

WORKFORCE PLAN

Texas State Board of Examiners of Psychologists

May 2016

Overview

History:

The Texas State Board of Examiners of Psychologists was created by the Psychologists' Licensing Act passed by the Texas Legislature in 1969.

Mission:

The mission of the Texas State Board of Examiners of Psychologists is to protect the public by ensuring that psychological services are provided to the people of Texas by qualified and competent practitioners who adhere to established professional standards.

The Board accomplishes this mission through its regulation of the practice of psychology by:

- ❑ Establishing educational, experience, and examination requirements;
- ❑ Adopting professional standards for the practice of psychology;
- ❑ Investigating and enforcing compliance with the requirements of the Act and rules of the Board; and
- ❑ Serving as a source of information to the public, the profession, and governmental entities.

Goals and Objectives:

Licensure:

Objective: Ensure that practitioners meet required competency standards for the practice of psychology through 2019

Strategy: To operate a quality licensure program through an efficient and cost effective program of licensure, including education, experience, and examination requirements, continuing education requirements and renewal requirements.

Strategy: Provide for the processing of occupational license, registration, or permit fees through Texas.gov.

Enforcement and Laws and Rules:

Objective: Ensure that all practitioners comply with established law and rules through 2019.

Strategy: Operate a quality investigations/enforcement program in response to complaints concerning psychological practice consistent with the due process laws of Texas, in a timely manner and with a focus during enforcement on rehabilitation of the psychological provider.

Indirect Administration:

Objective: Indirect administration.

Strategy: Indirect administration licensing.

Strategy: Indirect administration enforcement.

Historically Underutilized Business:

Objective: To make a good faith effort to increase government purchases in HUB categories awarded annually in each fiscal year.

Strategy: Develop and implement a plan for increasing the use of HUBs.

Business Functions:

The Psychology Board is charged with regulating the practice of psychology in the State of Texas. The Board reviews applications for licensure in accordance with the Psychologists' Licensing Act and the Board rules and policies. The Board administers the Jurisprudence Examination and the Oral Examination and approves applicants to sit for the national psychology examination, the Examination for Professional Practice in Psychology. Four types of licensure are available: psychological associate, psychologist, provisionally licensed psychologist, and specialist in school psychology. The Board issues approximately 700 new licenses per year.

The Board investigates complaints and resolves them either by dismissal or disciplinary action. Disciplinary action ranging from reprimand to revocation is usually attained by agreed order. On average, the Board resolves approximately 264 complaints per year.

The Board is mandated to have a website and to produce an annual roster of licensees. The Board provides information about licensees to various segments of the public including insurance companies and health maintenance organizations as well as individual consumers. The agency's website has become its primary means of conveying information to its licensees as well as to all other entities seeking information about the Board and its operations.

Anticipated Changes to Mission, Strategies, and Goals for the Next Five Years:

The Psychology Board anticipates no changes to its mission, strategies, and goals for the next five years. However, the agency does expect to undergo some changes in the next five years that will affect its workforce.

Factors Expected to Result in Changes to the Agency:

The following factors are expected to result in some changes at the agency in the next few years.

Key Economic, Environmental, and Other Factors:

The key factors facing the Psychology Board are:

- ❑ Potential for staff turnover due to low staff salaries;
- ❑ In recent years the rare across-the-board state salary increases do not keep up with the cost of living increases;

- ❑ The Legislature and other state and federal entities mandating additional duties for the agency;
- ❑ The need for more mental health practitioners because of the increasing population of Texas;
- ❑ The Board's dedication to timely and efficient services and its willingness to continually change processes to achieve this goal;
- ❑ Information technology increasingly used by the agency and other entities with which the agency interfaces;
- ❑ The economic forecast for the state predicts an economy that is slowed but still growing better than that of the nation;
- ❑ Customers demanding more timely services and greater access to information;
- ❑ Insufficient federal funding for various programs resulting in the need for the state to devote more state funding to high priority items like transportation, criminal justice, border security, social services, and especially Medicaid and Medicare;
- ❑ Static funding for state agencies not identified as top priorities for state funding; and
- ❑ The Board's desire to expand its use of online services to include an online application process

Organization and Structure of Board:

The Psychology Board's 13.5 FTEs are divided into the Licensing, Enforcement, Legal and Administrative Divisions.

Supply Analysis

Current Workforce Analysis

Classified, Exempt, and Temporary Workers

The Psychology Board has a total of 13 classified employees (2 employees are part-time) and 1 exempt employee as of May 2016. Currently, the agency has no vacant positions and no temporary employees.

Salary Budget

Fiscal Year 2016	\$668,350	FTE Salaries
Fiscal Year 2017	\$671,092	FTE Salaries

Location

All employees work in the agency's one location in Austin: William P. Hobby Building.

Retirement

Two employees retired from the agency in the last two years.

Diversity

The workforce diversity for the agency is:

Gender		
Male	5	36%
Female	9	64%
Race/Ethnicity		
Hispanic	4	29%
Black	1	7%
White	9	64%
Age		
Under 30	1	7%
30-39	4	29%
40-49	4	29%
50-59	4	29%
60+	1	7%
Agency Tenure		
Less than 1 year	1	7%
1 year or more but less than 3 years	4	29%
3 years or more but less than 5 years	2	14%
5 years or more but less than 10 years	1	7%
10 years or more but less than 15 years	2	14%
15 years or more but less than 20 years	1	7%
20 years or more	3	22%

Projected Attrition Rate

One employee is currently eligible for retirement and is scheduled to retire on September 30, 2016. Three additional employees will become eligible for retirement before the end of 2016, and at least one of those employees is expected to retire within the next three years. Additionally, other staff may leave for higher paying positions.

Workforce Trend Analysis**Turnover**

FY 2011	14.29%
FY 2012	23.08%
FY 2013	23.08%
FY 2014	37%
FY 2015	7.8%

Prior to FY2015, the agency had a higher turnover rate than the statewide average. Any turnover at the agency is a setback to performance because of the time required to hire, the training that is required for new personnel, and the time required of experienced staff in providing that training. Also, because the agency is small, all staff perform a variety of functions, each with many required steps.

Skill Assessment of Employees

All agency staff must have customer service skills since all staff interface with the public by phone, email, written correspondence, and fax.

1. Executive Director

College degree in English, social sciences, or other appropriate. Communication and organization skills. Develops required agency reports, form letters, forms. Multi-tasking. Ability to supervise diverse functions of agency. Supervision experience. Extensive knowledge of state government, including legislative, accounting, human resources, administrative hearings, etc. Knowledge of health licensing activities and responsibilities.

