%-	40%]
Assessment	33%	[26%-	41%]	34%	[32%-	36%]	41%	[39%-	43%]	38%	[37%-	40%]
Communications	34%	[22%-	47%]	56%	[49%-	62%]	42%	[36%-	47%]	47%	[43%-	51%]
Org. Competencies	45%	[42%-	49%]	38%	[36%-	39%]	40%	[39%-	42%]	40%	[39%-	41%]
Other	51%	[48%-	54%]	37%	[36%-	38%]	36%	[35%-	36%]	37%	[36%-	37%]
Other Health Care	43%	[36%-	50%]	36%	[33%-	39%]	43%	[40%-	46%]	40%	[38%-	42%]
Total	44%	[43%-	46%]	38%	[37%-	38%]	39%	[38%-	39%]	38%	[38%-	38%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

18 Quality of Working Relationship With Supervisor

18.1 Communication Between Senior Leadership And Employees Is Good In My Organization



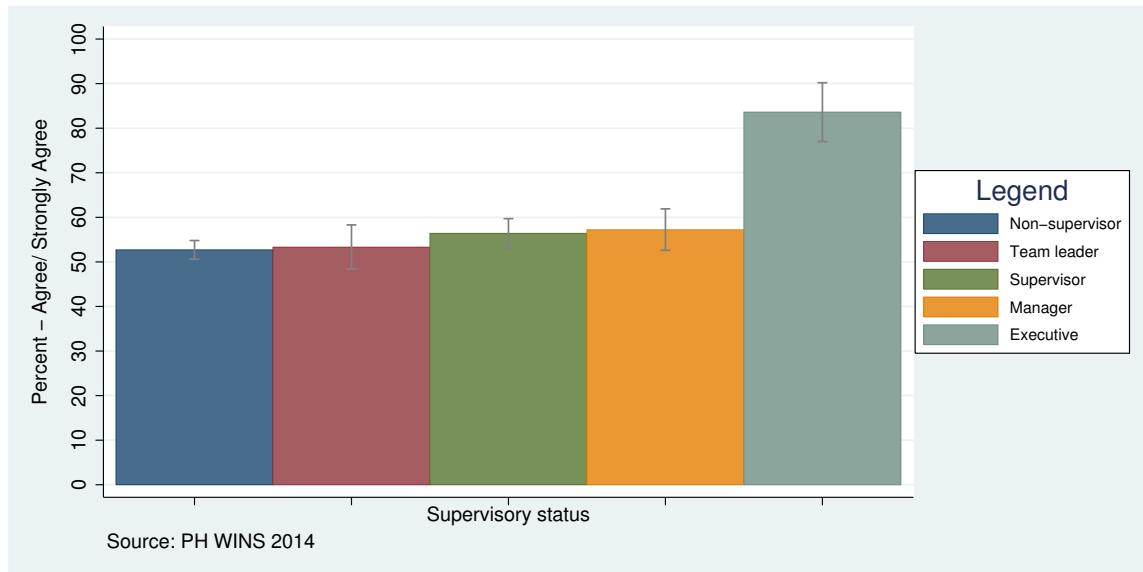
This chart represents the proportion of overall agreement with the statement: Communication between senior leadership and employees is good in my organization.

	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	
Strongly disagree	8%	[7%- 9%]	13%	[12%- 13%]	12%	[12%- 12%]	12%	[12%- 12%]			
Disagree	17%	[16%- 18%]	20%	[19%- 20%]	21%	[21%- 21%]	20%	[20%- 21%]			
Neither agree nor disagree	20%	[19%- 21%]	22%	[22%- 23%]	23%	[23%- 23%]	23%	[22%- 23%]			
Agree	38%	[37%- 40%]	33%	[33%- 34%]	32%	[32%- 33%]	33%	[33%- 33%]			
Strongly agree	17%	[16%- 18%]	12%	[12%- 12%]	11%	[11%- 12%]	12%	[12%- 12%]			
Total	100%		100%		100%		100%				

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

18.2 Communication Between Senior Leadership And Employees Is Good In My Organization By Supervisory Status



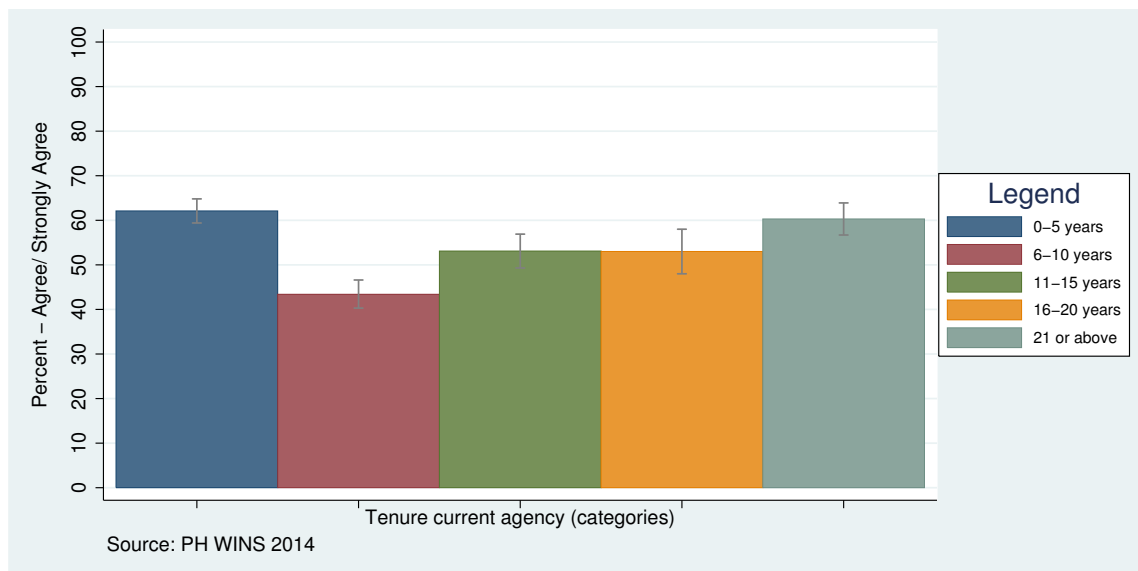
This chart represents the proportion of staff by supervisory status who “Strongly agree/agree” with the statement: Communication between senior leadership and employees is good in my organization.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	53%	[51%-	55%]	46%	[45%-	47%]	44%	[44%-	45%]	45%	[45%-	46%]
Team leader	53%	[48%-	58%]	39%	[38%-	41%]	35%	[34%-	37%]	37%	[36%-	38%]
Supervisor	56%	[53%-	60%]	46%	[44%-	47%]	43%	[42%-	44%]	45%	[44%-	46%]
Manager	57%	[53%-	62%]	46%	[44%-	48%]	47%	[46%-	49%]	47%	[46%-	48%]
Executive	84%	[77%-	90%]	65%	[61%-	69%]	71%	[68%-	75%]	70%	[67%-	72%]
Total	55%	[54%-	57%]	45%	[45%-	46%]	44%	[43%-	44%]	45%	[44%-	45%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

18.3 Communication Between Senior Leadership And Employees Is Good In My Organization By Tenure In Current Health Department (Years)



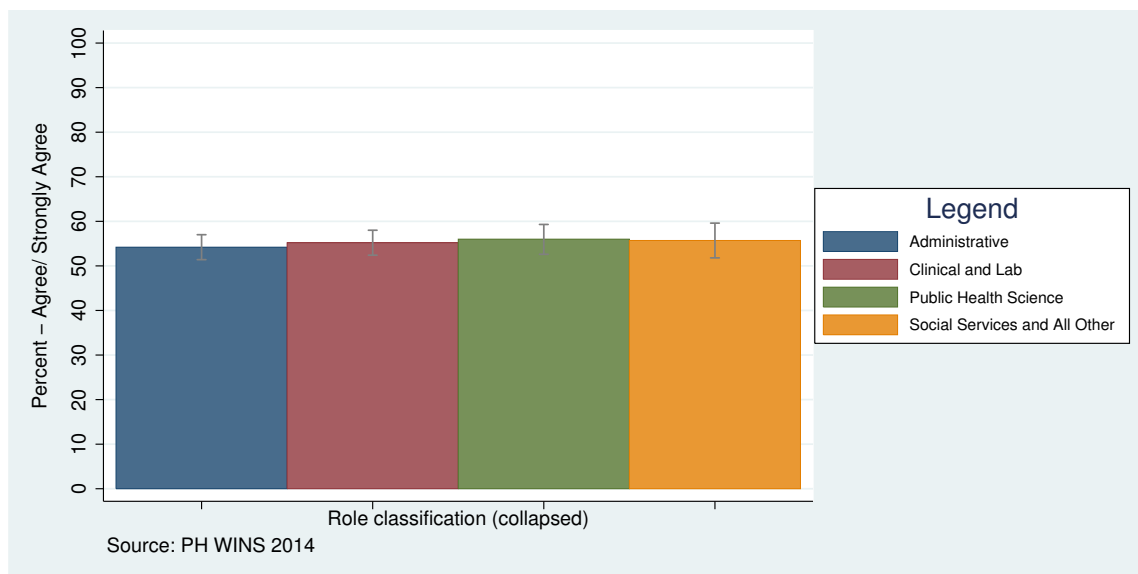
This chart represents the proportion of staff by tenure in current health department (years) who “Strongly agree/agree” with the statement: **Communication between senior leadership and employees is good in my organization.**

