SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Texas Department of Banking

Executive Summary

2020

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE
THE UNIVERSITY OF TEXAS AT AUSTIN

REPORT ID: 451

Executive Summary
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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:
12/11/2019 through 01/10/2020

Survey Liaison:
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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

12 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.

- 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.

9 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 9 additional items.

Employee Engagement

96.5%

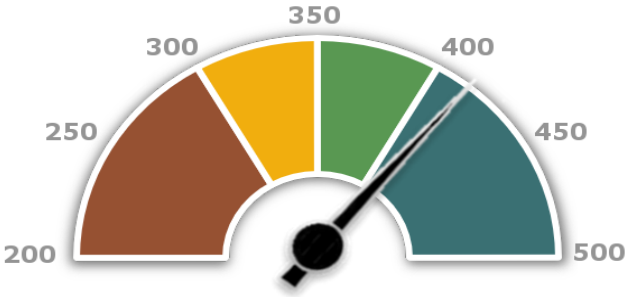
About the same as last time

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 172 employees invited to take the survey, 166 responded for a response rate of 96.5%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 96.5%, 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 411.**



Overall Score: 408

Levels of Employee Engagement

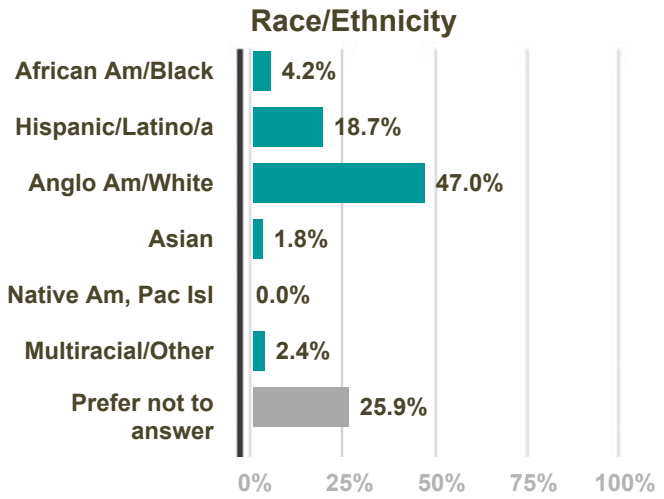
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 27% of employees are Highly Engaged, 34% are Engaged, 34% are Moderately Engaged, and 5% are Disengaged.

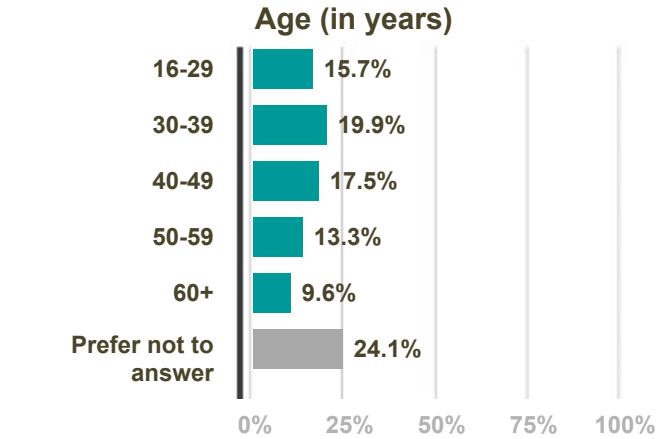
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested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

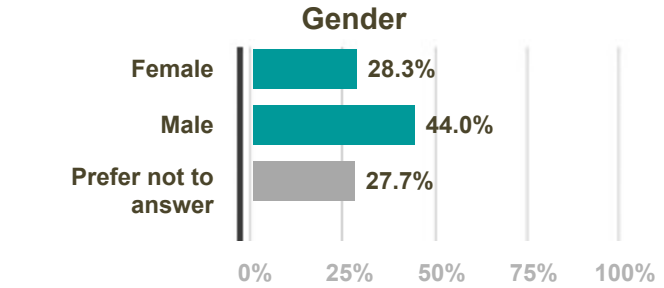
For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on 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

17% New Hires (0-2 years)
34% Experienced (3-10 years)
33% Very Experienced (11+ years)
16% Did Not Answer

Each figure represents about 1.8 employees.