2. Deputy Executive Director

College degree in English, social sciences, or other appropriate. Communication and organization skills. Drafts original correspondence regarding licensing, ethical practice and administrative matters. Responds orally to inquiries. Word processing skills. Maintains extensive paper and electronic administrative files. Multi-tasking ability.

3. Chief Financial Officer

College degree in accounting, knowledge of all state automated functions and accounting requirements, including payroll and purchasing. Knowledge and experience in financial reporting including AFR and LAR. This person also serves as the agency information resource manager. Knowledge of agency licensing and enforcement database and cash processing functions. Interface with contracted vendor and programmers for the shared licensing/enforcement system.

4. Investigator IV/Enforcement Division Manager

College degree in English, social sciences, or other appropriate. Ability to read legal documents including court transcripts, write concise reports based on investigation of documents and personal interviews, and make recommendations for complaint resolution based on evidence collected. Communication and interviewing skills. Ability to supervise three staff. Ability to coordinate with General Counsel regarding the resolution of complaints.

5. Permit Specialist II/Renewal Coordinator

College degree in English, social sciences, or other appropriate. Organization skills. Data entry and electronic cash processing. Ability to create and maintain extensive paper and electronic files. Ability to review renewal and continuing education forms in compliance with rules and policies.

6. Investigator III/Compliance Officer (Part-time)

College degree in English, social sciences, or other appropriate. Ability to read legal documents, write concise reports based on investigation of agency records and other documents, and make recommendations for complaint resolution based on evidence collected. Communication skills. This person serves as the compliance officer for licensees fulfilling agreed orders.

7. Admin Asst I/Enforcement Assistant

High school degree. Ability to generate form letters, maintain detailed calendars of time sensitive activities and extensive paper files, enter information in enforcement database, and compile notebooks of complaint materials and reports for meetings. Ability to provide information by phone and email.

8. General Counsel I

Licensed attorney in Texas. Knowledge of Texas Public Information Act, Texas Open Meetings Act, Administrative Procedures Act, HIPAA, Psychologists Licensing Act, Texas Administrative Code, and other state and federal laws. Experience with health licensing agencies enforcement and licensing activities. Communication skills. Ability to supervise an assistant. Ability to coordinate complaint resolution activities with Enforcement Manager.

9. Admin Asst III/Legal Assistant/Open Records Clerk/Accounting Assistant

High school education. Ability to perform detailed record keeping electronically and in paper format. Ability to summarize board and committee meetings. Knowledge of desktop publishing. Ability to submit rules electronically in accordance with Texas Register requirements. Communication skills. This person also serves as the accounting assistant. Ability to perform state agency accounting procedures for leave accounting, payroll, and purchasing. Ability to use 10-key by touch. Experience in office setting. Ability to perform daily cash processing activities. Ability to provide basic information by phone and to route calls.

10. Permit Specialist IV/Licensing Division Manager

Two years of college in business, social sciences, or other appropriate field. Communication and organization skills. Data entry and electronic cash processing. Ability to create and maintain paper files. Ability to review and approve applications in compliance with rules and policies. Ability to organize administration of oral examination. Ability to supervise four staff.

11. Permit Specialist II/ Licensing Coordinator of PLPs and LPAs.

Two years of college in business, social sciences, or other appropriate field. Communication and organization skills. Data entry and electronic cash processing. Ability to create and maintain extensive paper and electronic files. Ability to review and approve applications in compliance with rules and policies. Ability to administer jurisprudence examination. Ability to assist in coordination of oral examination.

12. Permit Specialist II/ Licensing Coordinator of LSSPs/ Renewal Coordinator

Two years of college in business, social sciences, or other appropriate field. Communication and organization skills. Data entry and electronic cash processing. Ability to create and maintain extensive paper and electronic files. Ability to review and approve applications in compliance with rules and policies. Ability to assist in administration of jurisprudence examination. Ability to process renewals for LSSPs.

13. Administrative Assistant I/Receptionist

High school education. Ability to open and sort daily mail and receipt of fees. Ability to provide basic information by phone and to route calls. Ability to use copier and FAX. Ability to

maintain application requests. Limited data entry and information search on database. Ability to mail out licenses and packets of information.

14. Investigator II

College degree in English, social sciences, or other appropriate. Ability to read legal documents including court transcripts, write concise reports based on investigation of documents and personal interviews, and make recommendations for complaint resolution based on evidence collected. Communication and interviewing skills.

Organizational Chart

(Attached)

Future Workforce Skills

- Future skills for agency staff will include increased use of technology and interface with technology to provide services.
- All staff need ongoing training in computer security and instruction on how to avoid computer viruses.
- Staff need on-going training in written communication in order to correspond through e-mail, rather than form letters.
- Customer service skills will continue to be a high priority for all staff.
- All staff need periodic training in risk management, including business continuity and disaster recovery.
- All staff need training and mentorship to develop the critical decision making skills and confidence necessary to exercise greater independent judgment in carrying out their duties.

Demand Analysis

There will be changes to the Psychology Board's workforce functions in the next few years. Generally, these changes will be caused by the following factors.

- A. The trend of the Legislature and other entities to place new mandates on the agency which increases the workload on staff.
- B. The current and projected need for more mental health practitioners, exponentially increased by the projected increase of the total population.
- C. The Board's dedication to timely and efficient services results in frequent changes to Board rules and policies.
- D. Online services, including online renewal and online examinations, resulting in more diverse staff duties and increased use of technology to deliver services.
- E. Turnover of staff caused by low staff salaries and retirements.

To continue to meet the Board's workload, legislative and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish automated procedures to provide efficiency and streamline processes, improve communication across departments, prepare and plan for change in leadership as retirements occur and increase the use of technology throughout the agency.

With anticipated increased workload and to meet future workforce required skill sets, the Board must commit to developing the work skills of the current workforce as well as recruit individuals that possess the critical work skills identified below to fulfill the agency's mission and goals:

- Expert Program/Regulatory Knowledge
- Policy and Rules Development/Making
- Independent Judgment
- Customer Service
- Data Collection and Data Analysis
- Advanced Computer Skills
- Investigation
- Influencing and Negotiation Skills
- Oral Presentation and Facilitation Skills
- Research/Writing/Editing Skills
- Critical Decision Making Skills
- Team Building and Motivation
- Staff Development and Mentoring
- Detailed Oriented
- Financial and Budget Management
- Interpersonal Relationships
- Personal Responsibility
- Legislative Process
- Communication Skills

GAP ANALYSIS

A comparison of the Psychology Board's workforce supply to the agency's workforce demand reveals that there are some gaps that need to be further addressed.