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	62%	[59%-	65%]	52%	[51%-	53%]	50%	[49%-	51%]	51%	[51%-	52%]
6-10 years	43%	[40%-	47%]	40%	[38%-	41%]	39%	[38%-	40%]	40%	[39%-	40%]
11-15 years	53%	[49%-	57%]	41%	[39%-	43%]	37%	[36%-	38%]	39%	[38%-	40%]
16-20 years	53%	[48%-	58%]	41%	[39%-	42%]	38%	[37%-	40%]	40%	[39%-	41%]
21 or above	60%	[57%-	64%]	43%	[42%-	44%]	42%	[41%-	43%]	43%	[42%-	44%]
Total	55%	[54%-	57%]	45%	[45%-	46%]	44%	[43%-	44%]	44%	[44%-	45%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

18.4 Communication Between Senior Leadership And Employees Is Good In My Organization By Role Classification



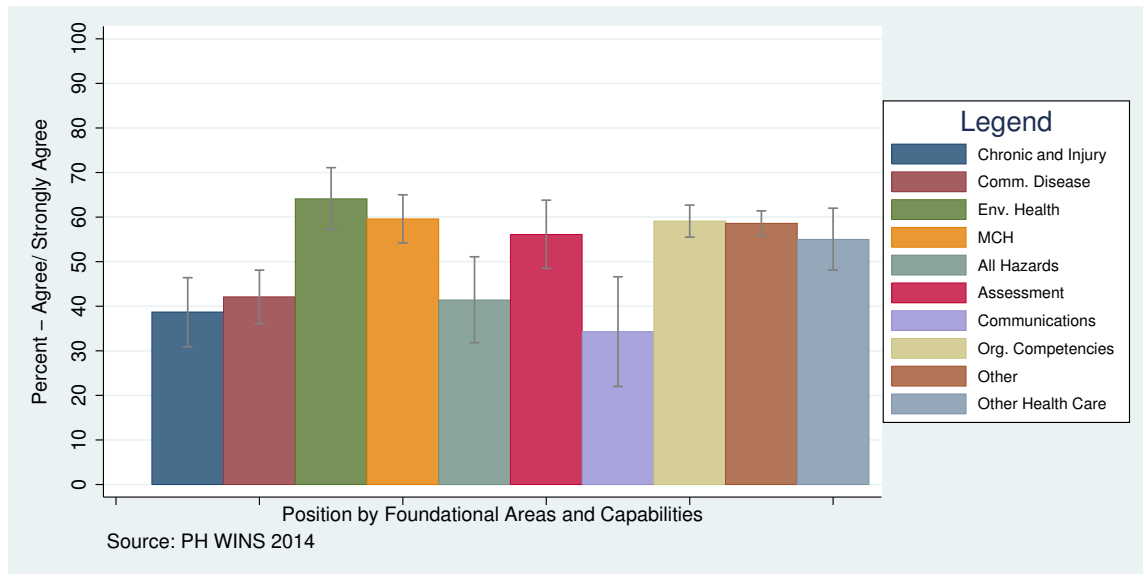
This chart represents the proportion of staff by role classification who “Strongly agree/agree” with the statement: Communication between senior leadership and employees is good in my organization.

Role classification (collapsed)	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Administrative	54%	[51%- 57%]		47%	[46%- 48%]		46%	[45%- 47%]		47%	[46%- 48%]
Clinical and Lab	55%	[52%- 58%]		46%	[45%- 48%]		43%	[42%- 44%]		45%	[44%- 46%]
Public Health Science	56%	[53%- 59%]		44%	[43%- 45%]		44%	[43%- 44%]		44%	[43%- 45%]
Social Services and All Other	56%	[52%- 60%]		45%	[43%- 46%]		41%	[40%- 42%]		43%	[42%- 44%]
Total	55%	[54%- 57%]		45%	[45%- 46%]		44%	[43%- 44%]		45%	[45%- 45%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

18.5 Communication Between Senior Leadership And Employees Is Good In My Organization By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who “Strongly agree/agree” with the statement: Communication between senior leadership and employees is good in my organization.

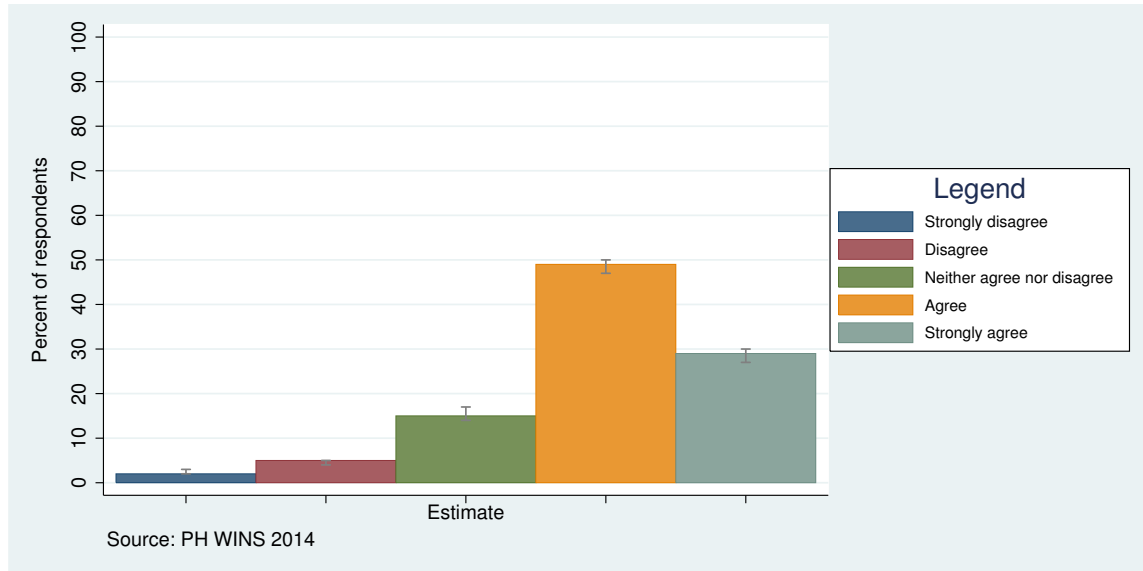
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	39%	[31%-	46%]	43%	[40%-	47%]	40%	[37%-	42%]	41%	[39%-	43%]
Comm. Disease	42%	[36%-	48%]	44%	[42%-	47%]	39%	[37%-	40%]	41%	[40%-	42%]
Env. Health	64%	[57%-	71%]	41%	[39%-	43%]	39%	[38%-	41%]	41%	[39%-	42%]
MCH	60%	[54%-	65%]	43%	[41%-	45%]	40%	[38%-	41%]	42%	[41%-	43%]
All Hazards	41%	[32%-	51%]	33%	[29%-	36%]	40%	[36%-	44%]	37%	[34%-	39%]
Assessment	56%	[49%-	64%]	42%	[40%-	44%]	48%	[46%-	50%]	46%	[45%-	48%]
Communications	34%	[22%-	47%]	58%	[51%-	64%]	61%	[55%-	66%]	57%	[53%-	61%]
Org. Competencies	59%	[55%-	63%]	49%	[48%-	51%]	44%	[43%-	46%]	47%	[46%-	48%]
Other	59%	[56%-	61%]	45%	[44%-	46%]	43%	[42%-	44%]	45%	[44%-	45%]
Other Health Care	55%	[48%-	62%]	47%	[44%-	49%]	46%	[43%-	49%]	47%	[45%-	49%]
Total	55%	[54%-	57%]	45%	[45%-	46%]	44%	[43%-	44%]	44%	[44%-	44%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

