



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Texas Department of Banking

Executive Summary

2021



Executive Summary

Table of Contents

Introduction	1
The Survey	2
Employee Engagement	3
People	4
Constructs	5
Areas of Strength and Concern	6
Climate	7
Focus Forward	8
Appendix A: Demographic Items	A1
Appendix B: Primary Items	B1
Appendix C: Additional Items	C1
Appendix D: Engagement Items	D1
Appendix E: Constructs and Related Items	E1
Appendix F: Survey Customization Sheet	F1

Institute for Organizational Excellence
 The University of Texas at Austin
 1925 San Jacinto Blvd., D3500
 Austin, Texas 78712

www.survey.utexas.edu
orgexcel@utexas.edu
 Phone (512) 471-9831
 Fax (512) 471-9600

Introduction

THANK YOU for your participation in the Survey of Employee Engagement (SEE). We trust that you will find this information helpful in your leadership planning and organizational development efforts. The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization.

Inside this report, you will find many tools to assist you in understanding the engagement of your employees. Your first indication of engagement will be the response rate of your employees. From there, we share with you the overall score for your organization, averaging all survey items. You will also find a breakdown of the levels of engagement found among your employees. We have provided demographic information about the employees surveyed as well as what percent are leaving or retiring in the near future. Then, this report contains a breakdown of the scoring for each construct we surveyed, highlighting areas of strength and areas of concern. Finally, we have provided Focus Forward action items throughout the report and a timeline suggesting how to move forward with what you have learned from the survey results.

Your report represents aggregate data, but some organizations will want further information. For example, the SEE makes it possible to see results broken down by demographic groupings. We would enjoy hearing how you've used the data, and what you liked and disliked about the SEE experience. We are here to help you engage your employees in achieving your vision and mission.



Noel Landuyt
Associate Director
Institute for Organizational Excellence

Organization Profile



Texas Department of Banking

Organizational Leadership:
Charles Cooper, Commissioner

Benchmark Categories:
Size 3: Organizations with 101 to 300 employees
Mission 8 : Regulatory

Survey Administration

Collection Period:
11/15/2021 through 12/03/2021

Survey Liaison:
Lori Wright
Director of Human Resources
2601 N. Lamar Blvd.
Austin, TX 78705

(512) 475-1345
lori.wright@dob.texas.gov

The Survey

48
Primary
Items

Primary Items

The Survey of Employee Engagement (SEE) consists of a series of 48 primary items used to assess essential and fundamental aspects of how the organization functions. The items are on a 5-point scale from Strongly Disagree (1) to Strongly Agree (5).

Demographic Items

Also included on the SEE instrument are a series of items to ascertain the demography of the respondents.

Constructs

Similar items are grouped together, and their scores are averaged to produce twelve construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

12
Constructs



Workgroup



Strategic



Supervision



Workplace



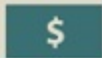
Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



Employee
Engagement

2

Key
Scores

Overall Score

The Overall Score is an average of all survey items and represents the overall score for the organization. It is a broad indicator for comparison purposes with other entities.

Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement (high, moderate, or low) among individual employees.

6 Breakout Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization had a total of 6 breakout categories.

10 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization added 10 additional items.



EMPLOYEE ENGAGEMENT

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

Employee Engagement

91%



Down 5.5%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 166 employees invited to take the survey, 151 responded for a response rate of 91%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 91%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 408.**

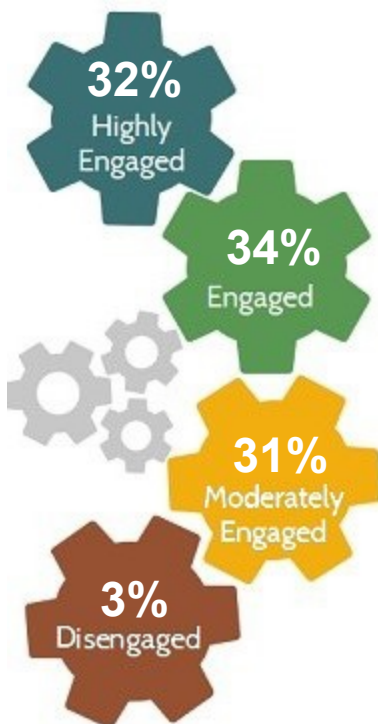


Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 32% of employees are Highly Engaged, 34% are Engaged, 31% are Moderately Engaged, and 3% are Disengaged.

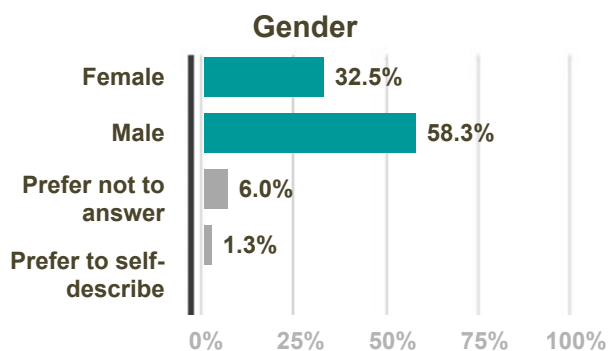
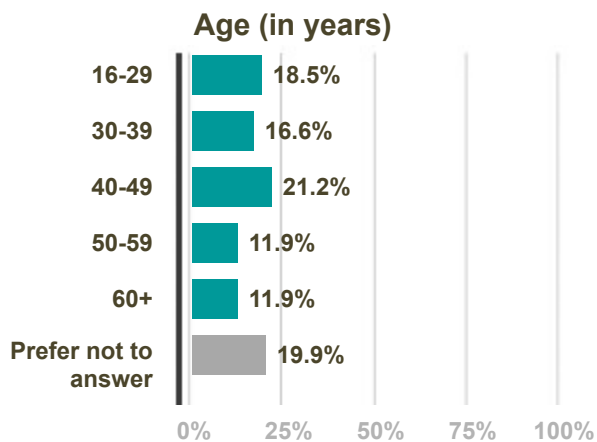
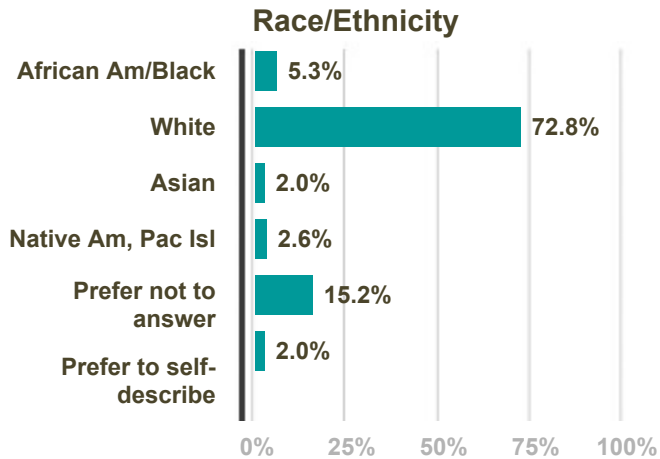
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers.

For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.



People

Examining demographic data is an important aspect of determining the level of consensus and shared viewpoints across the organization. A diverse workforce helps ensure that different ideas are understood, and that those served see the organization as representative of the community. Gender, race/ethnicity, and age are just a few ways to measure diversity. While percentages can vary among different organizations, extreme imbalances should be a cause for concern.