- Additional Skills for Staff Needed:

Staff positions already require computer literacy and data-entry skills, however, both licensing and enforcement staff need additional training in drafting and editing correspondence and reports. For licensing staff, email is becoming increasingly important when communicating with licensees, applicants, and the general public, and will become more so as the Board seeks to further expand its online services. Reliance upon basic form letters and information provided by phone will no longer be sufficient as the shift to online services occurs. For enforcement staff, the ability to draft clear and concise reports and summaries on investigations is essential to allowing the Board to carry out its enforcement functions.

Additionally, staff need further mentoring to foster and develop the critical thinking skills and confidence needed to exercise greater independent judgment when carrying out their duties. The need for independent judgment by staff has been limited in the past, but as the agency rules and policies are refined and the workload increases, there will be greater opportunity and need for the exercise of independent judgment by staff. Such

opportunity will be contingent upon a variety of factors such as the availability of mentors within the agency, the proven ability of staff to use good judgment when making decisions, and the potential benefits and risks of allowing staff to exercise greater judgment in a given area.

- **Financial/Accounting Division:** While presently the agency has enough staff in this division, the Board does acknowledge the potential need for a replacement CFO within the next five years, should the current CFO retire. Replacing the current CFO will be extremely difficult, given her vast knowledge of the legislative process and governmental budgeting, management and critical decision making skills, detail oriented nature, and exceptional work ethic.
- **Staff Turnover Ongoing Concern:** The agency's ability to carry out its mission depends heavily on its retaining its trained, experienced staff. Relatively low staff salaries continue to make possible turnover a concern to the agency. In those situations where seasoned staff left the agency, it has become increasingly difficult to find a suitable replacement. Presently, there are several seasoned staff members who will be eligible to retire in the coming months, and should they choose to do so, will be extremely difficult to replace.

Gap Strategy Development

Gap Strategy: Reorganization of Staff Duties

Because of limited staffing in the past and a growing list of duties and functions imposed upon the agency by the legislature and other governmental entities, many of the staff positions within the agency include job duties either wholly unrelated or only loosely related to that particular position. Such a mismatch of job title and function has been necessary to carry out those tasks assigned to the agency by outside parties.

However, in an effort to realign staff positions with their more closely related duties and expectations, the agency has begun the process of reorganizing the duties assigned to each staff member into a more intuitive grouping as the opportunity presents itself. This often occurs when a replacement is sought for a staff member that has left his or her employment with the agency. As time permits, the agency will continue these reorganization efforts for those positions where no turnover has occurred.

Such changes improve efficiency by allowing staff to learn, carry out, and maintain proficiency in related or known areas.

Gap Strategy: Succession Planning

Staff Position Books

Positions at the agency have training manuals which include materials pertinent to each position including policies and procedures, as well as form letters, checklists, etc. Some positions have

such complex duties that other procedure manuals serve as the primary position books. These manuals are invaluable in training new staff persons. They are updated and added to as procedures in various areas change or are enhanced. These manuals assist with the standardization of agency functions, the cross-training of staff, and serve as valuable training resources for new staff.

Cross Training of Staff

When possible, staff are provided cross training for other positions within the agency. This is difficult to achieve because of the intricacies of each position and the resulting amount of time required to cross train for another position. Additionally, staff do not receive any kind of increased salary for cross training in other positions.

Gap Strategy: Employee Development

Staff Training

The agency hopes to assist all staff with improving their writing and editing skills by sending them to various training opportunities. However, inadequate funding for staff development and limited training opportunities make it difficult to send all those in need to training.

Staff Involvement in Rulemaking and Policy Development

Opinions and input are sought from key staff persons before changes are made to rules, policies, and procedures. This allows the agency to make full use of the expertise of staff and facilitates both development and implementation of the changes by investing the staff in the success of the changes.

Gap Strategy: Retention of Staff

Flextime

The Board provides the options of flextime and the 4 day work week for most positions. However, at small state agencies alternative scheduling is inherently limited because the office must remain open each weekday from 8am to 5pm. Therefore, not all staff are able to participate in these alternate work schedules. Staff are informed of the availability of these options, as well as their limitations, before they are hired.

Additionally, staff who must have second jobs are given some leeway in their work hours to accommodate their second jobs when possible. Also, in certain limited circumstances, key staff are allowed to complete work assignments from home.

Promotion from Within

When a vacancy occurs in the agency, qualified internal staff are encouraged to apply for the position. Such upward mobility of staff provides added impetus to entry level staff to perform their duties to the best of their abilities.

