

Management Review #00-002-MR

Management Review of the Liberty County Health Department and Calhoun County Health Department Date of Report: 12/13/00

EXECUTIVE SUMMARY

The management review of the Liberty County Health Department (LCHD) and Calhoun County Health Department (CCHD) was conducted to assess employee perceptions of their work environment and to gather baseline data to assist executive management in determining the strengths and opportunities for improvement within the CHDs.

The scope of the management review included an organizational climate survey, staff and management interviews, a client survey, an empirical facilities examination of both CHDs, and a review of relevant documents and records.

The Office of the Inspector General (HIG) sent a notification memorandum, dated November 17, 2000, to the Administrator, Mr. David Odum, requesting specific data and providing dates and times for the review. The management review team conducted the preliminary visit and entrance conference with the administrator and managers of both CHDS on December 1, 2000. (See Exhibit A – Preliminary Review Agenda). The onsite portion of the review began December 12, 2000, at LCHD and concluded December 13, 2000, at CCHD. During the onsite period, employees were administered the organizational climate survey, personal interviews were conducted, available clients were interviewed to obtain their perception and opinion of the services provided by the CHD, and an empirical facilities examination was conducted at both CHDs.

As a result of the survey and personal interviews, the management review team found that management at both CHDs was supportive of staff within their units. The Team found that staff was committed to providing quality customer service.

The Team found opportunities for improvement. Specifically, employees questioned communication with management, fair administration of personnel policies and procedures, honesty of managers and creation of an atmosphere that did not promote teamwork. The issues were directly attributed to the previous administrator and supervisors.