YEARS OF SERVICE With this Organization



20% New Hires (0-2 years)
31% Experienced (3-10 years)
36% Very Experienced (11+ years)
13% Prefer not to answer

Each figure represents about 1.7 employees.

FOCUS FORWARD >>>

7% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement.

18% CAN RETIRE

This percentage of respondents indicated that they are or will be eligible for retirement within two years.

Constructs

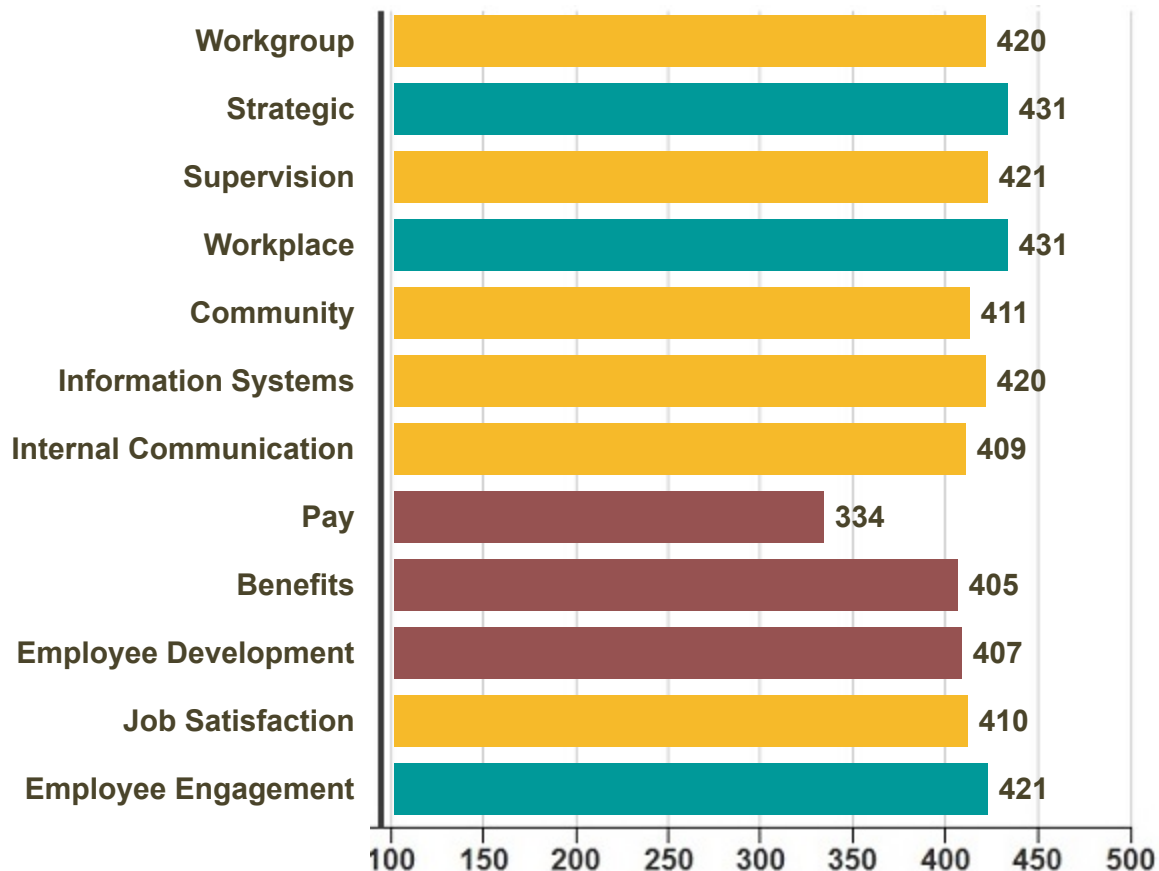
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

FOCUS FORWARD >>>

Every organization faces different challenges depending on working conditions, resources, and job characteristics. On the next page, we highlight the constructs that are relative strengths and concerns for your organization. While it is important to examine areas of concern, this is also an opportunity to recognize and celebrate areas that employees have judged to be strengths. All organizations start in a different place, and there is always room for improvement within each area.

Construct Scores



Constructs Over Time

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

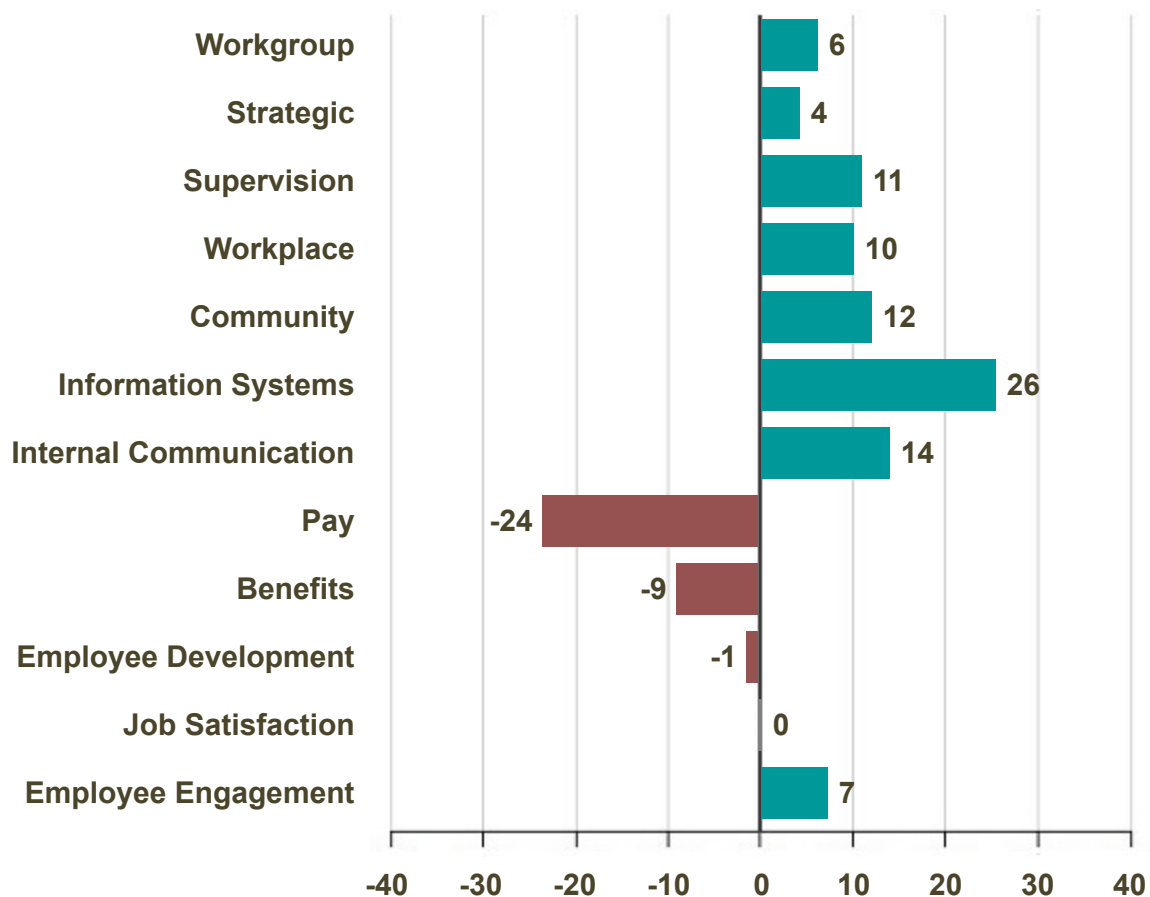
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational leadership.