19 Cultural Competency In Staff Relations

19.1 Supervisors/Team Leaders Work Well With Employees Of Different Backgrounds



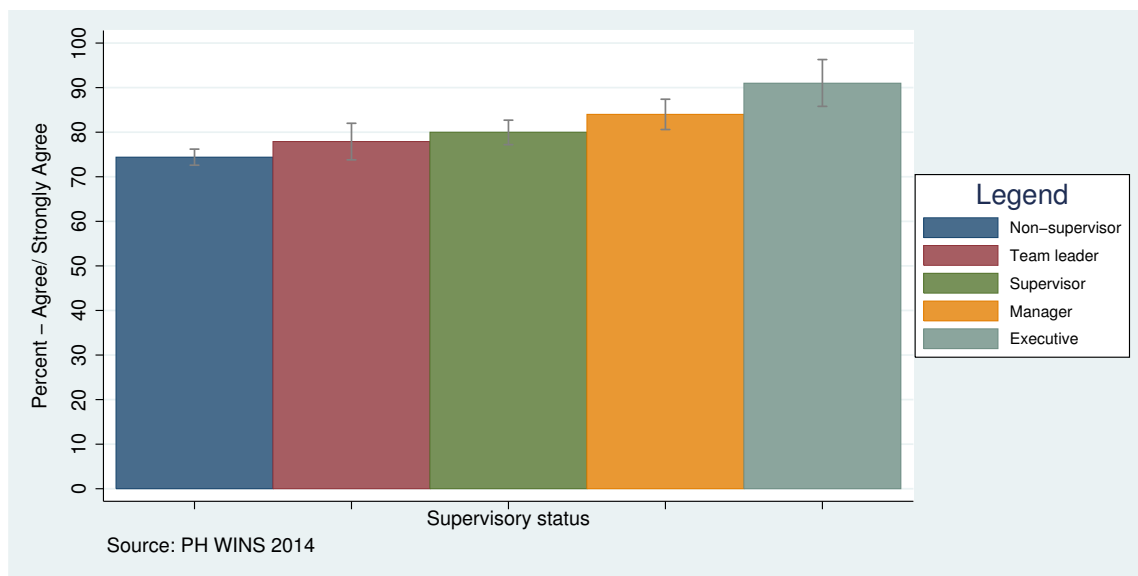
This chart represents the proportion of overall agreement with the statement: Supervisors/team leaders work well with employees of different backgrounds.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Strongly disagree	2%	[2%-	3%]	4%	[3%-	4%]	3%	[3%-	3%]	3%	[3%-	3%]
Disagree	5%	[4%-	5%]	6%	[6%-	7%]	7%	[7%-	7%]	7%	[7%-	7%]
Neither agree nor disagree	15%	[14%-	17%]	16%	[16%-	17%]	19%	[19%-	20%]	18%	[18%-	18%]
Agree	49%	[47%-	50%]	48%	[47%-	48%]	47%	[47%-	48%]	47%	[47%-	48%]
Strongly agree	29%	[27%-	30%]	26%	[26%-	27%]	23%	[23%-	24%]	25%	[24%-	25%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

19.2 Supervisors/Team Leaders Work Well With Employees Of Different Backgrounds By Supervisory Status



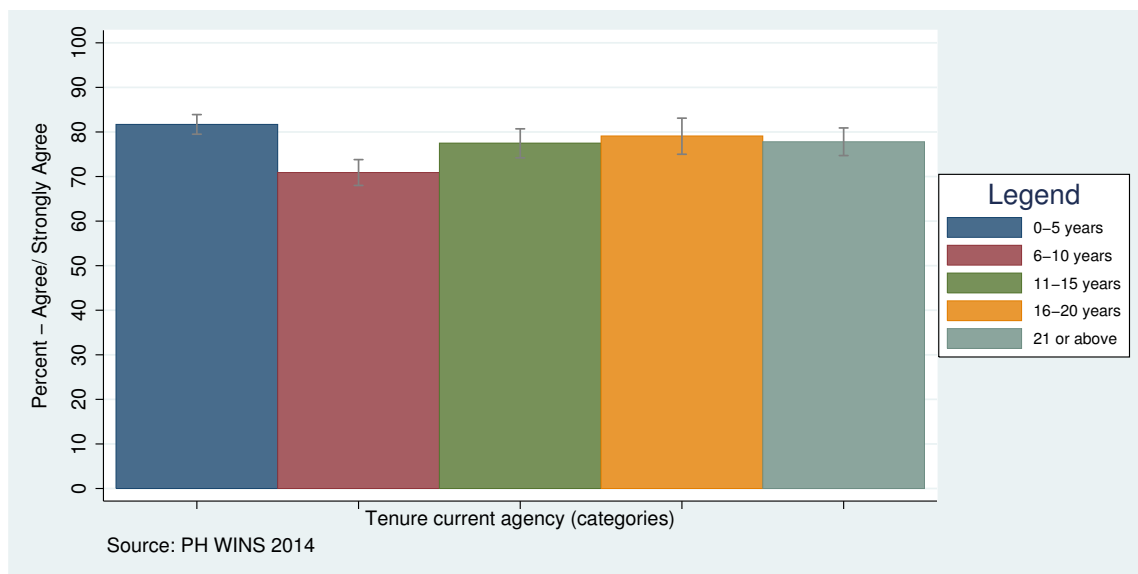
This chart represents the proportion of staff by supervisory status who “Strongly agree/agree” with the statement: Supervisors/team leaders work well with employees of different backgrounds.

Supervisory status	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Non-supervisor	74%	[73%-	76%]	71%	[71%-	72%]	68%	[67%-	68%]	69%	[69%-	70%]
Team leader	78%	[74%-	82%]	74%	[73%-	76%]	65%	[64%-	67%]	69%	[68%-	70%]
Supervisor	80%	[77%-	83%]	81%	[80%-	82%]	77%	[76%-	78%]	79%	[78%-	79%]
Manager	84%	[81%-	87%]	80%	[79%-	82%]	80%	[79%-	81%]	80%	[79%-	81%]
Executive	91%	[86%-	96%]	77%	[73%-	80%]	84%	[81%-	87%]	81%	[79%-	83%]
Total	78%	[76%-	79%]	74%	[73%-	75%]	71%	[70%-	71%]	72%	[72%-	72%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

19.3 Supervisors/Team Leaders Work Well With Employees Of Different Backgrounds By Tenure In Current Health Department (Years)



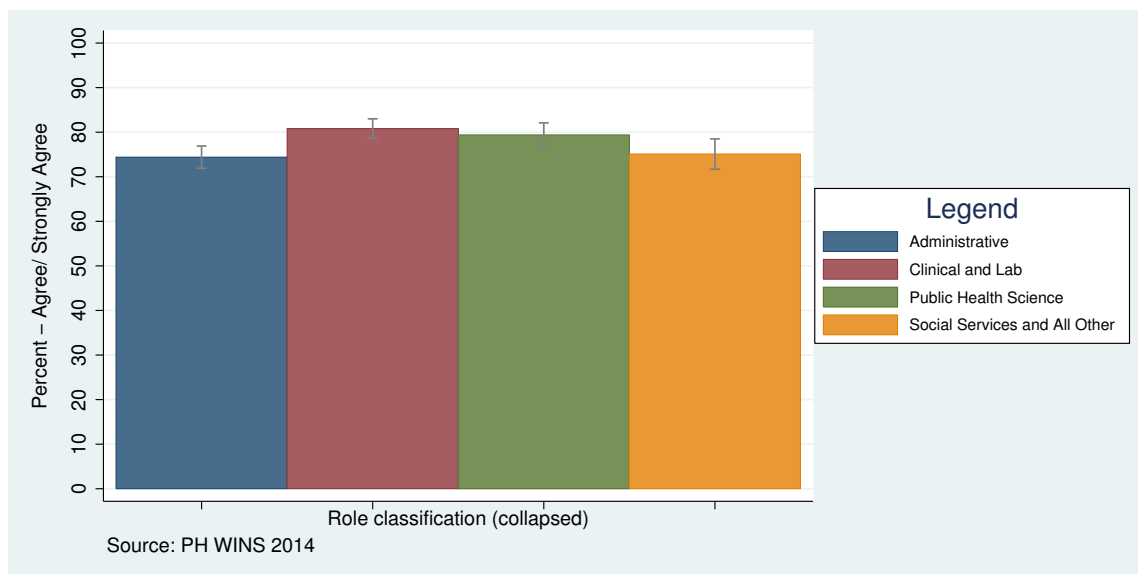
This chart represents the proportion of staff by tenure in current health department (years) who “Strongly agree/agree” with the statement: Supervisors/team leaders work well with employees of different backgrounds.

Tenure current agency (categories)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
0-5 years	82%	[80%-	84%]	76%	[75%-	77%]	75%	[74%-	75%]	76%	[75%-	76%]
6-10 years	71%	[68%-	74%]	72%	[71%-	73%]	67%	[66%-	68%]	69%	[68%-	70%]
11-15 years	77%	[74%-	81%]	71%	[69%-	72%]	68%	[67%-	69%]	69%	[69%-	70%]
16-20 years	79%	[75%-	83%]	73%	[71%-	75%]	67%	[65%-	68%]	70%	[69%-	71%]
21 or above	78%	[75%-	81%]	75%	[74%-	76%]	68%	[67%-	69%]	71%	[71%-	72%]
Total	78%	[76%-	79%]	74%	[73%-	75%]	71%	[70%-	71%]	72%	[72%-	72%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