FOCUS FORWARD ›››

2% **INTEND TO LEAVE**

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

14% **CAN RETIRE**

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

Constructs

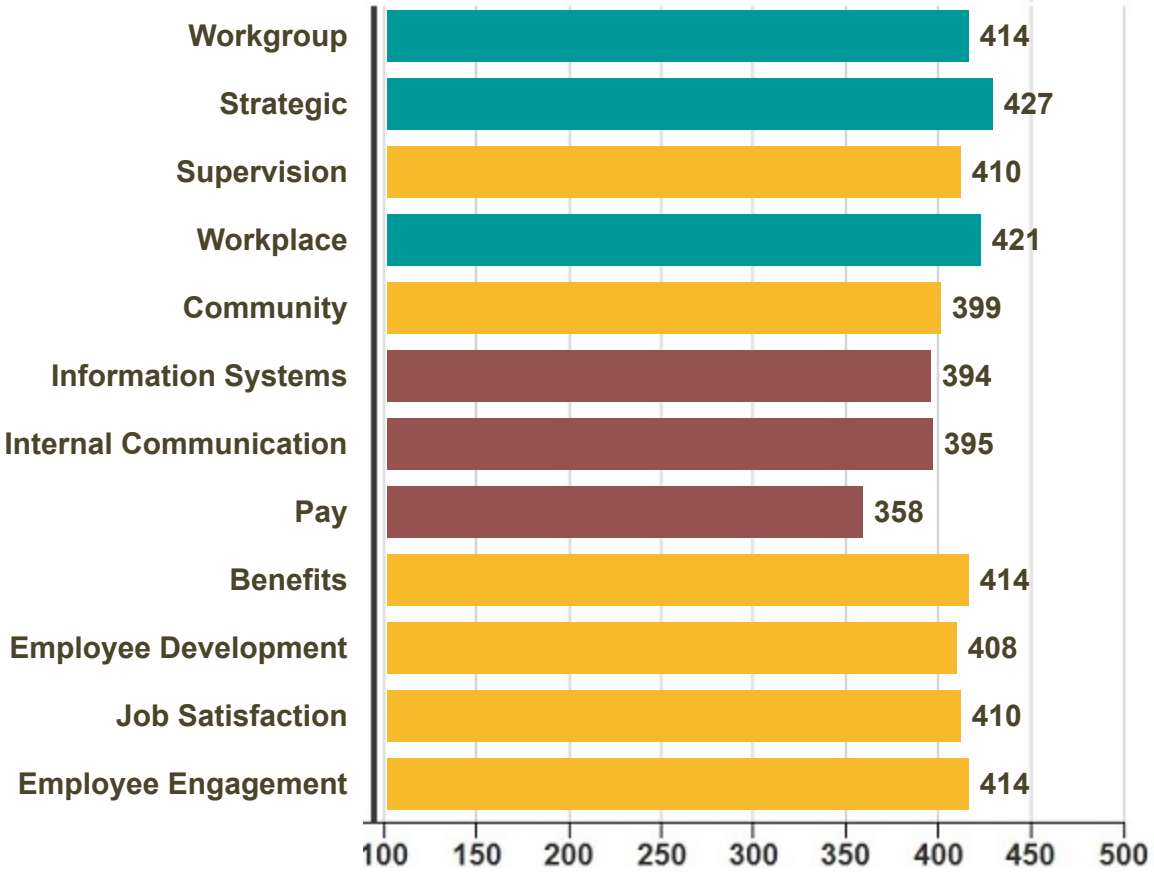
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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.

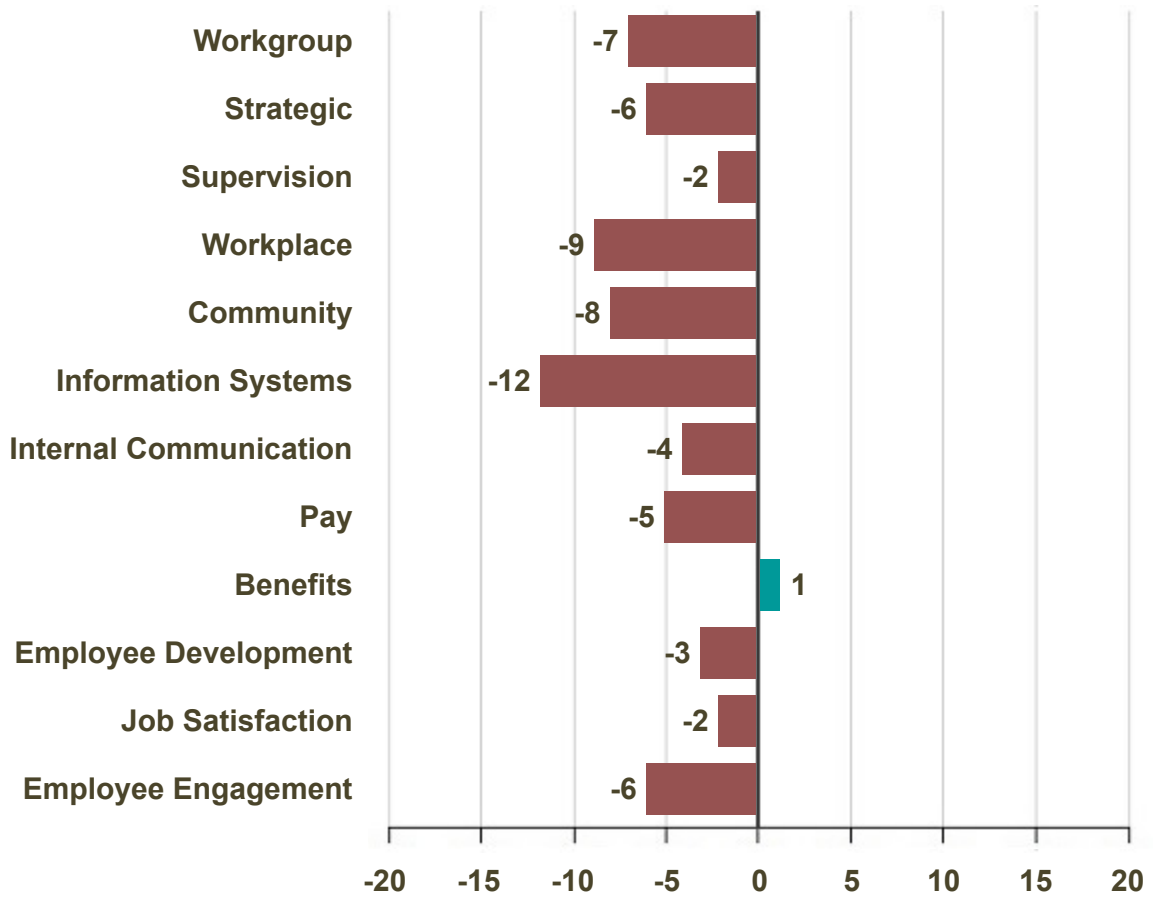
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizaitonal 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: 427**
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: 421**
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.

Workgroup **Score: 414**
The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Areas of Concern

Pay **Score: 358**
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.