Has Change Occured?

Variation in scores from year to year is normal, even when nothing has changed. Analyzing trend data requires a bringing patterns into focus, digging deeper into data, and asking questions about issues surrounding the workplace.

Pay close attention to changes of more than 15 points in either direction. Were there any new policies or organizational changes that might have affected the scores? Were these areas a point of focus for your change initiatives?

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength



Strategic

Score: 431

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.



Workplace

Score: 431

The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.



Employee Engagement

Score: 421

The employee engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. Higher scores suggest that employees feel their ideas count, their work impacts the organization and their well-being and development are valued.

Areas of Concern



Pay

Score: 334

The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.



Benefits

Score: 405

The benefits construct captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Lower scores suggest that employees perceive benefits as less than needed or unfair in comparison to similar jobs in the community.






Employee Development

Score: 407

The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.

Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.

<p>9.3%</p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p>3.3%</p> <p>feel there aren't enough opportunities to give supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	<p>Highest Level of Disagreement</p> 
<p>3.3%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	<p>2.0%</p> <p>feel that upper management should communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	
<p>0.7%</p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	<p>0.7%</p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	<p>Lowest Level of Disagreement</p> 

FOCUS FORWARD >>>

After the survey data has been compiled, the results are returned approximately one to two months after data collection stops. Survey results are provided in several formats to provide maximum flexibility in interpreting the data and sharing the data with the entire organization. The quick turnaround in reporting allows for immediate action upon the results while they are still current.

Survey Results Received

Executive Summaries, Data Reports, and Excel data are provided for the organization as a whole and for breakout categories. Any of these formats can be used alone or in combination to create rich information on which employees can base their ideas for change.



JAN
2022

FEB
2022



Review Survey Data

Review the data and summaries with the executive staff, and develop a plan for circulating the data to all employees. Several types of benchmark scores provide relevant external comparisons, and breakdown categories can be used to make internal comparisons.

Share with All Employees

Share results by creating reports, newsletters, or PowerPoint presentations providing data along with illustrations pertinent to the organization. Have employees participate in small work unit groups to review reports as they are distributed.



MAR
2022

APR
2022



Engage Employees in Change

Designate the Change Team composed of a diagonal slice across the organization that will guide the effort. Review the organization's strengths and brainstorm on how to best address weaknesses. Provide employees with comment cards to express their ideas.

Move Forward with Change

Have the Change Team compile the priority change topics and action points, and present them to the executive staff. Discuss the administrative protocols for implementing the changes. Determine the plan of action, set a reasonable timeline, and keep employees informed of changes.



JUN
2022

AUG
2022



Sharpen Your Focus

Further data breakdowns and custom reports are available. We also offer leadership assessments, employee pulse and exit surveys, and customer satisfaction surveys. Consultation time for presentations and focus groups is available as well. Please contact us at any time: www.survey.utexas.edu

Resurvey

Administer the Survey of Employee Engagement again to document the effectiveness of your change efforts.



OCT
2023



Demographic Items

Survey respondent information reports the response rate and frequency information for all demographic variables that were asked of participants. Response Rate is a good indicator of employees' willingness to engage in efforts to improve the organization. Scope of Participation is a gauge to see whether or not employees by demographic characteristics participated in the survey.

Response Rate

Your response rate is the percentage of surveys distributed divided by the number of valid surveys received. For category reports, we only report the response rate for the organization as a whole.

What is a good response rate?

If your organization sampled employees, the answer must take into consideration size, sampling strategy, variance, and error tolerance. When all employees are surveyed (census), a general rule for organizations of at least 500, is that a 30% rate is a low, but an acceptable level of response. In general, response rates of greater than 50% (regardless of number of employees) indicate a strong level of participation.

What about non-respondents?

First, you should review the scope of participation discussed in the following paragraph. Second, you need to ascertain whether or not a more focused effort is needed to determine why some groups did not respond.

Scope of Participation

Respondent information is used as a gauge of the scope of participation. For example, the percentages of male and female respondents should roughly mirror your organization's gender composition. This should be true for the other demographic categories. If not, consider whether or not additional efforts need to be made to engage those low participating categories. It is important to note the following:

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items or select prefer not to answer. Both of these non-responses are combined to give a total "Prefer not to answer" count.

Demographic Items

Total Respondents: 151
 Surveys Distributed: 166
 Response Rate: 90.96%

Number of Survey Respondents	Percent of Survey Respondents
------------------------------------	-------------------------------------

My highest education level

Did not earn high school diploma or equivalent:	Less than 5	Not Available
High school diploma or equivalent:	Less than 5	Not Available
Some college:	8	5.30%
Associate's Degree:	Less than 5	Not Available
Bachelor's Degree:	98	64.90%
Master's Degree:	26	17.22%
Doctoral Degree:	Less than 5	Not Available
Prefer not to answer:	11	7.28%

I am

Female :	49	32.45%
Male :	88	58.28%
Prefer not to answer :	9	5.96%
Prefer to self-describe:	Less than 5	Not Available

My annual salary (before taxes)

Less than \$20,001 :	Less than 5	Not Available
\$20,001 to 30,000 :	Less than 5	Not Available
\$30,001 to 40,000 :	Less than 5	Not Available
\$40,001 to 50,000 :	5	3.31%
\$50,001 to 60,000 :	15	9.93%
\$60,001 to 70,000 :	23	15.23%
\$70,001 to 80,000 :	10	6.62%
\$80,001 to 90,000 :	7	4.64%
More than \$90,000 :	63	41.72%
Prefer not to answer:	26	17.22%

I work

Full-time :	141	93.38%
Part-time :	Less than 5	Not Available
Prefer not to answer:	9	5.96%



Demographic Items

Total Respondents: 151
Surveys Distributed: 166
Response Rate: 90.96%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

My age (in years)

16-29:	28	18.54%
30-39:	25	16.56%
40-49:	32	21.19%
50-59:	18	11.92%
60+:	18	11.92%
Prefer not to answer:	30	19.87%

Years of service with this organization

Less than 1:	7	4.64%
1-2:	23	15.23%
3-5:	24	15.89%
6-10:	23	15.23%
11-15:	18	11.92%
16+:	37	24.50%
Prefer not to answer:	19	12.58%

Are you of Hispanic, Latino/a/x, or of Spanish origin?

Yes:	34	22.52%
No:	90	59.60%
Prefer not to answer:	27	17.88%

My race/ethnic identification (Check all that apply)

African American or Black:	8	5.30%
White:	110	72.85%
Asian:	Less than 5	Not Available
Native American or Pacific Islander:	Less than 5	Not Available
Prefer not to answer:	23	15.23%
Prefer to self-describe:	Less than 5	Not Available

I am currently in a supervisory role.

Yes:	21	13.91%
No:	113	74.83%
Prefer not to answer:	17	11.26%

Demographic Items

Total Respondents: 151
 Surveys Distributed: 166
 Response Rate: 90.96%

	Number of Survey Respondents	Percent of Survey Respondents
--	------------------------------------	-------------------------------------

I received a promotion during the past two years.