Gap Strategy: Increased Use of Online Services

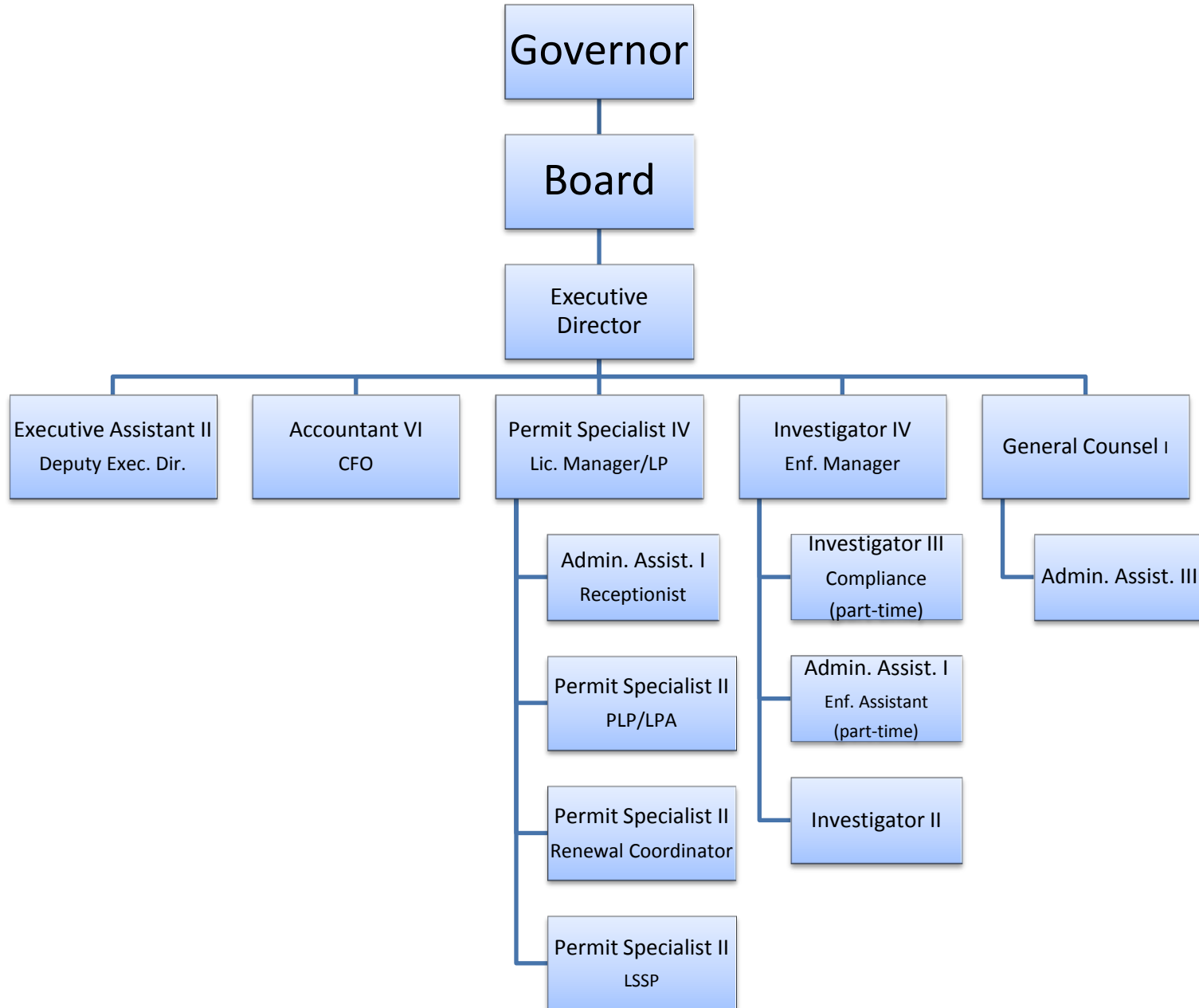
Enhanced Use of Board Website

The Board's website is the single most powerful tool for increasing efficiency and customer service that the Board has at its disposal. While the Board has most of its forms and a great deal of licensing and enforcement information on its website, it is steadily working toward making its website a comprehensive source of information easily accessible by the public 24/7.

Gap Strategy: Legislative Appropriation Request

The agency anticipates that it will request additional funding for the 2018-2019 biennium for salary increases for those staff identified as deserving a merit salary increase.

Texas State Board of Examiners of Psychologists





SURVEY OF EMPLOYEE ENGAGEMENT

Board of Examiners of Psychologists

Executive Summary

2016



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



Board of Examiners of Psychologists

Organizational Leadership:
Darrel Spinks, Executive Director

Benchmark Categories:
Size 1: Organizations with fewer than 26 employees
Mission 8 : Regulatory

Survey Administration

Collection Period:
04/13/2016 through 04/24/2016

Survey Liaison:
Darrel Spinks
Executive Director
333 Guadalupe, Ste 2-450
Austin, TX 78701

(512) 305-7700
Executive.Director@tsbep.texas.gov

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



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.

0 Breakout Categories

Organizations can use breakout categories to get a cross-sectional look at specific functional or geographic areas. Your organization did not use breakout categories.

0 Additional Items

Organizations can customize their survey with up to 20 additional items. These items can target issues specific to the organization. Your organization did not use additional items.

85.7%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 14 employees invited to take the survey, 12 responded for a response rate of 85.7%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 85.7%, 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.



*Combined for groups with less than 20 respondents.

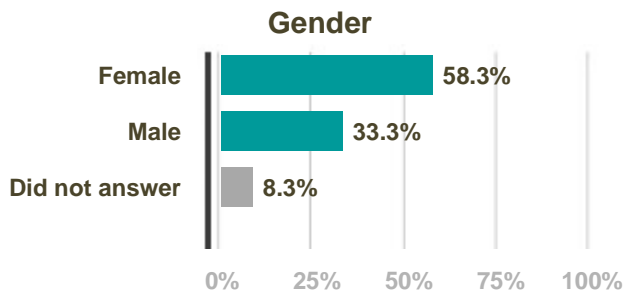
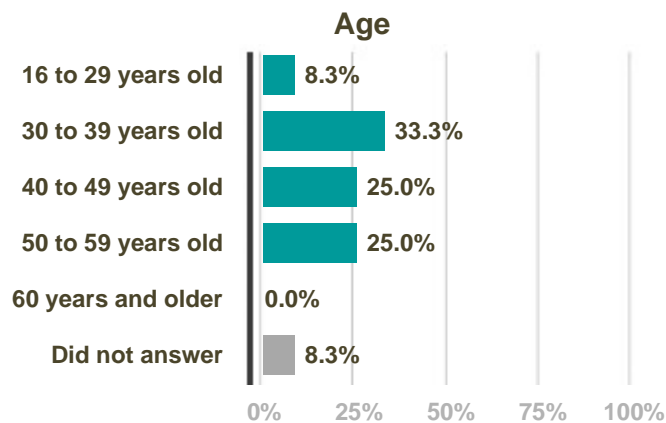
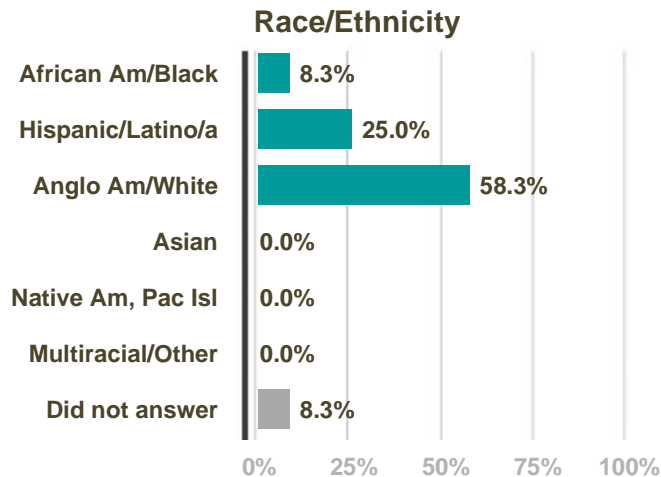
Levels of Employee Engagement

Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 25% of employees are Highly Engaged and 17% are Engaged. Moderately Engaged and Disengaged combine for 58%.

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.

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



42% New Hires (0-2 years)
25% Experienced (3-10 years)
25% Very Experienced (11+ years)
8% Did Not Answer

Each figure represents 1 employee.