19.4 Supervisors/Team Leaders Work Well With Employees Of Different Backgrounds By Role Classification



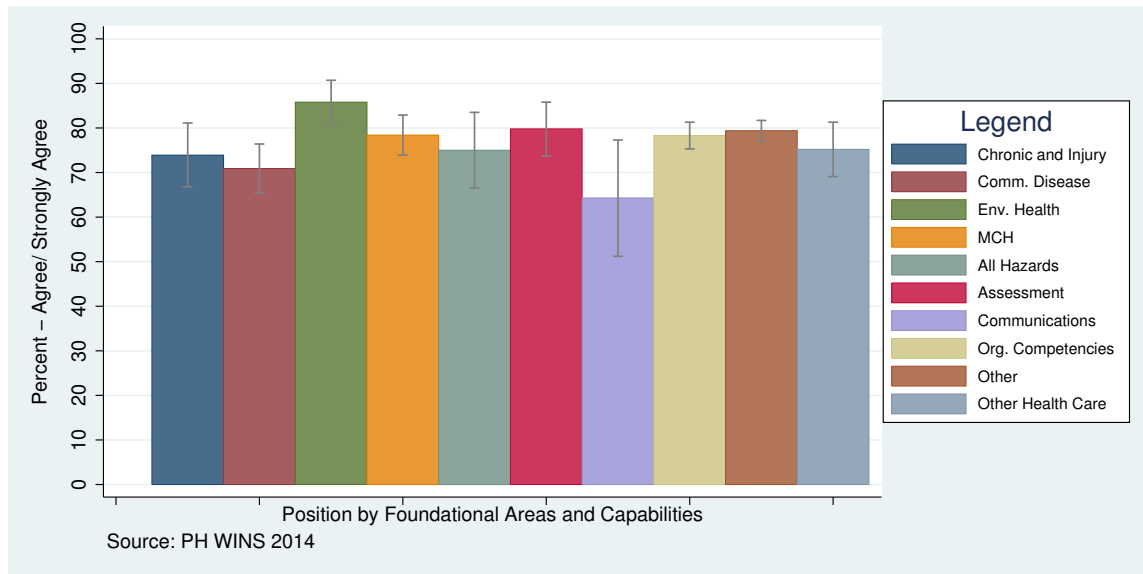
This chart represents the proportion of staff by role classification who “Strongly agree/agree” with the statement: Supervisors/team leaders work well with employees of different backgrounds.

Role classification (collapsed)	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Administrative	74%	[72%-	77%]	71%	[70%-	72%]	70%	[69%-	71%]	71%	[70%-	71%]
Clinical and Lab	81%	[79%-	83%]	77%	[76%-	78%]	70%	[69%-	71%]	73%	[72%-	74%]
Public Health Science	79%	[77%-	82%]	77%	[76%-	78%]	72%	[71%-	73%]	74%	[73%-	74%]
Social Services and All Other	75%	[72%-	79%]	71%	[70%-	72%]	68%	[67%-	70%]	70%	[69%-	71%]
Total	78%	[76%-	79%]	74%	[73%-	75%]	71%	[70%-	71%]	72%	[72%-	72%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

19.5 Supervisors/Team Leaders Work Well With Employees Of Different Backgrounds By Foundational Areas/Capabilities



This chart represents the proportion of staff by foundational areas/capabilities who “Strongly agree/agree” with the statement: Supervisors/team leaders work well with employees of different backgrounds.

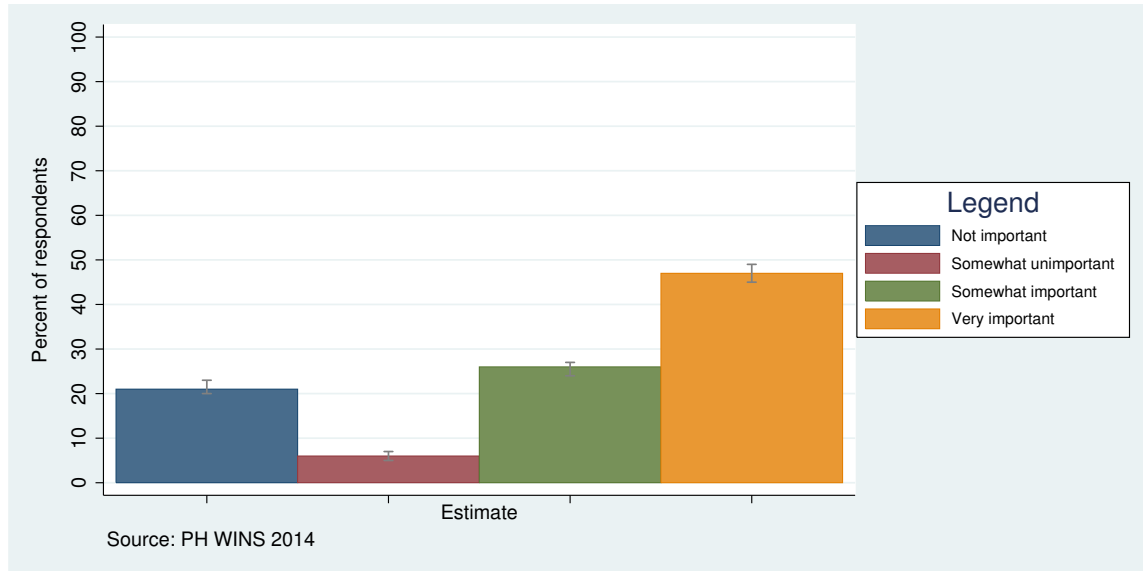
Position by Foundational Areas and Capabilities	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Chronic and Injury	74%	[67%-	81%]	77%	[74%-	80%]	71%	[69%-	73%]	73%	[72%-	75%]
Comm. Disease	71%	[65%-	76%]	75%	[73%-	77%]	69%	[68%-	71%]	71%	[70%-	73%]
Env. Health	86%	[81%-	91%]	73%	[71%-	75%]	68%	[66%-	69%]	70%	[69%-	71%]
MCH	78%	[74%-	83%]	75%	[73%-	76%]	71%	[70%-	73%]	73%	[72%-	74%]
All Hazards	75%	[66%-	84%]	69%	[66%-	72%]	72%	[69%-	76%]	71%	[69%-	73%]
Assessment	80%	[74%-	86%]	71%	[69%-	73%]	72%	[70%-	74%]	72%	[71%-	73%]
Communications	64%	[51%-	77%]	82%	[77%-	87%]	78%	[73%-	83%]	78%	[75%-	82%]
Org. Competencies	78%	[75%-	81%]	75%	[74%-	76%]	70%	[69%-	71%]	73%	[72%-	74%]
Other	79%	[77%-	82%]	75%	[74%-	76%]	70%	[69%-	70%]	72%	[71%-	73%]
Other Health Care	75%	[69%-	81%]	71%	[68%-	73%]	73%	[70%-	75%]	72%	[70%-	74%]
Total	78%	[76%-	79%]	74%	[73%-	75%]	71%	[70%-	71%]	72%	[72%-	72%]

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

20 Training Needs and Gaps

20.1 Perceived Importance Of Ensuring That Programs Are Managed Within The Current And Forecasted Budget Constraints



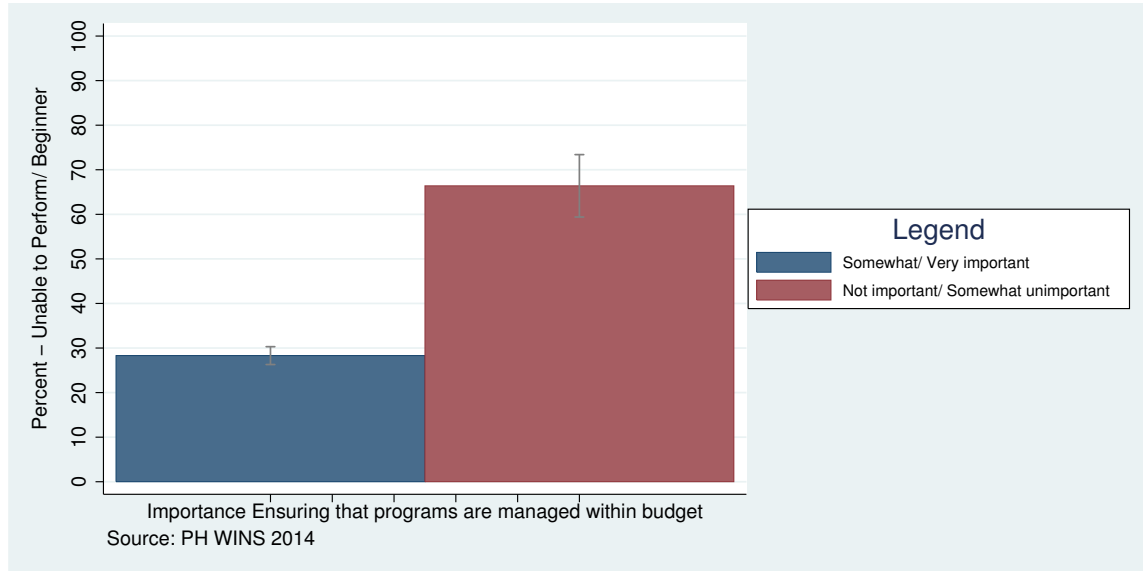
This chart represents the perceived importance of ensuring that programs are managed within the current and forecasted budget constraints.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Not important	21%	[20%-	23%]	20%	[19%-	20%]	23%	[23%-	24%]	22%	[22%-	22%]
Somewhat unimportant	6%	[5%-	7%]	7%	[7%-	8%]	9%	[9%-	9%]	8%	[8%-	8%]
Somewhat important	26%	[24%-	27%]	25%	[25%-	26%]	26%	[26%-	26%]	26%	[25%-	26%]
Very important	47%	[45%-	49%]	48%	[47%-	48%]	42%	[42%-	42%]	44%	[44%-	45%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