Yes:	63	41.72%
No:	71	47.02%
Prefer not to answer:	17	11.26%

I received a merit increase during the past two years.

Yes:	72	47.68%
No:	60	39.74%
Prefer not to answer:	19	12.58%

I plan to be working for this organization in one year.

Yes:	124	82.12%
No:	10	6.62%
Prefer not to answer:	17	11.26%

I am eligible for retirement within the next two years.

Yes:	27	17.88%
No:	105	69.54%
Prefer not to answer:	19	12.58%

I currently remote work

None of the time :	10	6.62%
Some of the time :	37	24.50%
Most of the time :	61	40.40%
All the time :	35	23.18%
Prefer not to answer:	8	5.30%

Primary Items

For the primary items (numbered 1-48), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable.

Each primary item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

- **Past Score** is your organization's score reported from the previous iteration, if available.
- **Similar Mission** is the average score from organizations that share a similar mission to your organization.
- **Similar Size** is the average score from organizations that are a similar size to your organization.
- **All Organizations** is the average score from all organizations.
- **Organizational Categories** are benchmarked against the organization as a whole.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Primary Items



1. My work group cooperates to get the job done.

95% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	75	68	3	2	1	2
Percentage:	49.67%	45.03%	1.99%	1.32%	0.66%	1.32%

95% Agreement

SCORE:	4.44
Std. Dev.:	0.67
Total Respondents:	151
BENCHMARKS	
Past Score:	4.46
Similar Mission:	4.36
Similar Size:	4.34
All Orgs:	4.32



2. In my work group, my opinions and ideas count.

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	57	79	9	4	0	2
Percentage:	37.75%	52.32%	5.96%	2.65%	0.00%	1.32%

90% Agreement

SCORE:	4.27
Std. Dev.:	0.69
Total Respondents:	151
BENCHMARKS	
Past Score:	4.25
Similar Mission:	4.17
Similar Size:	4.10
All Orgs:	4.09



3. My work group regularly uses performance data to improve the quality of our work.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	33	63	33	8	1	11
Percentage:	22.15%	42.28%	22.15%	5.37%	0.67%	7.38%

64% Agreement

SCORE:	3.86
Std. Dev.:	0.87
Total Respondents:	149
BENCHMARKS	
Past Score:	3.65
Similar Mission:	3.79
Similar Size:	3.65
All Orgs:	3.70



4. In my work group, there is a real feeling of teamwork.

89% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	55	79	13	2	1	1
Percentage:	36.42%	52.32%	8.61%	1.32%	0.66%	0.66%

89% Agreement

SCORE:	4.23
Std. Dev.:	0.72
Total Respondents:	151
BENCHMARKS	
Past Score:	4.18
Similar Mission:	4.01
Similar Size:	3.97
All Orgs:	3.99



Primary Items



5. Our organization is known for the quality of work we provide.

95% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	81	61	7	0	0	1
Percentage:	54.00%	40.67%	4.67%	0.00%	0.00%	0.67%

95% Agreement

SCORE:	4.50
Std. Dev.:	0.59
Total Respondents:	150
BENCHMARKS	
Past Score:	4.49
Similar Mission:	4.11
Similar Size:	4.15
All Orgs:	4.10



6. I know how my work impacts others in the organization.

97% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	75	71	4	0	0	1
Percentage:	49.67%	47.02%	2.65%	0.00%	0.00%	0.66%

97% Agreement

SCORE:	4.47
Std. Dev.:	0.55
Total Respondents:	151
BENCHMARKS	
Past Score:	4.32
Similar Mission:	4.36
Similar Size:	4.35
All Orgs:	4.33



7. My organization develops services to match the needs of our customers/clients.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	79	18	3	1	10
Percentage:	26.49%	52.32%	11.92%	1.99%	0.66%	6.62%

79% Agreement

SCORE:	4.09
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.09
Similar Mission:	4.06
Similar Size:	4.09
All Orgs:	4.08



8. Our organization communicates effectively with the public.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	42	83	17	3	0	6
Percentage:	27.81%	54.97%	11.26%	1.99%	0.00%	3.97%

83% Agreement

SCORE:	4.13
Std. Dev.:	0.69
Total Respondents:	151
BENCHMARKS	
Past Score:	4.08
Similar Mission:	4.03
Similar Size:	3.96
All Orgs:	3.95



Primary Items



9. I have a good understanding of our mission, vision, and strategic plan.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	64	75	9	1	0	2
Percentage:	42.38%	49.67%	5.96%	0.66%	0.00%	1.32%

92% Agreement

SCORE:	4.36
Std. Dev.:	0.63
Total Respondents:	151
BENCHMARKS	
Past Score:	4.37
Similar Mission:	4.34
Similar Size:	4.28
All Orgs:	4.28



10. My supervisor provides me with a clear understanding of my work responsibilities.

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	60	76	11	1	2	1
Percentage:	39.74%	50.33%	7.28%	0.66%	1.32%	0.66%

90% Agreement

SCORE:	4.27
Std. Dev.:	0.74
Total Respondents:	151
BENCHMARKS	
Past Score:	4.16
Similar Mission:	4.28
Similar Size:	4.21
All Orgs:	4.19



11. My supervisor recognizes outstanding work.

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	46	83	19	1	2	0
Percentage:	30.46%	54.97%	12.58%	0.66%	1.32%	0.00%

85% Agreement

SCORE:	4.13
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.02
Similar Mission:	4.17
Similar Size:	4.10
All Orgs:	4.11



12. I am given the opportunity to do my best work.

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	54	82	10	3	2	0
Percentage:	35.76%	54.30%	6.62%	1.99%	1.32%	0.00%

90% Agreement

SCORE:	4.21
Std. Dev.:	0.76
Total Respondents:	151
BENCHMARKS	
Past Score:	4.14
Similar Mission:	4.21
Similar Size:	4.13
All Orgs:	4.14



EMPLOYEE ENGAGEMENT

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

Primary Items

13. My supervisor is consistent when administering policies concerning employees.

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	51	77	14	5	1	2
Percentage:	34.00%	51.33%	9.33%	3.33%	0.67%	1.33%

85% Agreement

SCORE: 4.16

Std. Dev.: 0.78

Total Respondents: 150

BENCHMARKS

Past Score: 4.07

Similar Mission: 4.02

Similar Size: 3.97

All Orgs: 3.97

14. My supervisor evaluates my performance fairly.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	56	82	8	3	1	0
Percentage:	37.33%	54.67%	5.33%	2.00%	0.67%	0.00%

92% Agreement

SCORE: 4.26

Std. Dev.: 0.71

Total Respondents: 150

BENCHMARKS

Past Score: 4.12

Similar Mission: 4.19

Similar Size: 4.16

All Orgs: 4.13

15. Given the type of work I do, my physical workplace meets my needs.

93% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	66	74	4	0	1	6
Percentage:	43.71%	49.01%	2.65%	0.00%	0.66%	3.97%