Information Systems **Score: 394**
The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.

Internal Communication **Score: 395**
The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.

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.

7.3%

believe the **information from this survey** will go unused.

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.

3.7%

feel that **upper management** should communicate better.

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.

3.1%

feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.

2.5%

feel there aren't enough opportunities to give **supervisor feedback**.

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.

1.8%

feel **workplace harassment** is not adequately addressed.

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.

0.6%

feel there are **issues with ethics** in the workplace.

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.

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.

FEB 2020

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.

MAR 2020

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.

APR 2020

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.

MAY 2020

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.

JUL 2020

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.

SEP 2020

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

NOV 2021

Resurvey

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

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: 166
Surveys Distributed: 172
Response Rate: 96.51%

	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:	12	7.23%
Associate's Degree:	Less than 5	Not Available
Bachelor's Degree:	107	64.46%
Master's Degree:	27	16.27%
Doctoral Degree:	5	3.01%
Prefer not to answer:	10	6.02%
I am		
Female:	47	28.31%
Male:	73	43.98%
Prefer not to answer:	46	27.71%
My annual salary (before taxes)		
Less than $15,000:	Less than 5	Not Available
$15,000-$25,000:	Less than 5	Not Available
$25,001-$35,000:	Less than 5	Not Available
$35,001-$45,000:	6	3.61%
$45,001-$50,000:	Less than 5	Not Available
$50,001-$60,000:	13	7.83%
$60,001-$75,000:	37	22.29%
More than $75,000:	86	51.81%
Prefer not to answer:	20	12.05%
My age (in years)		
16-29:	26	15.66%
30-39:	33	19.88%
40-49:	29	17.47%
50-59:	22	13.25%
60+:	16	9.64%
Prefer not to answer:	40	24.10%

Demographic Items

Total Respondents: 166
Surveys Distributed: 172
Response Rate: 96.51%

	Number of Survey Respondents	Percent of Survey Respondents
Years of service with this organization		
Less than 1:	11	6.63%
1-2:	18	10.84%
3-5:	27	16.27%
6-10:	30	18.07%
11-15:	26	15.66%
16+:	28	16.87%
Prefer not to answer:	26	15.66%
My race/ethnic identification		
African-American or Black:	7	4.22%
Hispanic or Latino/a:	31	18.67%
Anglo-American or White:	78	46.99%
Asian:	Less than 5	Not Available
American Indian or Pacific Islander:	Less than 5	Not Available
Multiracial or Other:	Less than 5	Not Available
Prefer not to answer:	43	25.90%
I am currently in a supervisory role.		
Yes:	28	16.87%
No:	118	71.08%
Prefer not to answer:	20	12.05%
I received a promotion during the past two years.		
Yes:	83	50.00%
No:	66	39.76%
Prefer not to answer:	17	10.24%
I received a merit increase during the past two years.		
Yes:	107	64.46%
No:	41	24.70%
Prefer not to answer:	18	10.84%

Demographic Items

Total Respondents: 166
Surveys Distributed: 172
Response Rate: 96.51%

	Number of Survey Respondents	Percent of Survey Respondents
I plan to be working for this organization in one year.		
Yes:	141	84.94%
No:	Less than 5	Not Available
Prefer not to answer:	21	12.65%

I am eligible for retirement within the next two years.		
Yes:	23	13.86%
No:	121	72.89%
Prefer not to answer:	22	13.25%

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:	84	74	6	1	0	1
Percentage:	50.60%	44.58%	3.61%	0.60%	0.00%	0.60%

95% Agreement

SCORE:	**4.46**
Std. Dev.:	0.60
Total Respondents:	166
BENCHMARKS	
Past Score:	4.50
Similar Mission:	4.37
Similar Size:	4.27
All Orgs:	4.26

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

88% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	66	80	15	3	1	1
Percentage:	39.76%	48.19%	9.04%	1.81%	0.60%	0.60%

88% Agreement

SCORE:	**4.25**
Std. Dev.:	0.75
Total Respondents:	166
BENCHMARKS	
Past Score:	4.28
Similar Mission:	4.15
Similar Size:	4.04
All Orgs:	4.05

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

61% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	23	78	42	16	2	5
Percentage:	13.86%	46.99%	25.30%	9.64%	1.20%	3.01%

61% Agreement

SCORE:	**3.65**
Std. Dev.:	0.89
Total Respondents:	166
BENCHMARKS	
Past Score:	3.82
Similar Mission:	3.73
Similar Size:	3.56
All Orgs:	3.61

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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	62	77	19	4	2	1
Percentage:	37.58%	46.67%	11.52%	2.42%	1.21%	0.61%

84% Agreement

SCORE:	**4.18**
Std. Dev.:	0.82
Total Respondents:	165
BENCHMARKS	
Past Score:	4.24
Similar Mission:	4.00
Similar Size:	3.90
All Orgs:	3.89

Primary Items

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

94% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	91	65	10	0	0	0
Percentage:	54.82%	39.16%	6.02%	0.00%	0.00%	0.00%

94% Agreement

SCORE:	**4.49**
Std. Dev.:	0.61
Total Respondents:	166
BENCHMARKS	
Past Score:	4.57
Similar Mission:	4.11
Similar Size:	4.06
All Orgs:	4.05

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

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	74	74	13	4	0	0
Percentage:	44.85%	44.85%	7.88%	2.42%	0.00%	0.00%

90% Agreement

SCORE:	**4.32**
Std. Dev.:	0.72
Total Respondents:	165
BENCHMARKS	
Past Score:	4.39
Similar Mission:	4.41
Similar Size:	4.24
All Orgs:	4.31

