



SEE

SURVEY OF EMPLOYEE ENGAGEMENT

NMSU Administration and Finance

Executive Summary

2017



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



NMSU Administration and Finance

Organizational Leadership:
Angela Throneberry, Senior Vice President

Benchmark Categories:
Size 4: Organizations with 301 to 1000 employees
Mission 3 : Education

Survey Administration

Collection Period:
02/13/2017 through 03/10/2017

Survey Liaison:
Kelly Woods
Business Affairs Officer
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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

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

12
Constructs



Workgroup



Strategic



Supervision



Workplace



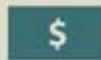
Community



Information
Systems



Internal
Communication



Pay



Benefits



Employee
Development



Job
Satisfaction



Employee
Engagement

2
Key
Scores

Overall Score

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

Levels of Employee Engagement

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

42 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 42 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.

Employee Engagement

84.2%

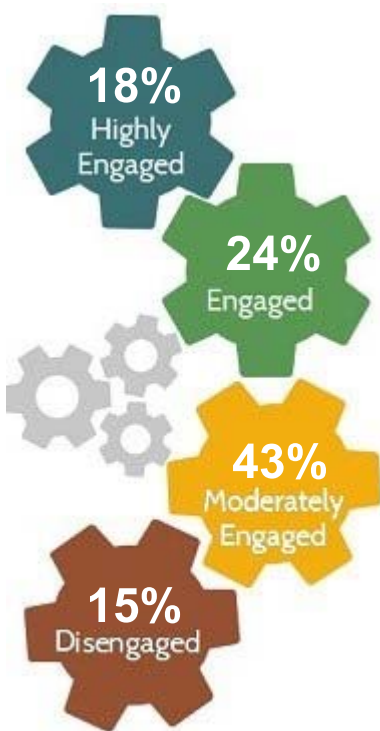
Up 12%

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 588 employees invited to take the survey, 495 responded for a response rate of 84.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 84.2%, 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 350.**



Levels of Employee Engagement

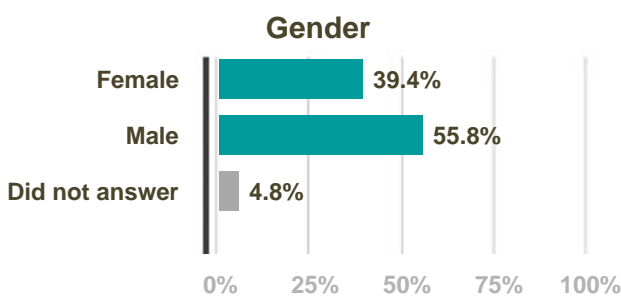
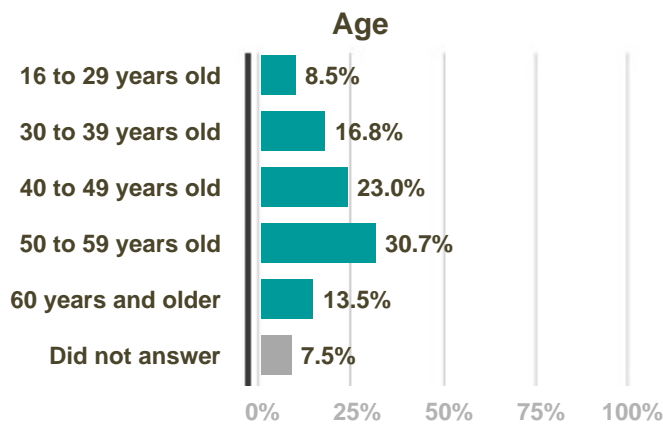
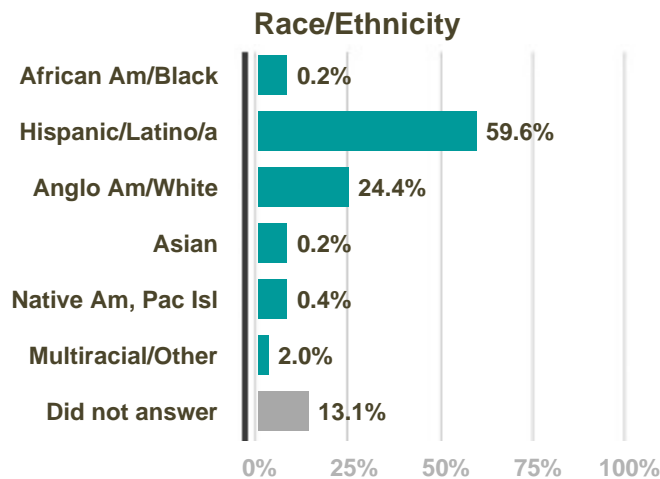
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 18% of employees are Highly Engaged, 24% are Engaged, 43% are Moderately Engaged, and 15% are Disengaged.