20.2 Ensuring That Programs Are Managed Within The Current And Forecasted Budget Constraints: Skill Level Vs. Perceived Importance



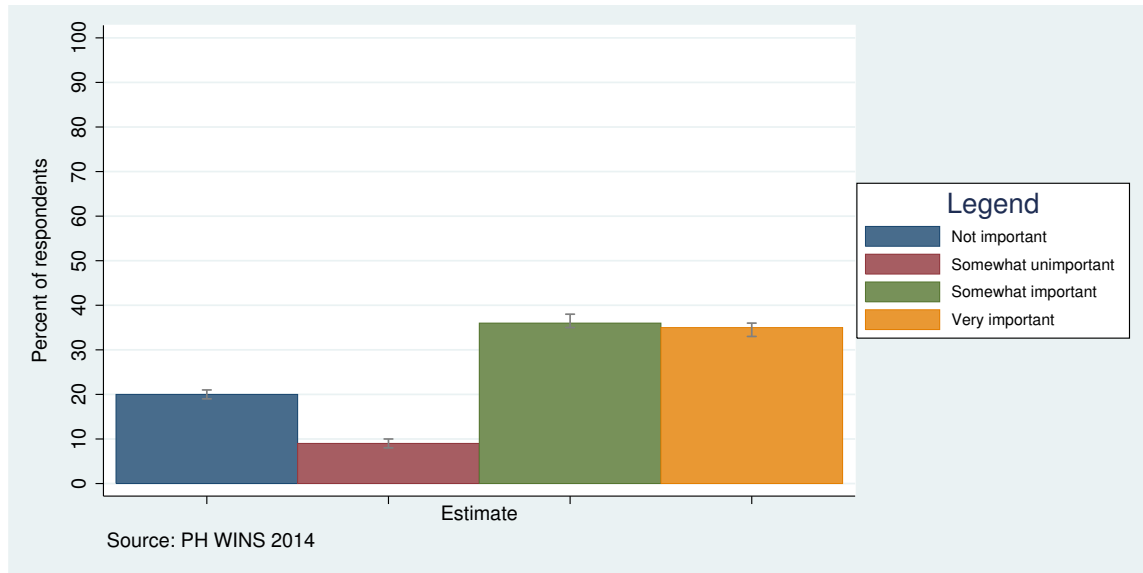
This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “ensuring that programs are managed within the current and forecasted budget constraints” by perceived level of importance.

Importance Ensuring that programs are managed within budget	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI		%	95% CI		%	95% CI		%	95% CI	
Somewhat/ Very important	28%	[26%- 30%]		29%	[29%- 30%]		28%	[27%- 29%]		29%	[28%- 29%]	
Not important/ Somewhat unimportant	66%	[59%- 73%]		60%	[57%- 62%]		60%	[59%- 62%]		60%	[59%- 62%]	
Total	31%	[29%- 33%]		32%	[32%- 33%]		32%	[31%- 33%]		32%	[32%- 32%]	

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

20.3 Perceived Importance Of Influencing Policy Development



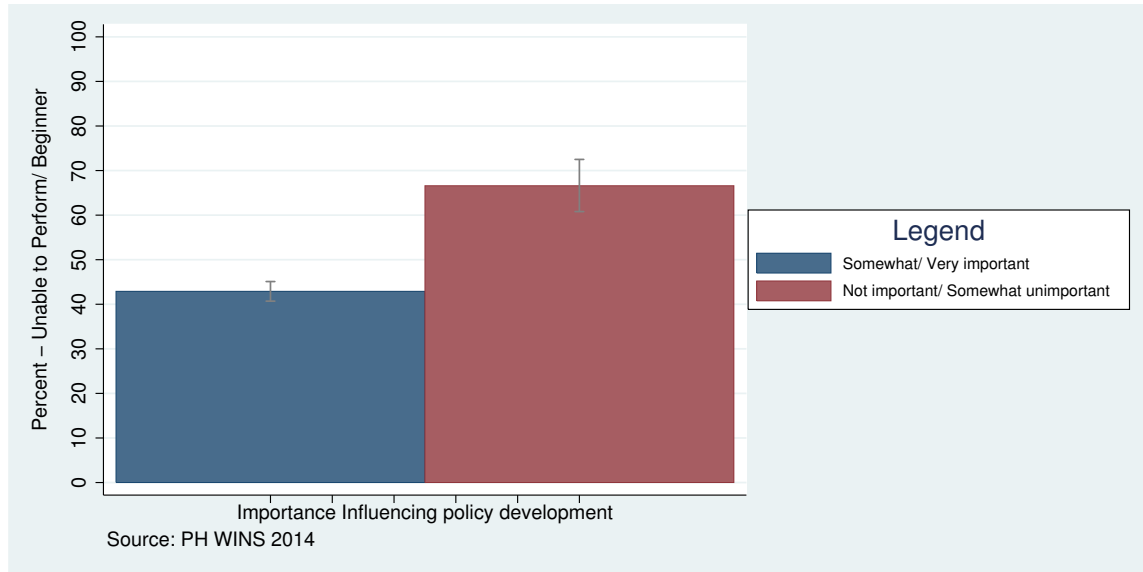
This chart represents the perceived importance of influencing policy development.

	State, Regional, and National Estimates										Total		
	STATE Estimate			Rest of region			All other regions			%	95%	CI	
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI	
Not important	20%	[19%-	21%]	18%	[17%-	18%]	20%	[20%-	20%]	19%	[19%-	19%]	
Somewhat unimportant	9%	[8%-	10%]	10%	[9%-	10%]	12%	[11%-	12%]	11%	[11%-	11%]	
Somewhat important	36%	[35%-	38%]	35%	[34%-	35%]	37%	[36%-	37%]	36%	[36%-	36%]	
Very important	35%	[33%-	36%]	38%	[37%-	38%]	32%	[31%-	32%]	34%	[34%-	34%]	
Total	100%			100%			100%			100%			

Source: PH WINS 2014

This estimate **IS** statistically significantly different comparing STATE to the national average

20.4 Influencing Policy Development: Skill Level Vs. Perceived Importance



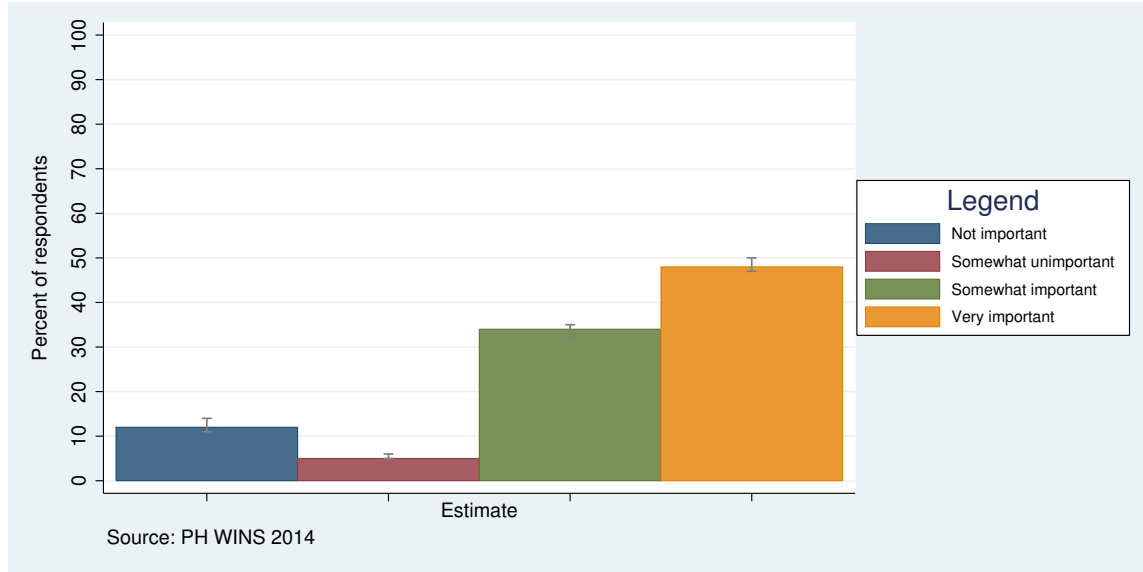
This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “influencing policy development” by perceived level of importance.