FOCUS FORWARD >>>

8% CAN RETIRE

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

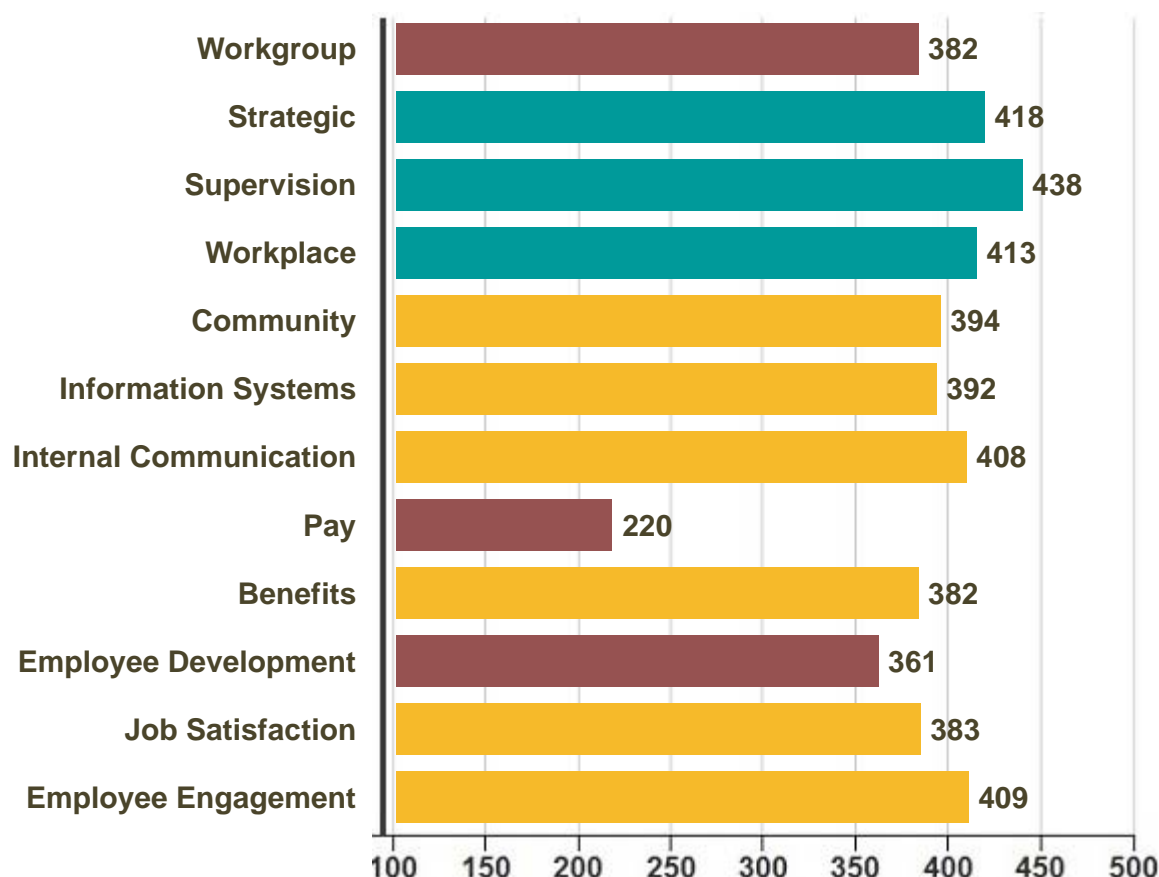
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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.

Constructs



Areas of Strength and Concern

Areas of Strength



Supervision

Score: 438

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.



Strategic

Score: 418

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.

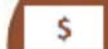


Workplace

Score: 413

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.

Areas of Concern



Pay

Score: 220

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.



Employee Development

Score: 361

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.






Workgroup

Score: 382

The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Lower scores suggest that employees may have issues with cooperation, incorporating members' opinions and effectiveness of the work processes.

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>8.3%</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>0.0%</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>Highest Level of Disagreement</p> 
<p>0.0%</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>0.0%</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>0.0%</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>0.0%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% require a serious look at workplace culture and the policies for dealing with harassment.</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.



MAY
2016

JUN
2016



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.



JUL
2016

AUG
2016



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.



OCT
2016

DEC
2016



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.



FEB
2018



EMPLOYEE ENGAGEMENT

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

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.

Schedule F - Agency Workforce Plan

Demographic Items

Total Respondents: 12
 Surveys Distributed: 14
 Response Rate: 85.71%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

My highest education level

Did not finish high school:	Less than 5	Not Available
High school diploma (or GED):	Less than 5	Not Available
Some college:	Less than 5	Not Available
Associate's Degree:	Less than 5	Not Available
Bachelor's Degree:	6	50.00%
Master's Degree:	Less than 5	Not Available
Doctoral Degree:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

I am

Female:	7	58.33%
Male:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

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:	Less than 5	Not Available
\$45,001-\$50,000:	Less than 5	Not Available
\$50,001-\$60,000:	Less than 5	Not Available
\$60,001-\$75,000:	Less than 5	Not Available
More than \$75,000:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

My age (in years)

16-29:	Less than 5	Not Available
30-39:	Less than 5	Not Available
40-49:	Less than 5	Not Available
50-59:	Less than 5	Not Available
60+:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

Schedule F - Agency Workforce Plan

Demographic Items

Total Respondents: 12
 Surveys Distributed: 14
 Response Rate: 85.71%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

Years of service with this organization

Less than 1:	Less than 5	Not Available
1-2:	Less than 5	Not Available
3-5:	Less than 5	Not Available
6-10:	Less than 5	Not Available
11-15:	Less than 5	Not Available
16+:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

My race/ethnic identification

African-American or Black:	Less than 5	Not Available
Hispanic or Latino/a:	Less than 5	Not Available
Anglo-American or White:	7	58.33%
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:	Less than 5	Not Available

I am currently in a supervisory role.

Yes:	Less than 5	Not Available
No:	8	66.67%
Prefer not to answer:	Less than 5	Not Available

I received a promotion during the past two years.

Yes:	Less than 5	Not Available
No:	11	91.67%
Prefer not to answer:	Less than 5	Not Available

I received a merit increase during the past two years.

Yes:	9	75.00%
No:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

Schedule F - Agency Workforce Plan

Demographic Items

Total Respondents: 12
 Surveys Distributed: 14
 Response Rate: 85.71%

**Number
of Survey
Respondents**

**Percent
of Survey
Respondents**

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

Yes:	9	75.00%
No:	Less than 5	Not Available
Prefer not to answer:	Less than 5	Not Available

I am eligible for retirement within the next two years.

Yes:	Less than 5	Not Available
No:	11	91.67%
Prefer not to answer:	Less than 5	Not Available

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.