93% Agreement

SCORE: 4.41

Std. Dev.: 0.62

Total Respondents: 151

BENCHMARKS

Past Score: 4.26

Similar Mission: 4.24

Similar Size: 4.18

All Orgs: 4.18

16. My workplace is well maintained.

89% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	59	76	7	0	1	8
Percentage:	39.07%	50.33%	4.64%	0.00%	0.66%	5.30%

89% Agreement

SCORE: 4.34

Std. Dev.: 0.64

Total Respondents: 151

BENCHMARKS

Past Score: 4.23

Similar Mission: 3.98

Similar Size: 3.96

All Orgs: 3.97

Primary Items



17. There are sufficient procedures to ensure the safety of employees in the workplace.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	52	87	6	2	0	4
Percentage:	34.44%	57.62%	3.97%	1.32%	0.00%	2.65%

92% Agreement

SCORE:	4.29
Std. Dev.:	0.61
Total Respondents:	151
BENCHMARKS	
Past Score:	4.20
Similar Mission:	4.14
Similar Size:	4.10
All Orgs:	4.11



18. I have adequate resources and equipment to do my job.

89% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	51	83	10	5	1	1
Percentage:	33.77%	54.97%	6.62%	3.31%	0.66%	0.66%

89% Agreement

SCORE:	4.19
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.16
Similar Mission:	4.14
Similar Size:	4.04
All Orgs:	4.04



19. The people I work with treat each other with respect.

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	50	81	16	4	0	0
Percentage:	33.11%	53.64%	10.60%	2.65%	0.00%	0.00%

87% Agreement

SCORE:	4.17
Std. Dev.:	0.72
Total Respondents:	151
BENCHMARKS	
Past Score:	4.04
Similar Mission:	3.97
Similar Size:	4.06
All Orgs:	4.01



20. The people I work with come from diverse backgrounds.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	79	16	6	0	3
Percentage:	31.13%	52.32%	10.60%	3.97%	0.00%	1.99%

83% Agreement

SCORE:	4.13
Std. Dev.:	0.76
Total Respondents:	151
BENCHMARKS	
Past Score:	4.04
Similar Mission:	3.83
Similar Size:	3.80
All Orgs:	3.77



Primary Items



21. The people I work with care about my personal well-being.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	77	21	5	0	1
Percentage:	31.13%	50.99%	13.91%	3.31%	0.00%	0.66%

82% Agreement

SCORE:	4.11
Std. Dev.:	0.76
Total Respondents:	151
BENCHMARKS	
Past Score:	4.02
Similar Mission:	4.02
Similar Size:	4.06
All Orgs:	4.03



22. I trust the people in my workplace.

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	83	17	10	0	1
Percentage:	26.49%	54.97%	11.26%	6.62%	0.00%	0.66%

81% Agreement

SCORE:	4.02
Std. Dev.:	0.81
Total Respondents:	151
BENCHMARKS	
Past Score:	3.87
Similar Mission:	3.83
Similar Size:	3.85
All Orgs:	3.84



23. My work group uses the latest technologies to communicate and interact.

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	34	83	27	7	0	0
Percentage:	22.52%	54.97%	17.88%	4.64%	0.00%	0.00%

77% Agreement

SCORE:	3.95
Std. Dev.:	0.77
Total Respondents:	151
BENCHMARKS	
Past Score:	3.76
Similar Mission:	3.69
Similar Size:	3.67
All Orgs:	3.68



24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.

98% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	72	76	3	0	0	0
Percentage:	47.68%	50.33%	1.99%	0.00%	0.00%	0.00%

98% Agreement

SCORE:	4.46
Std. Dev.:	0.54
Total Respondents:	151
BENCHMARKS	
Past Score:	3.95
Similar Mission:	4.11
Similar Size:	4.10
All Orgs:	4.15



Primary Items



25. Support is available for the technologies we use.

93% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	62	78	9	2	0	0
Percentage:	41.06%	51.66%	5.96%	1.32%	0.00%	0.00%

93% Agreement

SCORE:	4.32
Std. Dev.:	0.65
Total Respondents:	151
BENCHMARKS	
Past Score:	4.16
Similar Mission:	4.04
Similar Size:	4.05
All Orgs:	3.97



26. Our computer systems enable me to quickly find the information I need.

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	39	93	11	7	1	0
Percentage:	25.83%	61.59%	7.28%	4.64%	0.66%	0.00%

87% Agreement

SCORE:	4.07
Std. Dev.:	0.76
Total Respondents:	151
BENCHMARKS	
Past Score:	3.88
Similar Mission:	3.92
Similar Size:	3.85
All Orgs:	3.80



27. The communication channels I must go through at work are reasonable.

89% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	93	13	2	2	0
Percentage:	26.67%	62.00%	8.67%	1.33%	1.33%	0.00%

89% Agreement

SCORE:	4.11
Std. Dev.:	0.72
Total Respondents:	150
BENCHMARKS	
Past Score:	4.07
Similar Mission:	3.97
Similar Size:	3.87
All Orgs:	3.87



28. My work atmosphere encourages open and honest communication.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	39	85	19	7	1	0
Percentage:	25.83%	56.29%	12.58%	4.64%	0.66%	0.00%

82% Agreement

SCORE:	4.02
Std. Dev.:	0.80
Total Respondents:	151
BENCHMARKS	
Past Score:	3.78
Similar Mission:	3.76
Similar Size:	3.74
All Orgs:	3.74



Primary Items



29. The communications I receive at work are timely and informative.

91% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	35	103	12	1	0	0
Percentage:	23.18%	68.21%	7.95%	0.66%	0.00%	0.00%

91% Agreement

SCORE:	4.14
Std. Dev.:	0.57
Total Respondents:	151
BENCHMARKS	
Past Score:	3.99
Similar Mission:	3.86
Similar Size:	3.82
All Orgs:	3.79



30. My pay keeps pace with the cost of living.

42% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	14	50	37	38	12	0
Percentage:	9.27%	33.11%	24.50%	25.17%	7.95%	0.00%

42% Agreement

SCORE:	3.11
Std. Dev.:	1.13
Total Respondents:	151
BENCHMARKS	
Past Score:	3.55
Similar Mission:	2.92
Similar Size:	2.68
All Orgs:	2.71



31. Salaries are competitive with similar jobs in the community.

48% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	14	58	49	21	8	1
Percentage:	9.27%	38.41%	32.45%	13.91%	5.30%	0.66%

48% Agreement

SCORE:	3.33
Std. Dev.:	1.01
Total Respondents:	151
BENCHMARKS	
Past Score:	3.54
Similar Mission:	3.04
Similar Size:	2.78
All Orgs:	2.80



32. I feel I am paid fairly for the work I do.

62% Agreement


Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	19	74	38	14	5	0
Percentage:	12.67%	49.33%	25.33%	9.33%	3.33%	0.00%

62% Agreement

SCORE:	3.59
Std. Dev.:	0.94
Total Respondents:	150
BENCHMARKS	
Past Score:	3.65
Similar Mission:	3.23
Similar Size:	3.03
All Orgs:	3.03



Primary Items



33. Retirement benefits are competitive with similar jobs in the community.

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	44	83	17	5	0	2
Percentage:	29.14%	54.97%	11.26%	3.31%	0.00%	1.32%

84% Agreement

SCORE:

4.11

Std. Dev.:

0.73

Total Respondents:

151

BENCHMARKS

Past Score:

4.14

Similar Mission:


3.98

Similar Size:

3.91

All Orgs:

3.91



34. Health insurance benefits are competitive with similar jobs in the community.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	42	82	19	4	2	2
Percentage:	27.81%	54.30%	12.58%	2.65%	1.32%	1.32%

82% Agreement

SCORE:

4.06

Std. Dev.:

0.80

Total Respondents:

151

BENCHMARKS

Past Score:

4.17

Similar Mission:


4.08

Similar Size:

4.01

All Orgs:

4.03



35. Benefits can be selected to meet individual needs.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	31	89	28	1	1	1
Percentage:	20.53%	58.94%	18.54%	0.66%	0.66%	0.66%

79% Agreement

SCORE:

3.99

Std. Dev.:

0.70

Total Respondents:

151

BENCHMARKS

Past Score:

4.10

Similar Mission:


4.05

Similar Size:

3.93

All Orgs:

3.96



36. I believe I have a career with this organization.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	55	71	20	3	2	0
Percentage:	36.42%	47.02%	13.25%	1.99%	1.32%	0.00%

83% Agreement

SCORE:

4.15

Std. Dev.:

0.82

Total Respondents:

151

BENCHMARKS

Past Score:

4.12

Similar Mission:

3.92

Similar Size:

3.92

All Orgs:

3.92

Primary Items



37. Training is made available to me so that I can do my job better.

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	80	22	5	0	1
Percentage:	28.48%	52.98%	14.57%	3.31%	0.00%	0.66%

81% Agreement

SCORE:	4.07
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.15
Similar Mission:	3.89
Similar Size:	3.85
All Orgs:	3.88



38. Training is made available to me for personal growth and development.

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	81	23	6	2	1
Percentage:	25.17%	53.64%	15.23%	3.97%	1.32%	0.66%

79% Agreement

SCORE:	3.98
Std. Dev.:	0.83
Total Respondents:	151
BENCHMARKS	
Past Score:	3.97
Similar Mission:	3.77
Similar Size:	3.71
All Orgs:	3.76



39. My work environment supports a balance between work and personal life.

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	46	80	15	8	0	1
Percentage:	30.67%	53.33%	10.00%	5.33%	0.00%	0.67%

84% Agreement

SCORE:	4.10
Std. Dev.:	0.79
Total Respondents:	150
BENCHMARKS	
Past Score:	4.05
Similar Mission:	4.05
Similar Size:	4.01
All Orgs:	3.95



40. I feel free to be myself at work.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	32	93	19	5	2	0
Percentage:	21.19%	61.59%	12.58%	3.31%	1.32%	0.00%

83% Agreement

SCORE:	3.98
Std. Dev.:	0.77
Total Respondents:	151
BENCHMARKS	
Past Score:	3.91
Similar Mission:	3.90
Similar Size:	3.87
All Orgs:	3.86



Primary Items



41. The amount of work I am asked to do is reasonable.

85% Agreement

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	23	105	16	7	0	0
Percentage:	15.23%	69.54%	10.60%	4.64%	0.00%	0.00%

SCORE:	3.95
Std. Dev.:	0.67
Total Respondents:	151
BENCHMARKS	
Past Score:	3.98
Similar Mission:	3.86
Similar Size:	3.83
All Orgs:	3.79



42. I am proud to tell people that I work for this organization.

92% Agreement

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	65	74	9	2	0	1
Percentage:	43.05%	49.01%	5.96%	1.32%	0.00%	0.66%

SCORE:	4.35
Std. Dev.:	0.66
Total Respondents:	151
BENCHMARKS	
Past Score:	4.44
Similar Mission:	4.17
Similar Size:	4.23
All Orgs:	4.16



43. Harassment is not tolerated at my workplace.

92% Agreement

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	57	82	6	4	1	1
Percentage:	37.75%	54.30%	3.97%	2.65%	0.66%	0.66%

SCORE:	4.27
Std. Dev.:	0.72
Total Respondents:	151
BENCHMARKS	
Past Score:	4.29
Similar Mission:	4.23
Similar Size:	4.23
All Orgs:	4.24



44. Employees are generally ethical in my workplace.

94% Agreement

94% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	63	79	7	1	0	1
Percentage:	41.72%	52.32%	4.64%	0.66%	0.00%	0.66%

SCORE:	4.36
Std. Dev.:	0.61
Total Respondents:	151
BENCHMARKS	
Past Score:	4.29
Similar Mission:	4.19
Similar Size:	4.19
All Orgs:	4.18



Primary Items



45. I believe we will use the information from this survey to improve our workplace.

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	35	69	33	8	6	0
Percentage:	23.18%	45.70%	21.85%	5.30%	3.97%	0.00%

69% Agreement

SCORE:	3.79
Std. Dev.:	0.99
Total Respondents:	151
BENCHMARKS	
Past Score:	3.81
Similar Mission:	3.70
Similar Size:	3.65
All Orgs:	3.61



46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	42	88	16	4	1	0
Percentage:	27.81%	58.28%	10.60%	2.65%	0.66%	0.00%

86% Agreement

SCORE:	4.10
Std. Dev.:	0.74
Total Respondents:	151
BENCHMARKS	
Past Score:	3.98
Similar Mission:	3.71
Similar Size:	3.67
All Orgs:	3.68



47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.

80% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	42	79	25	3	0	2
Percentage:	27.81%	52.32%	16.56%	1.99%	0.00%	1.32%

80% Agreement

SCORE:	4.07
Std. Dev.:	0.73
Total Respondents:	151
BENCHMARKS	
Past Score:	3.95
Similar Mission:	3.85
Similar Size:	3.81
All Orgs:	3.75



48. I am treated fairly in my workplace.

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	89	14	0	1	0
Percentage:	31.13%	58.94%	9.27%	0.00%	0.66%	0.00%

90% Agreement

SCORE:	4.20
Std. Dev.:	0.65
Total Respondents:	151
BENCHMARKS	
Past Score:	4.11
Similar Mission:	4.11
Similar Size:	4.04
All Orgs:	4.04



Additional Items

Organizations participating in the Survey are invited to submit up to 20 additional items for inclusion in the Survey. These items are included at the end of the online survey or are printed on an insert and included in each employee's survey packet. Please refer to the survey customization sheet that has been included later in this report for more information on additional items submitted by this organization.

*Additional Items are not included if none were submitted.

Each additional item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to additional items:

Response Data

- **Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Total Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Respondents** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.
- **Percent Agreement** is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

Benchmark and over time data are not available for Additional Items.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Additional Items

1. The Department offers me sufficient on-the-job training to perform my functions.

89% Agreement

89% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	36	98	16	1	0	0
Percentage:	23.84%	64.90%	10.60%	0.66%	0.00%	0.00%

SCORE: 4.12
Std. Dev.: 0.60
Total Respondents: 151

2. The Department offers me sufficient internal (DOB schools or programs) training to perform my functions.

72% Agreement

72% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	29	80	30	4	0	8
Percentage:	19.21%	52.98%	19.87%	2.65%	0.00%	5.30%

SCORE: 3.94
Std. Dev.: 0.72
Total Respondents: 151

3. The Department offers me sufficient external (programs offered by outside organizations) training to perform my functions.