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

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	97	20	3	0	6
Percentage:	24.10%	58.43%	12.05%	1.81%	0.00%	3.61%

83% Agreement

SCORE:	**4.09**
Std. Dev.:	0.67
Total Respondents:	166
BENCHMARKS	
Past Score:	4.15
Similar Mission:	4.00
Similar Size:	3.93
All Orgs:	3.98

8. Our organization communicates effectively with the public.

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	44	90	29	1	0	2
Percentage:	26.51%	54.22%	17.47%	0.60%	0.00%	1.20%

81% Agreement

SCORE:	**4.08**
Std. Dev.:	0.68
Total Respondents:	166
BENCHMARKS	
Past Score:	4.19
Similar Mission:	3.99
Similar Size:	3.77
All Orgs:	3.85

Primary Items

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

94% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	72	84	10	0	0	0
Percentage:	43.37%	50.60%	6.02%	0.00%	0.00%	0.00%

94% Agreement

SCORE:	**4.37**
Std. Dev.:	0.60
Total Respondents:	166
BENCHMARKS	
Past Score:	4.35
Similar Mission:	4.27
Similar Size:	4.16
All Orgs:	4.22

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

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	57	85	20	2	2	0
Percentage:	34.34%	51.20%	12.05%	1.20%	1.20%	0.00%

86% Agreement

SCORE:	**4.16**
Std. Dev.:	0.77
Total Respondents:	166
BENCHMARKS	
Past Score:	4.25
Similar Mission:	4.21
Similar Size:	4.09
All Orgs:	4.11

11. My supervisor recognizes outstanding work.

78% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	87	28	6	0	2
Percentage:	25.90%	52.41%	16.87%	3.61%	0.00%	1.20%

78% Agreement

SCORE:	**4.02**
Std. Dev.:	0.76
Total Respondents:	166
BENCHMARKS	
Past Score:	4.05
Similar Mission:	4.11
Similar Size:	3.99
All Orgs:	4.02

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

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	52	88	20	3	1	1
Percentage:	31.52%	53.33%	12.12%	1.82%	0.61%	0.61%

85% Agreement

SCORE:	**4.14**
Std. Dev.:	0.74
Total Respondents:	165
BENCHMARKS	
Past Score:	4.20
Similar Mission:	4.18
Similar Size:	4.04
All Orgs:	4.06

Primary Items

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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	49	82	25	6	0	3
Percentage:	29.70%	49.70%	15.15%	3.64%	0.00%	1.82%

79% Agreement

SCORE:	**4.07**
Std. Dev.:	0.78
Total Respondents:	165
BENCHMARKS	
Past Score:	3.99
Similar Mission:	3.91
Similar Size:	3.87
All Orgs:	3.88

14. My supervisor evaluates my performance fairly.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	50	86	22	3	1	4
Percentage:	30.12%	51.81%	13.25%	1.81%	0.60%	2.41%

82% Agreement

SCORE:	**4.12**
Std. Dev.:	0.75
Total Respondents:	166
BENCHMARKS	
Past Score:	4.11
Similar Mission:	4.16
Similar Size:	4.03
All Orgs:	4.07

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:	55	99	6	2	1	2
Percentage:	33.33%	60.00%	3.64%	1.21%	0.61%	1.21%

93% Agreement

SCORE:	**4.26**
Std. Dev.:	0.64
Total Respondents:	165
BENCHMARKS	
Past Score:	4.35
Similar Mission:	4.23
Similar Size:	4.12
All Orgs:	4.14

16. My workplace is well maintained.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	52	100	7	4	0	2
Percentage:	31.52%	60.61%	4.24%	2.42%	0.00%	1.21%

92% Agreement

SCORE:	**4.23**
Std. Dev.:	0.64
Total Respondents:	165
BENCHMARKS	
Past Score:	4.26
Similar Mission:	3.96
Similar Size:	3.91
All Orgs:	3.92

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:	54	99	8	2	3	0
Percentage:	32.53%	59.64%	4.82%	1.20%	1.81%	0.00%

92% Agreement

SCORE:	**4.20**
Std. Dev.:	0.74
Total Respondents:	166
BENCHMARKS	
Past Score:	4.30
Similar Mission:	4.12
Similar Size:	4.01
All Orgs:	4.06

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

90% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	52	97	10	5	2	0
Percentage:	31.33%	58.43%	6.02%	3.01%	1.20%	0.00%

90% Agreement

SCORE:	**4.16**
Std. Dev.:	0.76
Total Respondents:	166
BENCHMARKS	
Past Score:	4.29
Similar Mission:	4.08
Similar Size:	3.92
All Orgs:	3.96

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

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	51	83	22	7	3	0
Percentage:	30.72%	50.00%	13.25%	4.22%	1.81%	0.00%

81% Agreement

SCORE:	**4.04**
Std. Dev.:	0.88
Total Respondents:	166
BENCHMARKS	
Past Score:	4.15
Similar Mission:	4.04
Similar Size:	3.98
All Orgs:	3.97

20. My organization works to attract, develop, and retain people with diverse backgrounds.

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	48	80	22	8	1	7
Percentage:	28.92%	48.19%	13.25%	4.82%	0.60%	4.22%

77% Agreement

SCORE:	**4.04**
Std. Dev.:	0.84
Total Respondents:	166
BENCHMARKS	
Past Score:	4.02
Similar Mission:	3.80
Similar Size:	3.63
All Orgs:	3.71

Primary Items

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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	47	84	27	5	2	1
Percentage:	28.31%	50.60%	16.27%	3.01%	1.20%	0.60%

79% Agreement

SCORE:	**4.02**
Std. Dev.:	0.83
Total Respondents:	166
BENCHMARKS	
Past Score:	4.11
Similar Mission:	4.01
Similar Size:	4.00
All Orgs:	3.99