**1. My work group cooperates to get the job done.****92% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	8	0	1	0	0
Percentage:	25.00%	66.67%	0.00%	8.33%	0.00%	0.00%

92% Agreement**SCORE:** 4.08

Std. Dev.: 0.79

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.20

Similar Size: 4.23

All Orgs: 4.18

**2. In my work group, my opinions and ideas count.****92% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	8	0	1	0	0
Percentage:	25.00%	66.67%	0.00%	8.33%	0.00%	0.00%

92% Agreement**SCORE:** 4.08

Std. Dev.: 0.79

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.81

Similar Size: 4.00

All Orgs: 3.70

**3. My work group regularly uses performance data to improve the quality of our work.****50% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1	5	1	3	1	1
Percentage:	8.33%	41.67%	8.33%	25.00%	8.33%	8.33%

50% Agreement**SCORE:** 3.18

Std. Dev.: 1.25

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.72

Similar Size: 3.79

All Orgs: 3.60

**4. In my work group, there is a real feeling of teamwork.****75% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	6	2	1	0	0
Percentage:	25.00%	50.00%	16.67%	8.33%	0.00%	0.00%

75% Agreement**SCORE:** 3.92

Std. Dev.: 0.90

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.87

Similar Size: 3.93

All Orgs: 3.82



Primary Items



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

58% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	3	2	0	0	3
Percentage:	33.33%	25.00%	16.67%	0.00%	0.00%	25.00%

58% Agreement

SCORE: 4.22
 Std. Dev.: 0.83
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 3.97
 Similar Size: 4.16
 All Orgs: 3.93



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.25
 Std. Dev.: 0.62
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 4.21
 Similar Size: 4.22
 All Orgs: 4.12



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:	2	8	1	0	0	1
Percentage:	16.67%	66.67%	8.33%	0.00%	0.00%	8.33%

83% Agreement

SCORE: 4.09
 Std. Dev.: 0.54
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 4.05
 Similar Size: 4.26
 All Orgs: 3.97



8. Our organization communicates effectively with the public.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	7	2	0	0	0
Percentage:	25.00%	58.33%	16.67%	0.00%	0.00%	0.00%

83% Agreement

SCORE: 4.08
 Std. Dev.: 0.67
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 4.12
 Similar Size: 4.29
 All Orgs: 3.97



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:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.25
Std. Dev.: 0.62
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 4.20
Similar Size: 4.33
All Orgs: 4.13



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.33
Std. Dev.: 0.65
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 4.18
Similar Size: 4.29
All Orgs: 4.10



11. My supervisor recognizes outstanding work.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	7	4	1	0	0	0
Percentage:	58.33%	33.33%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.50
Std. Dev.: 0.67
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 4.01
Similar Size: 4.11
All Orgs: 3.95



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	6	5	1	0	0	0
Percentage:	50.00%	41.67%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.42
Std. Dev.: 0.67
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 4.16
Similar Size: 4.25
All Orgs: 4.09



**13. My supervisor is consistent when administering policies concerning employees.****75% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	5	4	2	1	0	0
Percentage:	41.67%	33.33%	16.67%	8.33%	0.00%	0.00%

75% Agreement

SCORE: 4.08
 Std. Dev.: 1.00
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 3.89
 Similar Size: 4.08
 All Orgs: 3.85

**14. My supervisor evaluates my performance fairly.****100% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	7	5	0	0	0	0
Percentage:	58.33%	41.67%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE: 4.58
 Std. Dev.: 0.52
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 3.95
 Similar Size: 4.03
 All Orgs: 3.86

**15. Given the type of work I do, my physical workplace meets my needs.****92% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.33
 Std. Dev.: 0.65
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 4.08
 Similar Size: 4.19
 All Orgs: 3.98

**16. My workplace is well maintained.****83% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	6	2	0	0	0
Percentage:	33.33%	50.00%	16.67%	0.00%	0.00%	0.00%

83% Agreement

SCORE: 4.17
 Std. Dev.: 0.72
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 3.88
 Similar Size: 4.08
 All Orgs: 3.82



**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:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	0.00%	0.00%	0.00%

92% Agreement**SCORE:** 4.33

Std. Dev.: 0.65

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.09

Similar Size: 4.30

All Orgs: 4.02

**18. I have adequate resources and equipment to do my job.****67% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	6	3	0	1	0
Percentage:	16.67%	50.00%	25.00%	0.00%	8.33%	0.00%

67% Agreement**SCORE:** 3.67

Std. Dev.: 1.07

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.02

Similar Size: 4.19

All Orgs: 3.91

**19. The people I work with treat each other with respect.****83% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	7	1	0	1	0
Percentage:	25.00%	58.33%	8.33%	0.00%	8.33%	0.00%

83% Agreement**SCORE:** 3.92

Std. Dev.: 1.08

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.90

Similar Size: 3.87

All Orgs: 3.87

**20. My organization works to attract, develop, and retain people with diverse backgrounds.****58% Agreement**

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	3	4	0	0	1
Percentage:	33.33%	25.00%	33.33%	0.00%	0.00%	8.33%

58% Agreement**SCORE:** 4.00

Std. Dev.: 0.89

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.86

Similar Size: 4.09

All Orgs: 3.76





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

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	8	1	1	0	0
Percentage:	16.67%	66.67%	8.33%	8.33%	0.00%	0.00%

83% Agreement

SCORE:	3.92
Std. Dev.:	0.79
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None



22. I trust the people in my workplace.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	8	1	1	0	0
Percentage:	16.67%	66.67%	8.33%	8.33%	0.00%	0.00%

83% Agreement

SCORE:	3.92
Std. Dev.:	0.79
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None



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

50% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	4	4	2	0	0
Percentage:	16.67%	33.33%	33.33%	16.67%	0.00%	0.00%

50% Agreement

SCORE:	3.50
Std. Dev.:	1.00
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	3.70
Similar Size:	3.73
All Orgs:	3.58



24. Our computer systems provide reliable information.

100% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	10	0	0	0	0
Percentage:	16.67%	83.33%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE:	4.17
Std. Dev.:	0.39
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	3.90
Similar Size:	4.07
All Orgs:	3.80



Primary Items



25. Support is available for the technologies we use.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1	9	2	0	0	0
Percentage:	8.33%	75.00%	16.67%	0.00%	0.00%	0.00%

83% Agreement

SCORE: 3.92

Std. Dev.: 0.52

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: None

Similar Size: None

All Orgs: None



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

100% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1	11	0	0	0	0
Percentage:	8.33%	91.67%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE: 4.08