80% Agreement

80% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	34	87	20	6	0	4
Percentage:	22.52%	57.62%	13.25%	3.97%	0.00%	2.65%

SCORE: 4.01
Std. Dev.: 0.73
Total Respondents: 151

4. My supervisor effectively communicates planned change(s).

91% Agreement

91% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	50	86	9	4	1	0
Percentage:	33.33%	57.33%	6.00%	2.67%	0.67%	0.00%

SCORE: 4.20
Std. Dev.: 0.72
Total Respondents: 150

Additional Items

5. Communication from Executive leadership is effective.

79% Agreement

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	81	22	7	2	1
Percentage:	25.17%	53.64%	14.57%	4.64%	1.32%	0.66%

SCORE: 3.97
 Std. Dev.: 0.84
 Total Respondents: 151

6. I am treated with respect at work.

91% Agreement

91% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	53	84	10	4	0	0
Percentage:	35.10%	55.63%	6.62%	2.65%	0.00%	0.00%

SCORE: 4.23
 Std. Dev.: 0.69
 Total Respondents: 151

7. Management fairly considers my suggestions and concerns.

83% Agreement

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	36	88	17	5	1	2
Percentage:	24.16%	59.06%	11.41%	3.36%	0.67%	1.34%

SCORE: 4.04
 Std. Dev.: 0.75
 Total Respondents: 149

8. My supervisor appears genuinely interested in my success.

87% Agreement

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	58	74	12	3	1	3
Percentage:	38.41%	49.01%	7.95%	1.99%	0.66%	1.99%

SCORE: 4.25
 Std. Dev.: 0.75
 Total Respondents: 151



Additional Items

9. I receive timely feedback on my performance.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	42	93	11	3	1	1
Percentage:	27.81%	61.59%	7.28%	1.99%	0.66%	0.66%

89% Agreement

SCORE:	4.15
Std. Dev.:	0.69
Total Respondents:	151

10. The Employee Advisory Council (EAC) is effective in bringing employee issues to management.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	29	77	27	7	6	4
Percentage:	19.33%	51.33%	18.00%	4.67%	4.00%	2.67%

71% Agreement

SCORE:	3.79
Std. Dev.:	0.95
Total Respondents:	150



Engagement Items

Employee Engagement items span several constructs, and capture the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued.

Each engagement item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items:

Response Data

Score is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.

Standard Deviation calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.

Total Respondents is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.

Respondents is the number of participants who selected each item (strongly agree, agree, etc.).

Percentage is the number of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.

Percent Agreement is the number of participants who agreed with the item (strongly agree or agree) divided by the total number of valid responses.

Benchmark Data

Past Score is your organization's score reported from the previous iteration, if available.

Similar Mission is the average score from organizations that share a similar mission to your organization.

Similar Size is the average score from organizations that are a similar size to your organization.

All Organizations is the average score from all organizations.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless of the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.00 and 4.00.

Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.



Engagement Items



2. In my work group, my opinions and ideas count.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	57	79	9	4	0	2
Percentage:	37.75%	52.32%	5.96%	2.65%	0.00%	1.32%

90% Agreement

SCORE:	4.27
Std. Dev.:	0.69
Total Respondents:	151
BENCHMARKS	
Past Score:	4.25
Similar Mission:	4.17
Similar Size:	4.10
All Orgs:	4.09



5. Our organization is known for the quality of work we provide.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	81	61	7	0	0	1
Percentage:	54.00%	40.67%	4.67%	0.00%	0.00%	0.67%

95% Agreement

SCORE:	4.50
Std. Dev.:	0.59
Total Respondents:	150
BENCHMARKS	
Past Score:	4.49
Similar Mission:	4.11
Similar Size:	4.15
All Orgs:	4.10



6. I know how my work impacts others in the organization.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	75	71	4	0	0	1
Percentage:	49.67%	47.02%	2.65%	0.00%	0.00%	0.66%

97% Agreement

SCORE:	4.47
Std. Dev.:	0.55
Total Respondents:	151
BENCHMARKS	
Past Score:	4.32
Similar Mission:	4.36
Similar Size:	4.35
All Orgs:	4.33



10. My supervisor provides me with a clear understanding of my work responsibilities.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	60	76	11	1	2	1
Percentage:	39.74%	50.33%	7.28%	0.66%	1.32%	0.66%

90% Agreement

SCORE:	4.27
Std. Dev.:	0.74
Total Respondents:	151
BENCHMARKS	
Past Score:	4.16
Similar Mission:	4.28
Similar Size:	4.21
All Orgs:	4.19



Engagement Items



11. My supervisor recognizes outstanding work.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	46	83	19	1	2	0
Percentage:	30.46%	54.97%	12.58%	0.66%	1.32%	0.00%

85% Agreement

SCORE:	4.13
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.02
Similar Mission:	4.17
Similar Size:	4.10
All Orgs:	4.11



12. I am given the opportunity to do my best work.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	54	82	10	3	2	0
Percentage:	35.76%	54.30%	6.62%	1.99%	1.32%	0.00%

90% Agreement

SCORE:	4.21
Std. Dev.:	0.76
Total Respondents:	151
BENCHMARKS	
Past Score:	4.14
Similar Mission:	4.21
Similar Size:	4.13
All Orgs:	4.14



14. My supervisor evaluates my performance fairly.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	56	82	8	3	1	0
Percentage:	37.33%	54.67%	5.33%	2.00%	0.67%	0.00%

92% Agreement

SCORE:	4.26
Std. Dev.:	0.71
Total Respondents:	150
BENCHMARKS	
Past Score:	4.12
Similar Mission:	4.19
Similar Size:	4.16
All Orgs:	4.13



18. I have adequate resources and equipment to do my job.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	51	83	10	5	1	1
Percentage:	33.77%	54.97%	6.62%	3.31%	0.66%	0.66%

89% Agreement

SCORE:	4.19
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.16
Similar Mission:	4.14
Similar Size:	4.04
All Orgs:	4.04



Engagement Items



21. The people I work with care about my personal well-being.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	77	21	5	0	1
Percentage:	31.13%	50.99%	13.91%	3.31%	0.00%	0.66%

82% Agreement

SCORE:	4.11
Std. Dev.:	0.76
Total Respondents:	151
BENCHMARKS	
Past Score:	4.02
Similar Mission:	4.02
Similar Size:	4.06
All Orgs:	4.03



22. I trust the people in my workplace.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	83	17	10	0	1
Percentage:	26.49%	54.97%	11.26%	6.62%	0.00%	0.66%

81% Agreement

SCORE:	4.02
Std. Dev.:	0.81
Total Respondents:	151
BENCHMARKS	
Past Score:	3.87
Similar Mission:	3.83
Similar Size:	3.85
All Orgs:	3.84



37. Training is made available to me so that I can do my job better.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	80	22	5	0	1
Percentage:	28.48%	52.98%	14.57%	3.31%	0.00%	0.66%

81% Agreement

SCORE:	4.07
Std. Dev.:	0.75
Total Respondents:	151
BENCHMARKS	
Past Score:	4.15
Similar Mission:	3.89
Similar Size:	3.85
All Orgs:	3.88



38. Training is made available to me for personal growth and development.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	81	23	6	2	1
Percentage:	25.17%	53.64%	15.23%	3.97%	1.32%	0.66%

79% Agreement

SCORE:	3.98
Std. Dev.:	0.83
Total Respondents:	151
BENCHMARKS	
Past Score:	3.97
Similar Mission:	3.77
Similar Size:	3.71
All Orgs:	3.76



Constructs and Related Items

The Survey of Employee Engagement framework is composed of twelve Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-48). This Appendix contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500.