22. I trust the people in my workplace.

74% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	83	29	9	5	0
Percentage:	24.10%	50.00%	17.47%	5.42%	3.01%	0.00%

74% Agreement

SCORE:	**3.87**
Std. Dev.:	0.94
Total Respondents:	166
BENCHMARKS	
Past Score:	3.99
Similar Mission:	3.84
Similar Size:	3.79
All Orgs:	3.80

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

70% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	24	92	34	13	1	1
Percentage:	14.55%	55.76%	20.61%	7.88%	0.61%	0.61%

70% Agreement

SCORE:	**3.76**
Std. Dev.:	0.82
Total Respondents:	165
BENCHMARKS	
Past Score:	3.95
Similar Mission:	3.69
Similar Size:	3.53
All Orgs:	3.61

24. Our computer systems provide reliable information.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	32	104	21	7	2	0
Percentage:	19.28%	62.65%	12.65%	4.22%	1.20%	0.00%

82% Agreement

SCORE:	**3.95**
Std. Dev.:	0.77
Total Respondents:	166
BENCHMARKS	
Past Score:	4.08
Similar Mission:	3.92
Similar Size:	3.78
All Orgs:	3.83

Primary Items

25. Support is available for the technologies we use.

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	56	88	15	6	1	0
Percentage:	33.73%	53.01%	9.04%	3.61%	0.60%	0.00%

87% Agreement

SCORE:	**4.16**
Std. Dev.:	0.78
Total Respondents:	166
BENCHMARKS	
Past Score:	4.30
Similar Mission:	3.97
Similar Size:	3.92
All Orgs:	3.91

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

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	29	107	14	13	3	0
Percentage:	17.47%	64.46%	8.43%	7.83%	1.81%	0.00%

82% Agreement

SCORE:	**3.88**
Std. Dev.:	0.85
Total Respondents:	166
BENCHMARKS	
Past Score:	3.92
Similar Mission:	3.86
Similar Size:	3.71
All Orgs:	3.75

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:	31	117	17	1	0	0
Percentage:	18.67%	70.48%	10.24%	0.60%	0.00%	0.00%

89% Agreement

SCORE:	**4.07**
Std. Dev.:	0.56
Total Respondents:	166
BENCHMARKS	
Past Score:	4.11
Similar Mission:	3.93
Similar Size:	3.73
All Orgs:	3.79

28. My work atmosphere encourages open and honest communication.

72% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	31	89	26	18	2	0
Percentage:	18.67%	53.61%	15.66%	10.84%	1.20%	0.00%

72% Agreement

SCORE:	**3.78**
Std. Dev.:	0.92
Total Respondents:	166
BENCHMARKS	
Past Score:	3.85
Similar Mission:	3.72
Similar Size:	3.58
All Orgs:	3.65

Primary Items

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

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	31	107	24	4	0	0
Percentage:	18.67%	64.46%	14.46%	2.41%	0.00%	0.00%

83% Agreement

SCORE:	**3.99**
Std. Dev.:	0.66
Total Respondents:	166
BENCHMARKS	
Past Score:	4.01
Similar Mission:	3.79
Similar Size:	3.66
All Orgs:	3.70

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

63% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	24	80	30	17	11	3
Percentage:	14.55%	48.48%	18.18%	10.30%	6.67%	1.82%

63% Agreement

SCORE:	**3.55**
Std. Dev.:	1.08
Total Respondents:	165
BENCHMARKS	
Past Score:	3.51
Similar Mission:	2.86
Similar Size:	2.51
All Orgs:	2.61

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

59% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	24	74	39	18	8	2
Percentage:	14.55%	44.85%	23.64%	10.91%	4.85%	1.21%

59% Agreement

SCORE:	**3.54**
Std. Dev.:	1.03
Total Respondents:	165
BENCHMARKS	
Past Score:	3.60
Similar Mission:	2.93
Similar Size:	2.64
All Orgs:	2.75

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

69% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	25	88	25	16	8	2
Percentage:	15.24%	53.66%	15.24%	9.76%	4.88%	1.22%

69% Agreement

SCORE:	**3.65**
Std. Dev.:	1.02
Total Respondents:	164
BENCHMARKS	
Past Score:	3.79
Similar Mission:	3.18
Similar Size:	2.92
All Orgs:	2.97

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:	54	85	20	4	1	1
Percentage:	32.73%	51.52%	12.12%	2.42%	0.61%	0.61%

84% Agreement

SCORE:	**4.14**
Std. Dev.:	0.77
Total Respondents:	165
BENCHMARKS	
Past Score:	4.19
Similar Mission:	3.95
Similar Size:	3.85
All Orgs:	3.85

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

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	57	84	14	3	3	1
Percentage:	35.19%	51.85%	8.64%	1.85%	1.85%	0.62%

87% Agreement

SCORE:	**4.17**
Std. Dev.:	0.81
Total Respondents:	162
BENCHMARKS	
Past Score:	4.12
Similar Mission:	4.04
Similar Size:	3.93
All Orgs:	3.95

35. Benefits can be selected to meet individual needs.

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	41	100	18	2	1	2
Percentage:	25.00%	60.98%	10.98%	1.22%	0.61%	1.22%

86% Agreement

SCORE:	**4.10**
Std. Dev.:	0.68
Total Respondents:	164
BENCHMARKS	
Past Score:	4.08
Similar Mission:	3.94
Similar Size:	3.82
All Orgs:	3.86

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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	55	83	18	4	3	1
Percentage:	33.54%	50.61%	10.98%	2.44%	1.83%	0.61%