Std. Dev.: 0.29

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.73

Similar Size: 3.94

All Orgs: 3.61



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

100% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	8	0	0	0	0
Percentage:	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE: 4.33

Std. Dev.: 0.49

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.86

Similar Size: 3.99

All Orgs: 3.70



28. My work atmosphere encourages open and honest communication.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	7	1	0	1	0
Percentage:	25.00%	58.33%	8.33%	0.00%	8.33%	0.00%

83% Agreement

SCORE: 3.92

Std. Dev.: 1.08

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.68

Similar Size: 3.77

All Orgs: 3.57



Primary Items



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

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	6	3	0	0	0
Percentage:	25.00%	50.00%	25.00%	0.00%	0.00%	0.00%

75% Agreement

SCORE: 4.00

Std. Dev.: 0.74

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: None

Similar Size: None

All Orgs: None



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

8% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	0	1	3	3	4	1
Percentage:	0.00%	8.33%	25.00%	25.00%	33.33%	8.33%

8% Agreement

SCORE: 2.09

Std. Dev.: 1.04

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 2.78

Similar Size: 2.86

All Orgs: 2.50



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

0% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	0	0	3	6	3	0
Percentage:	0.00%	0.00%	25.00%	50.00%	25.00%	0.00%

0% Agreement

SCORE: 2.00

Std. Dev.: 0.74

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 2.74

Similar Size: 2.86

All Orgs: 2.56



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

8% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	0	1	6	3	2	0
Percentage:	0.00%	8.33%	50.00%	25.00%	16.67%	0.00%

8% Agreement

SCORE: 2.50

Std. Dev.: 0.91

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.03

Similar Size: 3.12

All Orgs: 2.81



Primary Items



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

58% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	5	4	0	0	1
Percentage:	16.67%	41.67%	33.33%	0.00%	0.00%	8.33%

58% Agreement

SCORE: 3.82
Std. Dev.: 0.75
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 3.85
Similar Size: 4.00
All Orgs: 3.78



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

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	7	2	1	0	0
Percentage:	16.67%	58.33%	16.67%	8.33%	0.00%	0.00%

75% Agreement

SCORE: 3.83
Std. Dev.: 0.84
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 4.06
Similar Size: 4.18
All Orgs: 4.03



35. Benefits can be selected to meet individual needs.

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1	7	3	0	0	1
Percentage:	8.33%	58.33%	25.00%	0.00%	0.00%	8.33%

67% Agreement

SCORE: 3.82
Std. Dev.: 0.60
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 4.01
Similar Size: 4.06
All Orgs: 3.92



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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1	7	3	1	0	0
Percentage:	8.33%	58.33%	25.00%	8.33%	0.00%	0.00%

67% Agreement

SCORE: 3.67
Std. Dev.: 0.78
Total Respondents: 12

BENCHMARKS

Past Score: None
Similar Mission: 3.97
Similar Size: 4.01
All Orgs: 3.89



Primary Items



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

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	7	2	1	0	0
Percentage:	16.67%	58.33%	16.67%	8.33%	0.00%	0.00%

75% Agreement

SCORE: 3.83
 Std. Dev.: 0.84
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 3.86
 Similar Size: 4.10
 All Orgs: 3.83



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

42% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	3	5	1	1	0
Percentage:	16.67%	25.00%	41.67%	8.33%	8.33%	0.00%

42% Agreement

SCORE: 3.33
 Std. Dev.: 1.16
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 3.72
 Similar Size: 3.96
 All Orgs: 3.66



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

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	6	0	1	1	0
Percentage:	33.33%	50.00%	0.00%	8.33%	8.33%	0.00%

83% Agreement

SCORE: 3.92
 Std. Dev.: 1.24
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: 4.00
 Similar Size: 4.13
 All Orgs: 3.88



40. I feel free to be myself at work.

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	6	1	2	0	0
Percentage:	25.00%	50.00%	8.33%	16.67%	0.00%	0.00%

75% Agreement

SCORE: 3.83
 Std. Dev.: 1.03
 Total Respondents: 12

BENCHMARKS

Past Score: None
 Similar Mission: None
 Similar Size: None
 All Orgs: None



Primary Items



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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	1	7	2	2	0	0
Percentage:	8.33%	58.33%	16.67%	16.67%	0.00%	0.00%

67% Agreement

SCORE: 3.58

Std. Dev.: 0.90

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.81

Similar Size: 3.97

All Orgs: 3.71



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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	4	4	0	0	0
Percentage:	33.33%	33.33%	33.33%	0.00%	0.00%	0.00%

67% Agreement

SCORE: 4.00

Std. Dev.: 0.85

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.07

Similar Size: 4.14

All Orgs: 3.97



43. Harassment is not tolerated at my workplace.

100% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	7	5	0	0	0	0
Percentage:	58.33%	41.67%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE: 4.58

Std. Dev.: 0.52

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.21

Similar Size: 4.28

All Orgs: 4.15



44. Employees are generally ethical in my workplace.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.25

Std. Dev.: 0.62

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.10

Similar Size: 4.24

All Orgs: 4.06



Primary Items



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

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	6	3	0	0	0
Percentage:	25.00%	50.00%	25.00%	0.00%	0.00%	0.00%

75% Agreement

SCORE: 4.00

Std. Dev.: 0.74

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.75

Similar Size: 3.92

All Orgs: 3.57



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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	4	1	0	1	2
Percentage:	33.33%	33.33%	8.33%	0.00%	8.33%	16.67%

67% Agreement

SCORE: 4.00

Std. Dev.: 1.25

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.58

Similar Size: 3.70

All Orgs: 3.47



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

100% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	6	6	0	0	0	0
Percentage:	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE: 4.50

Std. Dev.: 0.52

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.86

Similar Size: 4.09

All Orgs: 3.68



48. I am treated fairly in my workplace.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.33

Std. Dev.: 0.65

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: None

Similar Size: None

All Orgs: None



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.

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.

