

Appendix III: Measures and Scoring –Primary Factors Affecting¹ Income Security Organizations

Primary Variable Measure	Score for Creation of Orgns, 1971-82 NDP government	Score Survival/ Mortality of Orgns 1986-7, Tory government
1) Ideology		
(201) The organization’s approach integrated well with the dominant ideology in the province. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(202) The organization’s approach matched the ideology of the government Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total Ideology		
2) Politics		
(203) The government spoke publicly and negatively about the public service. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(204) There was no change of party in control of government within 3 years of creation/mortality of the organization. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total Politics		
3) External Support		
(205) The GoS was influential with the federal government at the time the innovations were created/abolished.* Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(206) The organizations implementing innovations were not competing for funding with other administrative areas. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total Public and Employee Support		
4) Economy and Resources		
The Economy:		
(207) The organizations were created/abolished in a growing economy. No=0; Yes=1 Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(208) The government was not in deep debt. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(209) The government’s budget balanced or was close to balanced when the change was made. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(210) The government was not in significant deficit. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total Economy		
5. Administrative and Employee Support and Full Implementation		
5a. Administrative Support		
(211) When the SS organizations were created/abolished they had full infrastructure. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(212) The needed administrative support was provided. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(213) Employees of the rest of the department felt the new organization did not represent competition for their resources. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		

¹ Community Grants & Standards Division, Income Security Division, Employment Support Services Division, Workers’ Compensation Board [if there was one].

Primary Variable Measure	Score for Creation of Orgns, 1971-82 NDP government	Score Survival/ Mortality of Orgns 1986-7, Tory government
(214) The organization was fully funded. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(215) The organization retained its funding. No=0; Yes=1. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total		
5b. Employee Support		
(216) Employees supported the government's principles for the innovations. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(217) Personnel were well treated, respected, received salary increases. No=0; Yes=1 Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total		
5c. Full Implementation		
(218) The organizations were fully implemented (>\$5 million budget). Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(219) The organizations were large. No=0; Smaller=0.5; Large=1. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(220) The organizations were funded for new positions to deliver the innovation. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(226) Administrative support was fully and quickly implemented and maintained. Not fully implemented for 3 or more years=1; implemented in <3 yrs=2; fully implemented in <2 yrs=4; fully implemented in <1 yr=5. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total		
Total Administrative and Employee Support and Full Implementation		
6. Effects		
(232) Employees achieved the government's program/service/administration objectives. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(233) The organization respected the public's desire not to see the system cheated. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(234) The government's goals and objectives were achieved quickly (within 4 years). Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(235) The achievements with principles were maintained. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(236) The innovations were respectful of clients. Eligibility determined quickly, easily, unobtrusively, needs met. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
(237) The administration respected the NDP GoS's desire to remove the stigma of the undeserving poor. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.		
Total Effects		

Abbreviations: innovn=innovation; govt=government

* Federal Liberal minority government supported by the NDP in 1972 and minority Conservative government supported by NDP in 1979.