84% Agreement

SCORE:	**4.12**
Std. Dev.:	0.84
Total Respondents:	164
BENCHMARKS	
Past Score:	4.21
Similar Mission:	3.97
Similar Size:	3.82
All Orgs:	3.90

Primary Items

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

87% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	54	90	11	9	0	1
Percentage:	32.73%	54.55%	6.67%	5.45%	0.00%	0.61%

87% Agreement

SCORE:	**4.15**
Std. Dev.:	0.77
Total Respondents:	165
BENCHMARKS	
Past Score:	4.16
Similar Mission:	3.85
Similar Size:	3.66
All Orgs:	3.80

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:	44	86	20	10	3	1
Percentage:	26.83%	52.44%	12.20%	6.10%	1.83%	0.61%

79% Agreement

SCORE:	**3.97**
Std. Dev.:	0.90
Total Respondents:	164
BENCHMARKS	
Past Score:	3.97
Similar Mission:	3.68
Similar Size:	3.50
All Orgs:	3.65

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

81% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	56	78	19	8	4	0
Percentage:	33.94%	47.27%	11.52%	4.85%	2.42%	0.00%

81% Agreement

SCORE:	**4.05**
Std. Dev.:	0.93
Total Respondents:	165
BENCHMARKS	
Past Score:	4.07
Similar Mission:	4.03
Similar Size:	3.85
All Orgs:	3.87

40. I feel free to be myself at work.

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	38	89	27	10	2	0
Percentage:	22.89%	53.61%	16.27%	6.02%	1.20%	0.00%

77% Agreement

SCORE:	**3.91**
Std. Dev.:	0.86
Total Respondents:	166
BENCHMARKS	
Past Score:	3.94
Similar Mission:	3.92
Similar Size:	3.77
All Orgs:	3.82

Primary Items

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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	32	105	18	9	0	0
Percentage:	19.51%	64.02%	10.98%	5.49%	0.00%	0.00%

84% Agreement

SCORE:	**3.98**
Std. Dev.:	0.73
Total Respondents:	164
BENCHMARKS	
Past Score:	4.04
Similar Mission:	3.84
Similar Size:	3.67
All Orgs:	3.71

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

95% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	79	76	8	0	0	1
Percentage:	48.17%	46.34%	4.88%	0.00%	0.00%	0.61%

95% Agreement

SCORE:	**4.44**
Std. Dev.:	0.59
Total Respondents:	164
BENCHMARKS	
Past Score:	4.44
Similar Mission:	4.18
Similar Size:	4.10
All Orgs:	4.12

43. Harassment is not tolerated at my workplace.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	65	86	9	1	2	1
Percentage:	39.63%	52.44%	5.49%	0.61%	1.22%	0.61%

92% Agreement

SCORE:	**4.29**
Std. Dev.:	0.71
Total Respondents:	164
BENCHMARKS	
Past Score:	4.29
Similar Mission:	4.27
Similar Size:	4.15
All Orgs:	4.20

44. Employees are generally ethical in my workplace.

91% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	63	86	13	1	0	1
Percentage:	38.41%	52.44%	7.93%	0.61%	0.00%	0.61%

91% Agreement

SCORE:	**4.29**
Std. Dev.:	0.64
Total Respondents:	164
BENCHMARKS	
Past Score:	4.33
Similar Mission:	4.24
Similar Size:	4.13
All Orgs:	4.14

Primary Items

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

68% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	34	79	39	10	2	1
Percentage:	20.61%	47.88%	23.64%	6.06%	1.21%	0.61%

68% Agreement

SCORE:	**3.81**
Std. Dev.:	0.88
Total Respondents:	165
BENCHMARKS	
Past Score:	3.89
Similar Mission:	3.67
Similar Size:	3.52
All Orgs:	3.55

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

79% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	33	95	27	3	1	3
Percentage:	20.37%	58.64%	16.67%	1.85%	0.62%	1.85%

79% Agreement

SCORE:	**3.98**
Std. Dev.:	0.72
Total Respondents:	162
BENCHMARKS	
Past Score:	3.77
Similar Mission:	3.70
Similar Size:	3.48
All Orgs:	3.59

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

78% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	35	93	30	5	1	0
Percentage:	21.34%	56.71%	18.29%	3.05%	0.61%	0.00%

78% Agreement

SCORE:	**3.95**
Std. Dev.:	0.76
Total Respondents:	164
BENCHMARKS	
Past Score:	3.91
Similar Mission:	3.78
Similar Size:	3.62
All Orgs:	3.67

48. I am treated fairly in my workplace.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	48	88	20	5	0	2
Percentage:	29.45%	53.99%	12.27%	3.07%	0.00%	1.23%

83% Agreement

SCORE:	**4.11**
Std. Dev.:	0.73
Total Respondents:	163
BENCHMARKS	
Past Score:	4.18
Similar Mission:	4.09
Similar Size:	3.92
All Orgs:	3.98

Primary Items

49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.

95% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	70	85	7	1	0	0
Percentage:	42.94%	52.15%	4.29%	0.61%	0.00%	0.00%

95% Agreement

SCORE:	**4.37**
Std. Dev.:	0.60
Total Respondents:	163
BENCHMARKS	
Past Score:	None
Similar Mission:	4.18
Similar Size:	4.12
All Orgs:	4.15

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

96% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	72	86	6	0	0	0
Percentage:	43.90%	52.44%	3.66%	0.00%	0.00%	0.00%

96% Agreement

SCORE:	**4.40**
Std. Dev.:	0.56
Total Respondents:	164
BENCHMARKS	
Past Score:	None
Similar Mission:	4.06
Similar Size:	4.03
All Orgs:	4.08

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 training to perform my functions.

86% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	49	93	15	7	0	1
Percentage:	29.70%	56.36%	9.09%	4.24%	0.00%	0.61%

86% Agreement

SCORE:	**4.12**
Std. Dev.:	0.74
Total Respondents:	165

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

84% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	44	95	20	5	0	1
Percentage:	26.67%	57.58%	12.12%	3.03%	0.00%	0.61%

84% Agreement

SCORE:	**4.09**
Std. Dev.:	0.71
Total Respondents:	165

3. Communication from Executive leadership is effective.

77% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	28	99	28	8	1	0
Percentage:	17.07%	60.37%	17.07%	4.88%	0.61%	0.00%

77% Agreement

SCORE:	**3.88**
Std. Dev.:	0.76
Total Respondents:	164

4. I am treated with respect at work.

85% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	49	88	16	7	0	2
Percentage:	30.25%	54.32%	9.88%	4.32%	0.00%	1.23%

85% Agreement

SCORE:	**4.12**
Std. Dev.:	0.76
Total Respondents:	162

Additional Items

5. Management fairly considers my suggestions and concerns.

76% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	35	90	28	9	0	2
Percentage:	21.34%	54.88%	17.07%	5.49%	0.00%	1.22%

SCORE:	**3.93**
Std. Dev.:	0.78
Total Respondents:	164

6. My supervisor appears genuinely interested in my success.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	54	80	22	4	1	2
Percentage:	33.13%	49.08%	13.50%	2.45%	0.61%	1.23%

SCORE:	**4.13**
Std. Dev.:	0.78
Total Respondents:	163

7. I receive timely feedback on my performance.

82% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	37	97	26	1	2	1
Percentage:	22.56%	59.15%	15.85%	0.61%	1.22%	0.61%

SCORE:	**4.02**
Std. Dev.:	0.72
Total Respondents:	164

8. Agency leaders who have attended the DOB Leadership Development Program are more effective and engaging with staff.

51% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	20	64	47	22	0	12
Percentage:	12.12%	38.79%	28.48%	13.33%	0.00%	7.27%

SCORE:	**3.54**
Std. Dev.:	0.90
Total Respondents:	165

Additional Items

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

71% Agreement

Response:	**Strongly Agree**	**Agree**	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	34	83	34	8	1	5
Percentage:	20.61%	50.30%	20.61%	4.85%	0.61%	3.03%

SCORE:	**3.88**
Std. Dev.:	0.82
Total Respondents:	165

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:	66	80	15	3	1	1
Percentage:	39.76%	48.19%	9.04%	1.81%	0.60%	0.60%

88% Agreement

SCORE:	**4.25**
Std. Dev.:	0.75
Total Respondents:	166
BENCHMARKS	
Past Score:	4.28
Similar Mission:	4.15
Similar Size:	4.04
All Orgs:	4.05

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:	91	65	10	0	0	0
Percentage:	54.82%	39.16%	6.02%	0.00%	0.00%	0.00%

94% Agreement

SCORE:	**4.49**
Std. Dev.:	0.61
Total Respondents:	166
BENCHMARKS	
Past Score:	4.57
Similar Mission:	4.11
Similar Size:	4.06
All Orgs:	4.05

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

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	74	74	13	4	0	0
Percentage:	44.85%	44.85%	7.88%	2.42%	0.00%	0.00%

90% Agreement

SCORE:	**4.32**
Std. Dev.:	0.72
Total Respondents:	165
BENCHMARKS	
Past Score:	4.39
Similar Mission:	4.41
Similar Size:	4.24
All Orgs:	4.31

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:	57	85	20	2	2	0
Percentage:	34.34%	51.20%	12.05%	1.20%	1.20%	0.00%

86% Agreement

SCORE:	**4.16**
Std. Dev.:	0.77
Total Respondents:	166
BENCHMARKS	
Past Score:	4.25
Similar Mission:	4.21
Similar Size:	4.09
All Orgs:	4.11

Engagement Items

11. My supervisor recognizes outstanding work.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	43	87	28	6	0	2
Percentage:	25.90%	52.41%	16.87%	3.61%	0.00%	1.20%

78% Agreement

SCORE:	**4.02**
Std. Dev.:	0.76
Total Respondents:	166
BENCHMARKS	
Past Score:	4.05
Similar Mission:	4.11
Similar Size:	3.99
All Orgs:	4.02

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

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	52	88	20	3	1	1
Percentage:	31.52%	53.33%	12.12%	1.82%	0.61%	0.61%

85% Agreement

SCORE:	**4.14**
Std. Dev.:	0.74
Total Respondents:	165
BENCHMARKS	
Past Score:	4.20
Similar Mission:	4.18
Similar Size:	4.04
All Orgs:	4.06

14. My supervisor evaluates my performance fairly.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	50	86	22	3	1	4
Percentage:	30.12%	51.81%	13.25%	1.81%	0.60%	2.41%

82% Agreement

SCORE:	**4.12**
Std. Dev.:	0.75
Total Respondents:	166
BENCHMARKS	
Past Score:	4.11
Similar Mission:	4.16
Similar Size:	4.03
All Orgs:	4.07

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

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	52	97	10	5	2	0
Percentage:	31.33%	58.43%	6.02%	3.01%	1.20%	0.00%

90% Agreement

SCORE:	**4.16**
Std. Dev.:	0.76
Total Respondents:	166
BENCHMARKS	
Past Score:	4.29
Similar Mission:	4.08
Similar Size:	3.92
All Orgs:	3.96

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	84	27	5	2	1
Percentage:	28.31%	50.60%	16.27%	3.01%	1.20%	0.60%