Schedule F - Agency Workforce Plan

Engagement Items



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	3	8	0	1	0	0
Percentage:	25.00%	66.67%	0.00%	8.33%	0.00%	0.00%

92% Agreement

SCORE: 4.08

Std. Dev.: 0.79

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.81

Similar Size: 4.00

All Orgs: 3.70



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

58% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	3	2	0	0	3
Percentage:	33.33%	25.00%	16.67%	0.00%	0.00%	25.00%

58% Agreement

SCORE: 4.22

Std. Dev.: 0.83

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.97

Similar Size: 4.16

All Orgs: 3.93



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.25

Std. Dev.: 0.62

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.21

Similar Size: 4.22

All Orgs: 4.12



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.33

Std. Dev.: 0.65

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.18

Similar Size: 4.29

All Orgs: 4.10

Schedule F - Agency Workforce Plan

Engagement Items



11. My supervisor recognizes outstanding work.

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	7	4	1	0	0	0
Percentage:	58.33%	33.33%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.50

Std. Dev.: 0.67

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.01

Similar Size: 4.11

All Orgs: 3.95



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

92% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	6	5	1	0	0	0
Percentage:	50.00%	41.67%	8.33%	0.00%	0.00%	0.00%

92% Agreement

SCORE: 4.42

Std. Dev.: 0.67

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.16

Similar Size: 4.25

All Orgs: 4.09



14. My supervisor evaluates my performance fairly.

100% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	7	5	0	0	0	0
Percentage:	58.33%	41.67%	0.00%	0.00%	0.00%	0.00%

100% Agreement

SCORE: 4.58

Std. Dev.: 0.52

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 3.95

Similar Size: 4.03

All Orgs: 3.86



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

67% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	6	3	0	1	0
Percentage:	16.67%	50.00%	25.00%	0.00%	8.33%	0.00%

67% Agreement

SCORE: 3.67

Std. Dev.: 1.07

Total Respondents: 12

BENCHMARKS

Past Score: None

Similar Mission: 4.02

Similar Size: 4.19

All Orgs: 3.91

Schedule F - Agency Workforce Plan

Engagement Items



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

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	8	1	1	0	0
Percentage:	16.67%	66.67%	8.33%	8.33%	0.00%	0.00%

83% Agreement

SCORE:	3.92
Std. Dev.:	0.79
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None



22. I trust the people in my workplace.

83% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	8	1	1	0	0
Percentage:	16.67%	66.67%	8.33%	8.33%	0.00%	0.00%

83% Agreement

SCORE:	3.92
Std. Dev.:	0.79
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None



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

75% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	7	2	1	0	0
Percentage:	16.67%	58.33%	16.67%	8.33%	0.00%	0.00%

75% Agreement

SCORE:	3.83
Std. Dev.:	0.84
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	3.86
Similar Size:	4.10
All Orgs:	3.83



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

42% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	2	3	5	1	1	0
Percentage:	16.67%	25.00%	41.67%	8.33%	8.33%	0.00%

42% Agreement

SCORE:	3.33
Std. Dev.:	1.16
Total Respondents:	12
BENCHMARKS	
Past Score:	None
Similar Mission:	3.72
Similar Size:	3.96
All Orgs:	3.66



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



Workgroup

Construct Score: 382

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.	4.08	0.79
2. In my work group, my opinions and ideas count.	4.08	0.79
3. My work group regularly uses performance data to improve the quality of our work.	3.18	1.25
4. In my work group, there is a real feeling of teamwork.	3.92	0.90



Strategic

Construct Score: 418

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.	4.22	0.83
6. I know how my work impacts others in the organization.	4.25	0.62
7. My organization develops services to match the needs of our customers/clients.	4.09	0.54
8. Our organization communicates effectively with the public.	4.08	0.67
9. I have a good understanding of our mission, vision, and strategic plan.	4.25	0.62



Supervision

Construct Score: 438

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.	4.33	0.65
11. My supervisor recognizes outstanding work.	4.50	0.67
12. I am given the opportunity to do my best work.	4.42	0.67
13. My supervisor is consistent when administering policies concerning employees.	4.08	1.00
14. My supervisor evaluates my performance fairly.	4.58	0.52



Workplace

Construct Score: 413

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.	4.33	0.65
16. My workplace is well maintained.	4.17	0.72
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.33	0.65
18. I have adequate resources and equipment to do my job.	3.67	1.07



Constructs and Related Items



Community

Construct Score: 394

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.	3.92	1.08
20. My organization works to attract, develop, and retain people with diverse backgrounds.	4.00	0.89
21. The people I work with care about my personal well-being.	3.92	0.79
22. I trust the people in my workplace.	3.92	0.79



Information Systems

Construct Score: 392

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.	3.50	1.00
24. Our computer systems provide reliable information.	4.17	0.39
25. Support is available for the technologies we use.	3.92	0.52
26. Our computer systems enable me to quickly find the information I need.	4.08	0.29



Internal Communication

Construct Score: 408

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.	4.33	0.49
28. My work atmosphere encourages open and honest communication.	3.92	1.08
29. The communications I receive at work are timely and informative.	4.00	0.74



Pay

Construct Score: 220

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.	2.09	1.04
31. Salaries are competitive with similar jobs in the community.	2.00	0.74
32. I feel I am paid fairly for the work I do.	2.50	0.91



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Constructs and Related Items



Benefits

Construct Score: 382

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.	3.82	0.75
34. Health insurance benefits are competitive with similar jobs in the community.	3.83	0.84
35. Benefits can be selected to meet individual needs.	3.82	0.60



Employee Development

Construct Score: 361

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.	3.67	0.78
37. Training is made available to me so that I can do my job better.	3.83	0.84
38. Training is made available to me for personal growth and development.	3.33	1.16



Job Satisfaction

Construct Score: 383

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.	3.92	1.24
40. I feel free to be myself at work.	3.83	1.03
41. The amount of work I am asked to do is reasonable.	3.58	0.90
42. I am proud to tell people that I work for this organization.	4.00	0.85



Climate

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.	4.58	0.52
44. Employees are generally ethical in my workplace.	4.25	0.62
45. I believe we will use the information from this survey to improve our workplace.	4.00	0.74
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	4.00	1.25
47. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.	4.50	0.52
48. I am treated fairly in my workplace.	4.33	0.65



Constructs and Related Items



Employee Engagement

Construct Score: 409

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.	4.08	0.79
5. Our organization is known for the quality of work we provide.	4.22	0.83
6. I know how my work impacts others in the organization.	4.25	0.62
10. My supervisor provides me with a clear understanding of my work responsibilities.	4.33	0.65
11. My supervisor recognizes outstanding work.	4.50	0.67
12. I am given the opportunity to do my best work.	4.42	0.67
14. My supervisor evaluates my performance fairly.	4.58	0.52
18. I have adequate resources and equipment to do my job.	3.67	1.07
21. The people I work with care about my personal well-being.	3.92	0.79
22. I trust the people in my workplace.	3.92	0.79
37. Training is made available to me so that I can do my job better.	3.83	0.84
38. Training is made available to me for personal growth and development.	3.33	1.16



EMPLOYEE ENGAGEMENT
INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

E5

Survey Customization Sheet

Additional Items