Importance Influencing policy development	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI		%	95% CI		%	95% CI		%	95% CI	
Somewhat/ Very important	43%	[41%- 45%]		39%	[38%- 40%]		42%	[41%- 43%]		41%	[40%- 41%]	
Not important/ Somewhat unimportant	67%	[61%- 72%]		65%	[63%- 67%]		67%	[66%- 69%]		67%	[66%- 68%]	
Total	45%	[43%- 47%]		42%	[41%- 43%]		46%	[45%- 46%]		44%	[44%- 45%]	

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

20.5 Perceived Importance Of Understanding The Relationship Between A New Policy And Many Types Of Public Health Problems



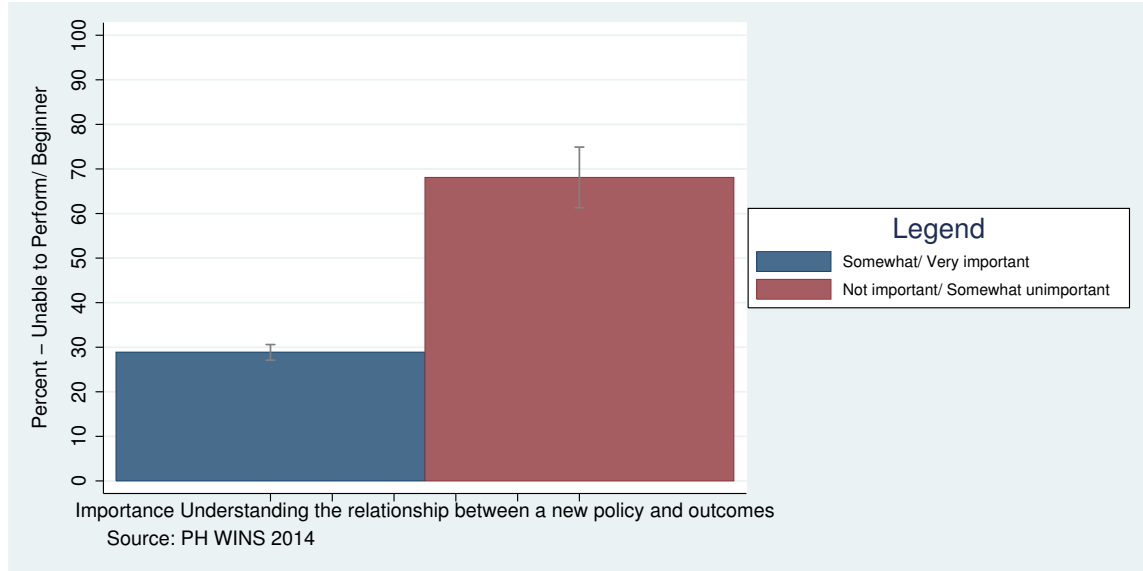
This chart represents the perceived importance of understanding the relationship between a new policy and many types of public health problems.

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Not important	12%	[11%-	14%]	12%	[11%-	12%]	16%	[15%-	16%]	14%	[14%-	14%]
Somewhat unimportant	5%	[5%-	6%]	6%	[6%-	6%]	10%	[10%-	10%]	8%	[8%-	8%]
Somewhat important	34%	[32%-	35%]	35%	[34%-	36%]	36%	[36%-	36%]	36%	[35%-	36%]
Very important	48%	[47%-	50%]	47%	[47%-	48%]	39%	[38%-	39%]	42%	[42%-	43%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

20.6 Understanding The Relationship Between A New Policy And Many Types Of Public Health Problems: Skill Level Vs. Perceived Importance



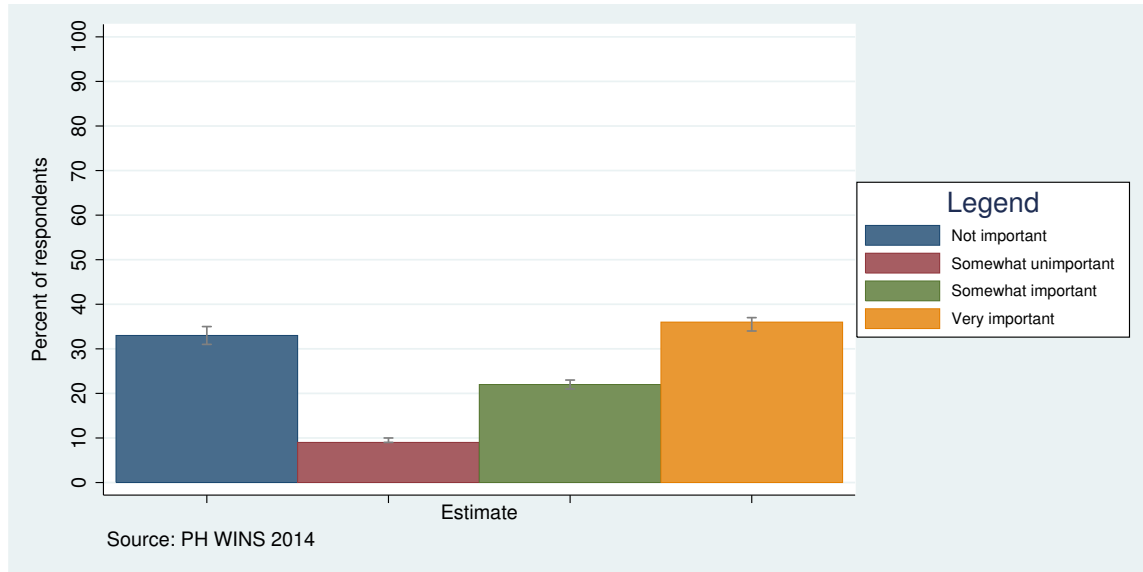
This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “understanding the relationship between a new policy and many types of public health problems” by perceived level of importance.

Importance Understanding the relationship between a new policy and outcomes	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Somewhat/ Very important	29%	[27%- 31%]		30%	[30%- 31%]		32%	[32%- 33%]		31%	[31%- 32%]
Not important/ Somewhat unimportant	68%	[61%- 75%]		58%	[56%- 61%]		60%	[59%- 62%]		60%	[59%- 62%]
Total	32%	[30%- 33%]		32%	[31%- 33%]		35%	[35%- 36%]		34%	[34%- 34%]

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

20.7 Perceived Importance Of Preparing A Program Budget With Justification



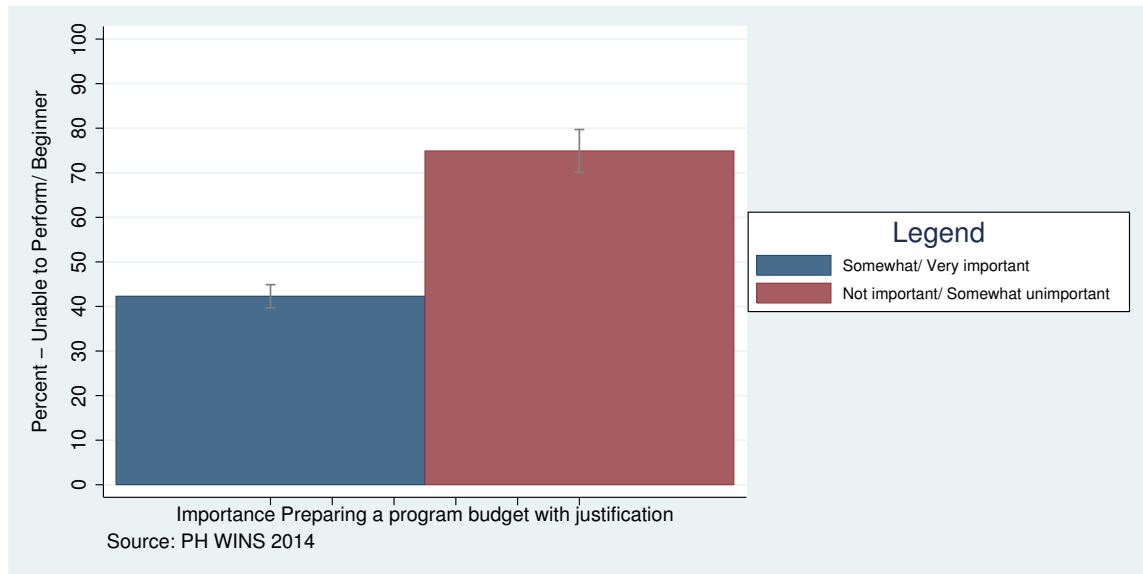
This chart represents the perceived importance of “preparing a program budget with justification.”