79% Agreement

SCORE:	**4.02**
Std. Dev.:	0.83
Total Respondents:	166
BENCHMARKS	
Past Score:	4.11
Similar Mission:	4.01
Similar Size:	4.00
All Orgs:	3.99

22. I trust the people in my workplace.

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	40	83	29	9	5	0
Percentage:	24.10%	50.00%	17.47%	5.42%	3.01%	0.00%

74% Agreement

SCORE:	**3.87**
Std. Dev.:	0.94
Total Respondents:	166
BENCHMARKS	
Past Score:	3.99
Similar Mission:	3.84
Similar Size:	3.79
All Orgs:	3.80

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:	54	90	11	9	0	1
Percentage:	32.73%	54.55%	6.67%	5.45%	0.00%	0.61%

87% Agreement

SCORE:	**4.15**
Std. Dev.:	0.77
Total Respondents:	165
BENCHMARKS	
Past Score:	4.16
Similar Mission:	3.85
Similar Size:	3.66
All Orgs:	3.80

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:	44	86	20	10	3	1
Percentage:	26.83%	52.44%	12.20%	6.10%	1.83%	0.61%

79% Agreement

SCORE:	**3.97**
Std. Dev.:	0.90
Total Respondents:	164
BENCHMARKS	
Past Score:	3.97
Similar Mission:	3.68
Similar Size:	3.50
All Orgs:	3.65

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.	4.46	0.60
2. In my work group, my opinions and ideas count.	4.25	0.75
3. My work group regularly uses performance data to improve the quality of our work.	3.65	0.89
4. In my work group, there is a real feeling of teamwork.	4.18	0.82

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.	4.49	0.61
6. I know how my work impacts others in the organization.	4.32	0.72
7. My organization develops services to match the needs of our customers/clients.	4.09	0.67
8. Our organization communicates effectively with the public.	4.08	0.68
9. I have a good understanding of our mission, vision, and strategic plan.	4.37	0.60

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.	4.16	0.77
11. My supervisor recognizes outstanding work.	4.02	0.76
12. I am given the opportunity to do my best work.	4.14	0.74
13. My supervisor is consistent when administering policies concerning employees.	4.07	0.78
14. My supervisor evaluates my performance fairly.	4.12	0.75

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.	4.26	0.64
16. My workplace is well maintained.	4.23	0.64
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.20	0.74
18. I have adequate resources and equipment to do my job.	4.16	0.76

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.	4.04	0.88
20. My organization works to attract, develop, and retain people with diverse backgrounds.	4.04	0.84
21. The people I work with care about my personal well-being.	4.02	0.83
22. I trust the people in my workplace.	3.87	0.94

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.	3.76	0.82
24. Our computer systems provide reliable information.	3.95	0.77
25. Support is available for the technologies we use.	4.16	0.78
26. Our computer systems enable me to quickly find the information I need.	3.88	0.85

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.	4.07	0.56
28. My work atmosphere encourages open and honest communication.	3.78	0.92
29. The communications I receive at work are timely and informative.	3.99	0.66

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.	3.55	1.08
31. Salaries are competitive with similar jobs in the community.	3.54	1.03
32. I feel I am paid fairly for the work I do.	3.65	1.02

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.	4.14	0.77
34. Health insurance benefits are competitive with similar jobs in the community.	4.17	0.81
35. Benefits can be selected to meet individual needs.	4.10	0.68

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.	4.12	0.84
37. Training is made available to me so that I can do my job better.	4.15	0.77
38. Training is made available to me for personal growth and development.	3.97	0.90

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.	4.05	0.93
40. I feel free to be myself at work.	3.91	0.86
41. The amount of work I am asked to do is reasonable.	3.98	0.73
42. I am proud to tell people that I work for this organization.	4.44	0.59

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.	4.29	0.71
44. Employees are generally ethical in my workplace.	4.29	0.64
45. I believe we will use the information from this survey to improve our workplace.	3.81	0.88
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.98	0.72
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	3.95	0.76
48. I am treated fairly in my workplace.	4.11	0.73

Constructs and Related Items

While not scored as a construct, the following two items assess the cybersecurity in which employees work.	**Score**	**Std. Dev.**
49. My agency does a good job at keeping us up-to-date on cybersecurity (email and internet threats) policies and procedures.	4.37	0.60
50. We receive regular and useful updates on how to keep our computer and sensitive information secure from cyber-attack.	4.40	0.56

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.	4.25	0.75
5. Our organization is known for the quality of work we provide.	4.49	0.61
6. I know how my work impacts others in the organization.	4.32	0.72
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.16	0.77
11. My supervisor recognizes outstanding work.	4.02	0.76
12. I am given the opportunity to do my best work.	4.14	0.74
14. My supervisor evaluates my performance fairly.	4.12	0.75
18. I have adequate resources and equipment to do my job.	4.16	0.76
21. The people I work with care about my personal well-being.	4.02	0.83
22. I trust the people in my workplace.	3.87	0.94
37. Training is made available to me so that I can do my job better.	4.15	0.77
38. Training is made available to me for personal growth and development.	3.97	0.90

Survey Customization Sheet

101 - HOU
103 - LUB
105 - DFW
107 - AUS
109 - SA
111 - NDS

1. The Department offers me sufficient training to perform my functions.
2. My supervisor effectively communicates planned change(s).
3. Communication from Executive leadership is effective.
4. I am treated with respect at work.
5. Management fairly considers my suggestions and concerns.
6. My supervisor appears genuinely interested in my success.
7. I receive timely feedback on my performance.
8. Agency leaders who have attended the DOB Leadership Development Program are more effective and engaging with staff.
9. The Employee Advisory Council (EAC) is effective in bringing employee issues to management.