

Appendix IV: Secondary Independent Factors Specific to Four Income Security Organizations

Secondary Factor	Day Care admin		FIP admin		SIP admin		ESP admin		WCB admin	
	Cre ate	Surv ive	Cre ate	Surv ive	Cre ate	Surv ive	Cre ate	Surv ive	Cre ate	Surv ive
1. Ideology										
(301a)										
(301b) There was no change of dominant ideology within 3 years of creation/abolition of the organization										
(302) Organizational levels were a matter of ideology. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(303) Employee salaries were a matter of ideology. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(304) 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.										
Total Ideology App II										
Total App I										
Importance Ideology										
2. Politics										
(305) 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.										
(306) The provincial government that introduced/abolished the administration was highly ideological on the subject of the level of the administration.										
(307) The government had other major priorities that were absorbing much of the government's resources.										
Total Politics App II										
Total App I										
How Important Politics?										
3. External Support										
(308) Departmental personnel supported creation/abolition of the organization. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										

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	Cre ate	Surv ive	Cre ate	Surv ive	Cre ate	Surv ive	Cre ate	Surv ive	Cre ate	Surv ive
Total App II										
Total App I										
Importance External Support										
4. The Economy and Resources										
4a. The Economy										
(309) The economy was in good shape (growing 3%/year or more) when the organization was created/abolished. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
Total App. II										
Total App. I										
Importance the Economy										
4b. Resources										
(310) The government's finances were in good shape (little debt, near balanced budget) when the organization was created/abolished. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(311) The organization was fully funded. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(312) The government had windfall revenues at the time the organization was created/abolished. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(313) The GoS had GoC support (political, legal, financial) to create/abolish the innovation. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(314) The organization retained its resources after five years. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(315) The organization retained its resources after ten years. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
(316) The organization retained its resources after fifteen years. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										

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	Crea te	Surv ive	Crea te	Surv ive	Crea te	Surv ive	Crea te	Surv	Crea te	Surv ive
Agree=5.										
(317) The organization retained its resources after twenty years. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
Total App. II										
Total App. I										
Importance Resources										
Importance the Economy & Resources										
5. Internal Support										
5a. Administrative Support										
(318) Government support remained in place while the organization existed. Strongly disagree=1, Disagree=2, Neither Disagree or Agree=3; Agree=4; Strongly Agree=5.										
5b. Employee Support										
(319) Other employees did not consider that the organization represented competition for their resources.										
5c. Full Implementation (from Innovations 146-150)										
(146) The innovation was fully and quickly staffed (less than 1.5 years). Strongly disagree=1, Disagree=2, Neither disagree nor agree=3, Agree=4, Strongly Agree=5.										
(147) The innovation was fully and quickly funded. Strongly disagree=1, Disagree=2, Neither disagree nor agree=3, Agree=4, Strongly Agree=5.										
(148) The innovation retained its funding. Strongly disagree=1, Disagree=2, Neither disagree nor agree=3, Agree=4, Strongly Agree=5.										
(149) The government was in power after approval long enough for the innovation to gain legitimacy with the public (>4 years). Strongly disagree=1, Disagree=2, Neither disagree nor agree=3, Agree=4, Strongly Agree=5.										
(150) The innovative program was fully and quickly implemented by personnel (within three years). Strongly disagree=1, Disagree=2, Neither disagree nor agree=3, Agree=4, Strongly Agree=5.										
Total Implementation										
Total Implementation from App. III										
How Important a Factor was Full Implementation?										

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5d. Orders of Change										
(320) The organization had not recently changed (change in name, mandate, department or budget cut 25% or more) before action was taken.										
(321) The change for the organization was first order (change in activities).										
(322) The change for the organization in was second order (change in structure)										
(323) The change for the organization was third order (change in goals).										
(324) The organization was large in the Sask context.										
Total App. II										
Total App. I										
Importance Administrative Support										
6. Effects										
(325) Employees showed greater respect for clients.										
(326) The fate of the innovation affected the fate of the organization.										
Total App. II										
Total App. I										
Importance of Effects										

Source: Eleanor D. Glor

N/A= Not applicable, Cr=create; recipients were seniors (>65 years old).

^a Legislation 1971, launch 1974

* A different strategy for securing federal funding was utilized. People who worked for six months were eligible for federal unemployment insurance, thus transferring them from a provincial to a federal program.

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

*** Sask had just received 50/50 cost-sharing for its universal hospital care program, so the net cost to the province was not as high as it might have been for Medicare.

+ N/A (no response) for non-innovations