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Not important	33%	[31%-	35%]	30%	[29%-	30%]	34%	[33%-	34%]	32%	[32%-	32%]
Somewhat unimportant	9%	[9%-	10%]	9%	[9%-	9%]	10%	[10%-	11%]	10%	[10%-	10%]
Somewhat important	22%	[21%-	23%]	23%	[22%-	23%]	23%	[23%-	24%]	23%	[23%-	23%]
Very important	36%	[34%-	37%]	39%	[38%-	39%]	33%	[32%-	33%]	35%	[35%-	35%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

20.8 Preparing A Program Budget With Justification: Skill Level Vs. Perceived Importance



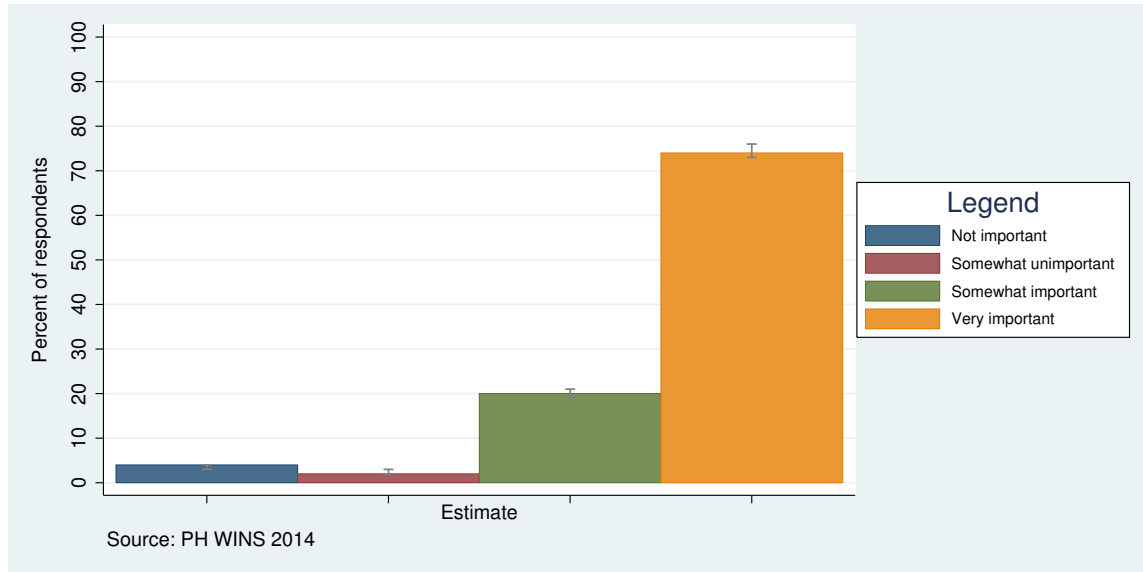
This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “preparing a program budget with justification” by perceived level of importance.

Importance Preparing a pro- gram budget with justification	State, Regional, and National Estimates									
	STATE Estimate		Rest of region		All other regions		Total			
	%	95% CI	%	95% CI	%	95% CI	%	95% CI		
Somewhat/ Very im- portant	42%	[40%- 45%]	37%	[36%- 38%]	33%	[32%- 34%]	35%	[34%- 35%]		
Not important/ Somewhat unimpor- tant	75%	[70%- 80%]	64%	[62%- 66%]	66%	[65%- 68%]	66%	[65%- 67%]		
Total	48%	[45%- 50%]	42%	[41%- 43%]	40%	[39%- 40%]	41%	[40%- 41%]		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

20.9 Perceived Importance Of Gathering Reliable Information To Answer Questions



This chart represents the perceived importance of “gathering reliable information to answer questions.”

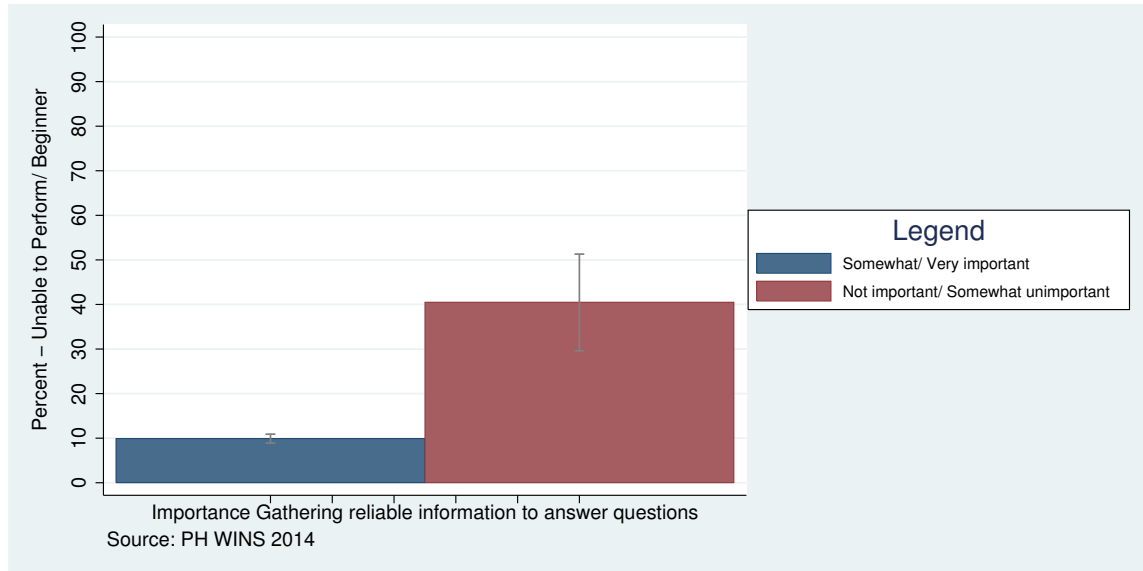
	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Not important	4%	[3%-	4%]	3%	[3%-	3%]	3%	[3%-	3%]	3%	[3%-	3%]
Somewhat unimportant	2%	[2%-	3%]	1%	[1%-	2%]	2%	[2%-	2%]	2%	[2%-	2%]
Somewhat important	20%	[19%-	21%]	18%	[18%-	19%]	18%	[18%-	19%]	18%	[18%-	19%]
Very important	74%	[73%-	76%]	77%	[77%-	78%]	77%	[77%-	78%]	77%	[77%-	77%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

21 Gathering Reliable Evidence

21.1 Gathering Reliable Information To Answer Questions: Skill Level Vs. Perceived Importance



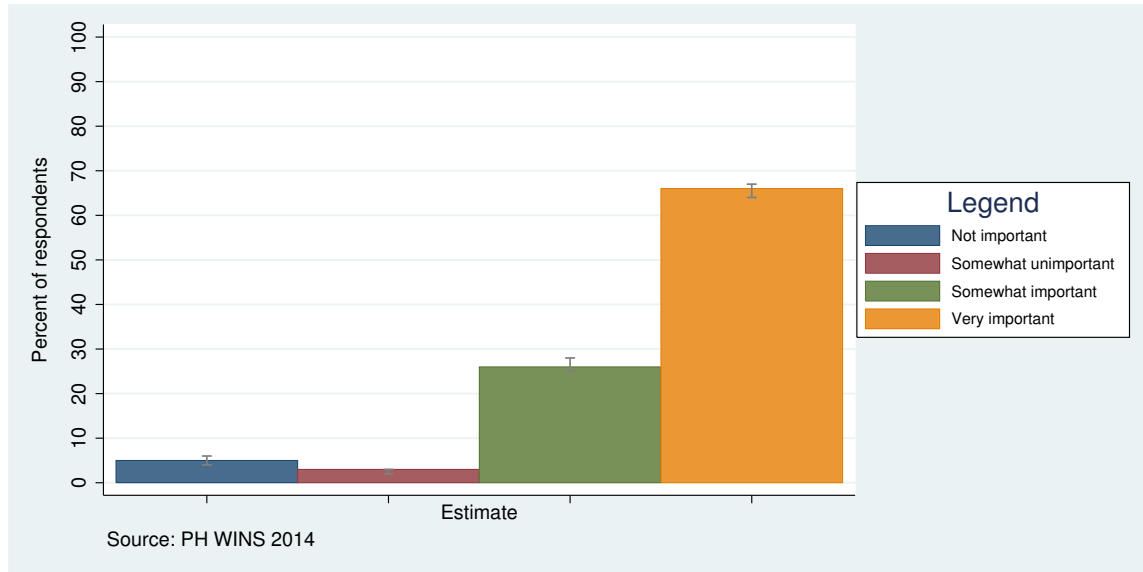
This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “gathering reliable information to answer questions” by perceived level of importance.

Importance Gath- ering reliable in- formation to an- swer questions	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95% CI		%	95% CI		%	95% CI		%	95% CI	
Somewhat/ Very im- portant	10%	[9%- 11%]		10%	[9%- 10%]		8%	[8%- 9%]		9%	[9%- 9%]	
Not important/ Somewhat unimpor- tant	40%	[30%- 51%]		40%	[34%- 46%]		33%	[30%- 37%]		36%	[33%- 39%]	
Total	11%	[10%- 12%]		10%	[10%- 11%]		9%	[9%- 9%]		9%	[9%- 10%]	

