

# Linkages Organizational Change Survey: Example

## Introduction

This survey should be completed by the Linkages Coordinator. No matter what your experiences with Linkages have been, we are interested in hearing from you. The survey should take 5-10 minutes to complete. Thank you very much!

## General Information

1. Please select the program for which you are working:  
 Child Welfare Services (CWS)  
 CalWORKs/TANF                       Other (specify): \_\_\_\_\_
2. In what year did Linkages begin in your county? \_\_\_\_\_
3. How long have you been involved in your county's Linkages initiative?  
 Less than 1 year                       1 to 3 years                       Over 3 years

## Linkages in Your County

4. Do you think of Linkages as a stand-alone program or a process of integrating services?  
 A stand-alone program  
 A process of integrating services  
 Other, please specify: \_\_\_\_\_
5. Over time, some counties adopt Linkages principles into their services in such a way that Linkages becomes "business as usual." To what extent has Linkages become integrated into your county?  
 **Business as usual:** Linkages principles are well-integrated in our Child Welfare and CalWORKs programs.  
 **Not quite business as usual:** Linkages principles are used by some staff in our programs, but not all.  
 **Not business as usual:** Linkages principles are not yet integrated in our county or may only be used by a few people.

**Shared Goals**

6. The table below asks whether you feel that Child Welfare and CalWORKs have shared goals in your county. *Please provide one answer for each row.*

	Definitely	Probably	Probably Not	Definitely Not	Don't Know
a. Does CalWORKs leadership see child safety as one of their goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Do CalWORKs line staff see child safety as one of their goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Does Child Welfare leadership see family self-sufficiency as one of their goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Do Child Welfare line staff see family self-sufficiency as one of their goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Components of Success**

7. How important would you say each of the following factors is in making Linkages a success? *Please provide one answer for each row.*

	Very Important	Somewhat Important	Not Very Important	Not Important At All
a. Strong leadership in favor of Linkages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Pre-existing working relationship with the other agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Compatible procedures between Child Welfare and CalWORKs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Likelihood of cost savings or cost sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Likelihood that families will be better off with Linkages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Workplace culture of willingness to try new things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. External technical assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Clear communication between CalWORKs and Child Welfare staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

i. Are there additional factors you feel are critical for Linkages to succeed? \_\_\_\_\_  
 \_\_\_\_\_

8. Please indicate the extent to which you agree with each of the following statements. *Please provide one answer for each row.*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. Child Welfare and CalWORKs had a history of working together in this county <u>prior to</u> Linkages.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. This county's Child Welfare leadership makes Linkages a priority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. This county's CalWORKs leadership makes Linkages a priority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. The county division/program where I work has effective ways of communicating information of value to all staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The county division/program where I work involves staff at all levels in decisions about how to improve the program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I am encouraged to challenge the way things are done in our county program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. I am encouraged to work in creative and innovative ways.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Linkages has increased the accountability that Child Welfare staff feel towards CalWORKs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Linkages has increased the accountability that CalWORKs staff feel towards Child Welfare.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. My staff (including supervisors and line staff) feel that they are part of a Linkages "team."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Linkages can be implemented with any existing line staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Linkages requires a special level of personal commitment from staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Linkages requires staff who can easily think outside the box.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Linkages requires extra <u>ongoing</u> support and training of staff in order to succeed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Having Linkages in place requires more staff time than not having Linkages in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Linkages leadership in this county values the use of numbers to demonstrate success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Recording accurate data is something that is done well in our CalWORKs program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Recording accurate data is something that is done well in our Child Welfare program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. It is my best guess that Linkages is currently saving our county money.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. It is my best guess that Linkages can save our county money in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Linkages Effects on Staff

9. In general, how has Linkages changed the job satisfaction of your staff, if at all?

- Increased satisfaction, No change, Decreased satisfaction, Don't know

Comments: \_\_\_\_\_

10. In general, how has Linkages changed the effectiveness of your staff in doing their jobs?

- Increased effectiveness, No change, Decreased effectiveness, Don't know

Comments: \_\_\_\_\_

11. In general, how has Linkages changed staff tendencies to "think outside the box" in working with clients?

- Linkages has increased tendency to think outside the box.
Thinking outside the box has not changed due to Linkages.
Linkages has decreased tendency to think outside the box.

Any examples to share? \_\_\_\_\_

Comments: \_\_\_\_\_

Linkages Effects on Families

12. Do you feel that Linkages improves outcomes for eligible families?

- Yes, No, Don't know

Comments: \_\_\_\_\_

13. In your experience, does Linkages help you identify special issues for families, such as domestic violence?

- Always, Sometimes, Rarely, Never, Don't know/ Does not apply

Comments: \_\_\_\_\_

14. In your experience, do Linkages families with substance abuse issues receive treatment more quickly and have access to a wider variety of treatment services than non-Linkages families?

- Always
- Sometimes
- Rarely
- Never
- Don't know/  
Does not apply

Comments: \_\_\_\_\_

15. In your experience, does Linkages help families have faster reunification after their children are placed in out-of-home care?

- Always
- Sometimes
- Rarely
- Never
- Don't know/  
Does not apply

Comments: \_\_\_\_\_

16. In your experience, are Linkages families better able to address problems such as mental health issues and substance abuse than non-Linkages families?

- Always
- Sometimes
- Rarely
- Never
- Don't know/  
Does not apply

Comments: \_\_\_\_\_

17. Any final comments? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Thank you very much!**