Your Data

Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

Benchmark Data

Past Score is your organization's score reported from the previous iteration. "None" is reported if there is no past score, if the construct is new or consists of new items, or if no comparative data is available.

All Respondents is the average score from all participants from all organizations.

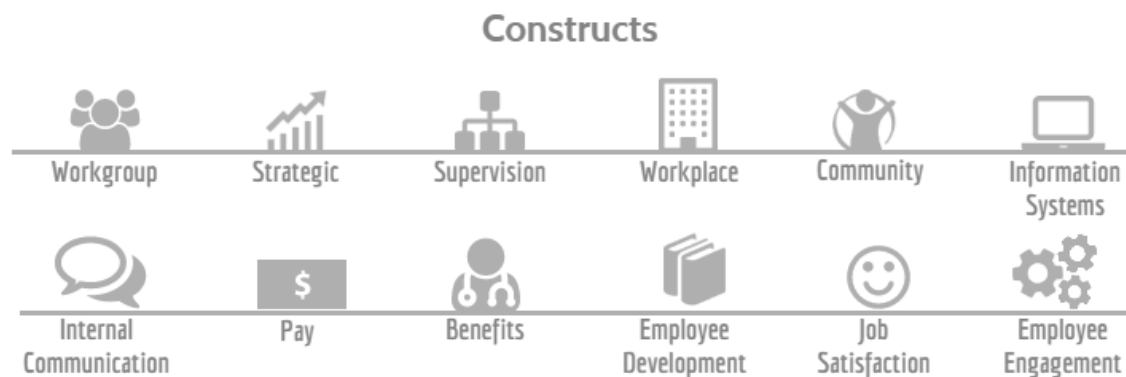
Size Category is the average score from organizations that are similar size to your organization.

Mission is the average score from organizations of similar mission to your organization.

Organizational Categories are benchmarked against the organization as a whole.

What is a good score?

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. In general, most scores are between 300 and 400. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.



Constructs and Related Items



The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.

	Score	Std. Dev.
1. My work group cooperates to get the job done.	4.44	0.67
2. In my work group, my opinions and ideas count.	4.27	0.69
3. My work group regularly uses performance data to improve the quality of our work.	3.86	0.87
4. In my work group, there is a real feeling of teamwork.	4.23	0.72



The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.

	Score	Std. Dev.
5. Our organization is known for the quality of work we provide.	4.50	0.59
6. I know how my work impacts others in the organization.	4.47	0.55
7. My organization develops services to match the needs of our customers/clients.	4.09	0.75
8. Our organization communicates effectively with the public.	4.13	0.69
9. I have a good understanding of our mission, vision, and strategic plan.	4.36	0.63



The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.

	Score	Std. Dev.
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.27	0.74
11. My supervisor recognizes outstanding work.	4.13	0.75
12. I am given the opportunity to do my best work.	4.21	0.76
13. My supervisor is consistent when administering policies concerning employees.	4.16	0.78
14. My supervisor evaluates my performance fairly.	4.26	0.71



The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.

	Score	Std. Dev.
15. Given the type of work I do, my physical workplace meets my needs.	4.41	0.62
16. My workplace is well maintained.	4.34	0.64
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.29	0.61
18. I have adequate resources and equipment to do my job.	4.19	0.75



Constructs and Related Items



The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.

	Score	Std. Dev.
19. The people I work with treat each other with respect.	4.17	0.72
20. The people I work with come from diverse backgrounds.	4.13	0.76
21. The people I work with care about my personal well-being.	4.11	0.76
22. I trust the people in my workplace.	4.02	0.81



The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.

	Score	Std. Dev.
23. My work group uses the latest technologies to communicate and interact.	3.95	0.77
24. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.46	0.54
25. Support is available for the technologies we use.	4.32	0.65
26. Our computer systems enable me to quickly find the information I need.	4.07	0.76



The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.

	Score	Std. Dev.
27. The communication channels I must go through at work are reasonable.	4.11	0.72
28. My work atmosphere encourages open and honest communication.	4.02	0.80
29. The communications I receive at work are timely and informative.	4.14	0.57



The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.

	Score	Std. Dev.
30. My pay keeps pace with the cost of living.	3.11	1.13
31. Salaries are competitive with similar jobs in the community.	3.33	1.01
32. I feel I am paid fairly for the work I do.	3.59	0.94



Constructs and Related Items



The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.

	Score	Std. Dev.
33. Retirement benefits are competitive with similar jobs in the community.	4.11	0.73
34. Health insurance benefits are competitive with similar jobs in the community.	4.06	0.80
35. Benefits can be selected to meet individual needs.	3.99	0.70



The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

	Score	Std. Dev.
36. I believe I have a career with this organization.	4.15	0.82
37. Training is made available to me so that I can do my job better.	4.07	0.75
38. Training is made available to me for personal growth and development.	3.98	0.83



The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.

	Score	Std. Dev.
39. My work environment supports a balance between work and personal life.	4.10	0.79
40. I feel free to be myself at work.	3.98	0.77
41. The amount of work I am asked to do is reasonable.	3.95	0.67
42. I am proud to tell people that I work for this organization.	4.35	0.66



While not scored as a construct, the following six items assess the climate in which employees work. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.

	Score	Std. Dev.
43. Harassment is not tolerated at my workplace.	4.27	0.72
44. Employees are generally ethical in my workplace.	4.36	0.61
45. I believe we will use the information from this survey to improve our workplace.	3.79	0.99
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	4.10	0.74
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	4.07	0.73
48. I am treated fairly in my workplace.	4.20	0.65



Constructs and Related Items



Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization and their well being and development is valued at the organization.

	Score	Std. Dev.
2. In my work group, my opinions and ideas count.	4.27	0.69
5. Our organization is known for the quality of work we provide.	4.50	0.59
6. I know how my work impacts others in the organization.	4.47	0.55
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.27	0.74
11. My supervisor recognizes outstanding work.	4.13	0.75
12. I am given the opportunity to do my best work.	4.21	0.76
14. My supervisor evaluates my performance fairly.	4.26	0.71
18. I have adequate resources and equipment to do my job.	4.19	0.75
21. The people I work with care about my personal well-being.	4.11	0.76
22. I trust the people in my workplace.	4.02	0.81
37. Training is made available to me so that I can do my job better.	4.07	0.75
38. Training is made available to me for personal growth and development.	3.98	0.83



Survey Customization Sheet

101 - HOU

105 - DFW

109 - SA

103 - LUB

107 - AUS

111 - NDS

1. The Department offers me sufficient on-the-job training to perform my functions.
2. The Department offers me sufficient internal (DOB schools or programs) training to perform my functions.
3. The Department offers me sufficient external (programs offered by outside organizations) training to perform my functions.
4. My supervisor effectively communicates planned change(s).
5. Communication from Executive leadership is effective.
6. I am treated with respect at work.
7. Management fairly considers my suggestions and concerns.
8. My supervisor appears genuinely interested in my success.
9. I receive timely feedback on my performance.
10. The Employee Advisory Council (EAC) is effective in bringing employee issues to management.