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

21.2 Perceived Importance Of Communicating Ideas And Information In A Way That Different Audiences Can Understand



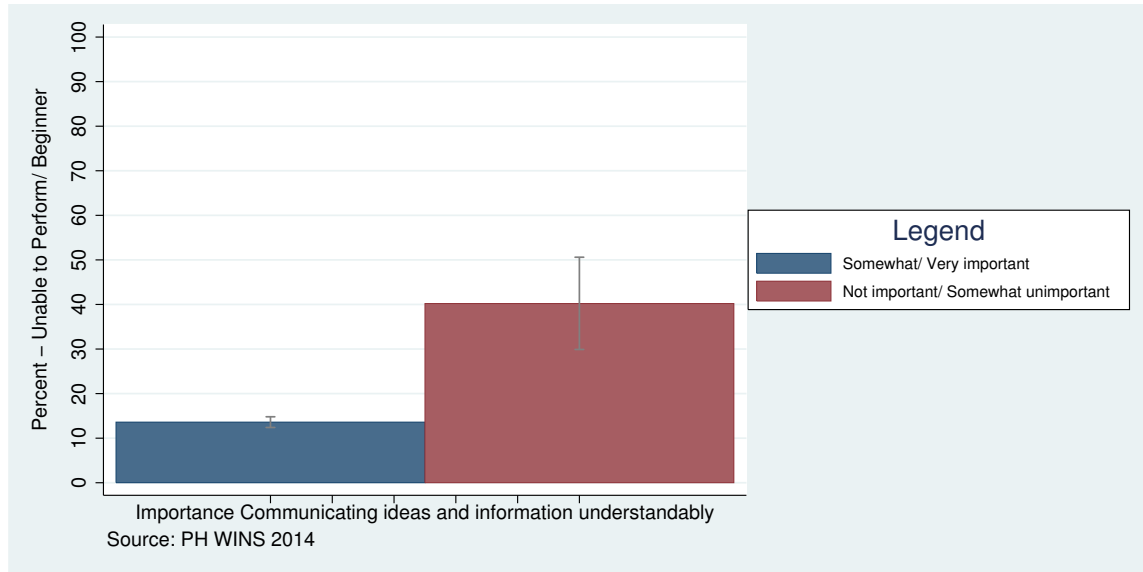
This chart represents the perceived importance of “communicating ideas and information in a way that different audiences can understand.”

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Not important	5%	[4%-	6%]	5%	[5%-	6%]	5%	[5%-	5%]	5%	[5%-	5%]
Somewhat unimportant	3%	[2%-	3%]	2%	[2%-	2%]	3%	[3%-	3%]	3%	[3%-	3%]
Somewhat important	26%	[25%-	28%]	22%	[22%-	23%]	23%	[23%-	23%]	23%	[23%-	23%]
Very important	66%	[64%-	67%]	70%	[69%-	71%]	69%	[68%-	69%]	69%	[69%-	69%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

21.3 Communicating Ideas And Information In A Way That Different Audiences Can Understand: Skill Level Vs. Perceived Importance



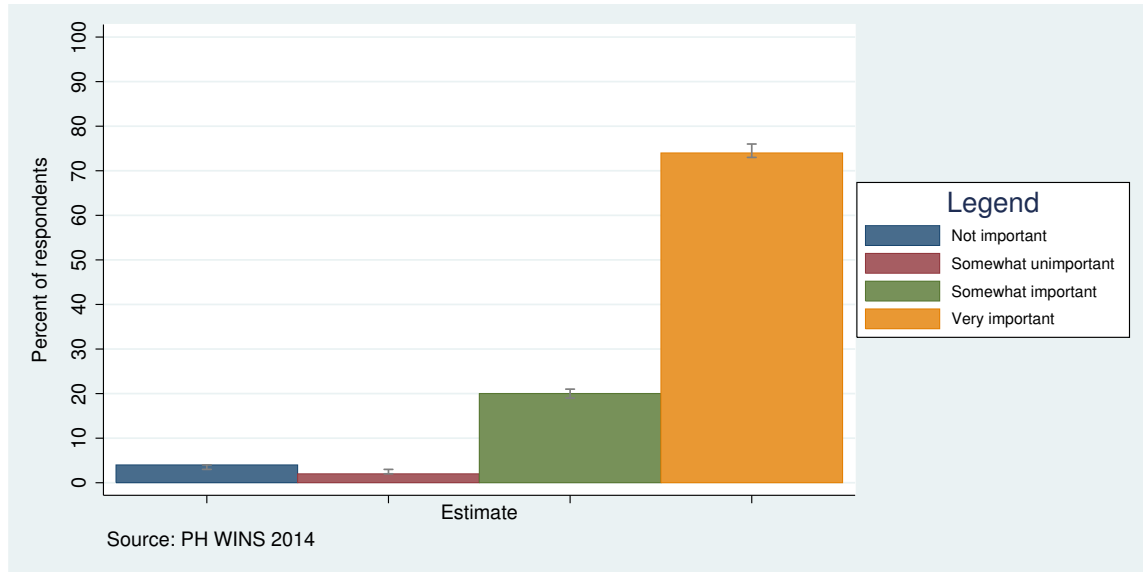
This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “communicating ideas and information in a way that different audiences can understand” by perceived level of importance.

Importance Communicating ideas and information understandably	State, Regional, and National Estimates										
	STATE Estimate			Rest of region			All other regions			Total	
	%	95% CI		%	95% CI		%	95% CI		%	95% CI
Somewhat/ Very important	14%	[12%- 15%]		12%	[12%- 12%]		12%	[12%- 13%]		12%	[12%- 13%]
Not important/ Somewhat unimportant	40%	[30%- 51%]		35%	[31%- 39%]		35%	[33%- 38%]		35%	[33%- 38%]
Total	15%	[13%- 16%]		13%	[12%- 13%]		13%	[13%- 13%]		13%	[13%- 13%]

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average

21.4 Perceived Importance Of Engaging Staff Within Your Health Department To Collaborate On Projects



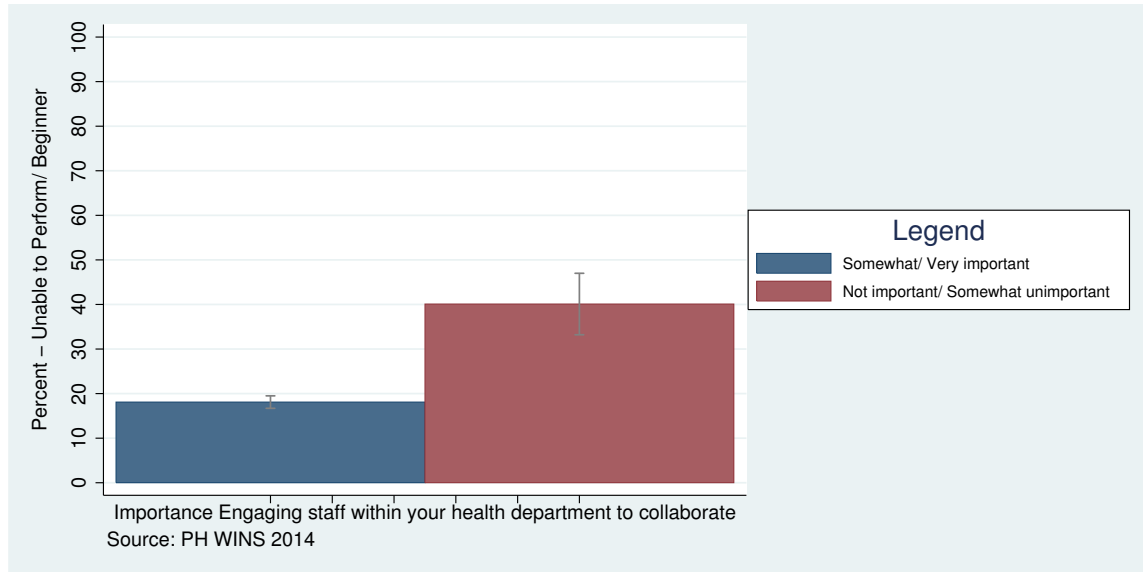
This chart represents the perceived importance of “engaging staff within your health department to collaborate on projects.”

	State, Regional, and National Estimates											
	STATE Estimate			Rest of region			All other regions			Total		
	%	95%	CI	%	95%	CI	%	95%	CI	%	95%	CI
Not important	4%	[3%-	4%]	3%	[3%-	3%]	3%	[3%-	3%]	3%	[3%-	3%]
Somewhat unimportant	2%	[2%-	3%]	1%	[1%-	2%]	2%	[2%-	2%]	2%	[2%-	2%]
Somewhat important	20%	[19%-	21%]	18%	[18%-	19%]	18%	[18%-	19%]	18%	[18%-	19%]
Very important	74%	[73%-	76%]	77%	[77%-	78%]	77%	[77%-	78%]	77%	[77%-	77%]
Total	100%			100%			100%			100%		

Source: PH WINS 2014

This estimate *IS* statistically significantly different comparing STATE to the national average

21.5 Engaging Staff Within Your Health Department To Collaborate On Projects: Skill Level Vs. Perceived Importance



This chart represents the proportion of staff who are “unable to perform” or are a “beginner” at “engaging staff within your health department to collaborate on projects” by perceived level of importance.

Importance Engaging staff within your health department to collaborate	State, Regional, and National Estimates									
	STATE Estimate		Rest of region		All other regions		Total			
	%	95% CI	%	95% CI	%	95% CI	%	95% CI		
Somewhat/ Very important	18%	[17%-20%]	18%	[18%-19%]	18%	[18%-19%]	18%	[18%-19%]		
Not important/ Somewhat unimportant	40%	[33%-47%]	40%	[37%-43%]	38%	[36%-40%]	39%	[37%-40%]		
Total	19%	[18%-21%]	20%	[19%-20%]	20%	[19%-20%]	20%	[19%-20%]		

Source: PH WINS 2014

This estimate is **NOT** statistically significantly different comparing STATE to the national average