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



18% New Hires (0-2 years)
 36% Experienced (3-10 years)
 42% Very Experienced (11+ years)
 4% Did Not Answer

Each figure represents about 5.5 employees.

FOCUS FORWARD >>>

9% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement. Focus efforts on the factors with the greatest impact on turnover and consider using exit surveys to target specific issues.

21% CAN RETIRE

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

Constructs

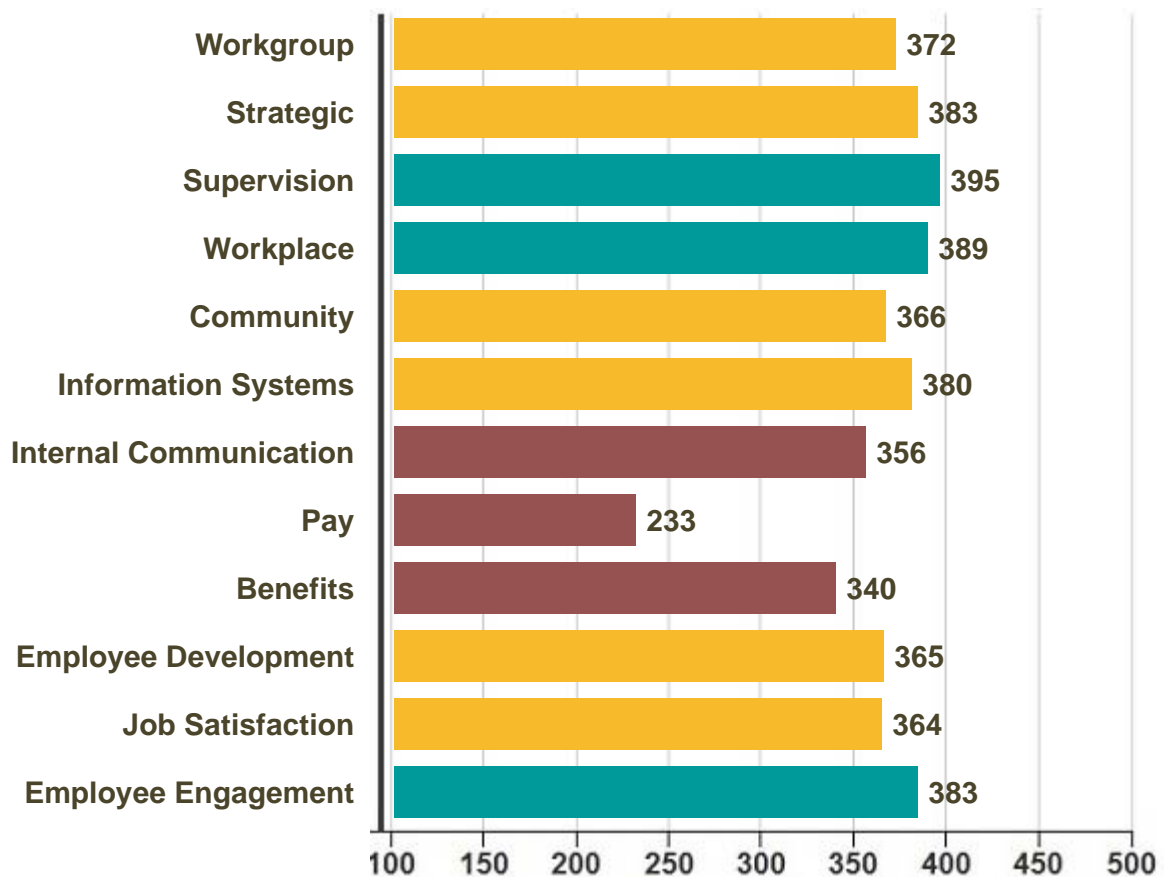
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

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.

Constructs



Areas of Strength and Concern

Areas of Strength



Supervision

Score: 395

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.



Workplace

Score: 389

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

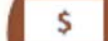


Employee Engagement

Score: 383

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

Areas of Concern



Pay

Score: 233

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



Benefits

Score: 340

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



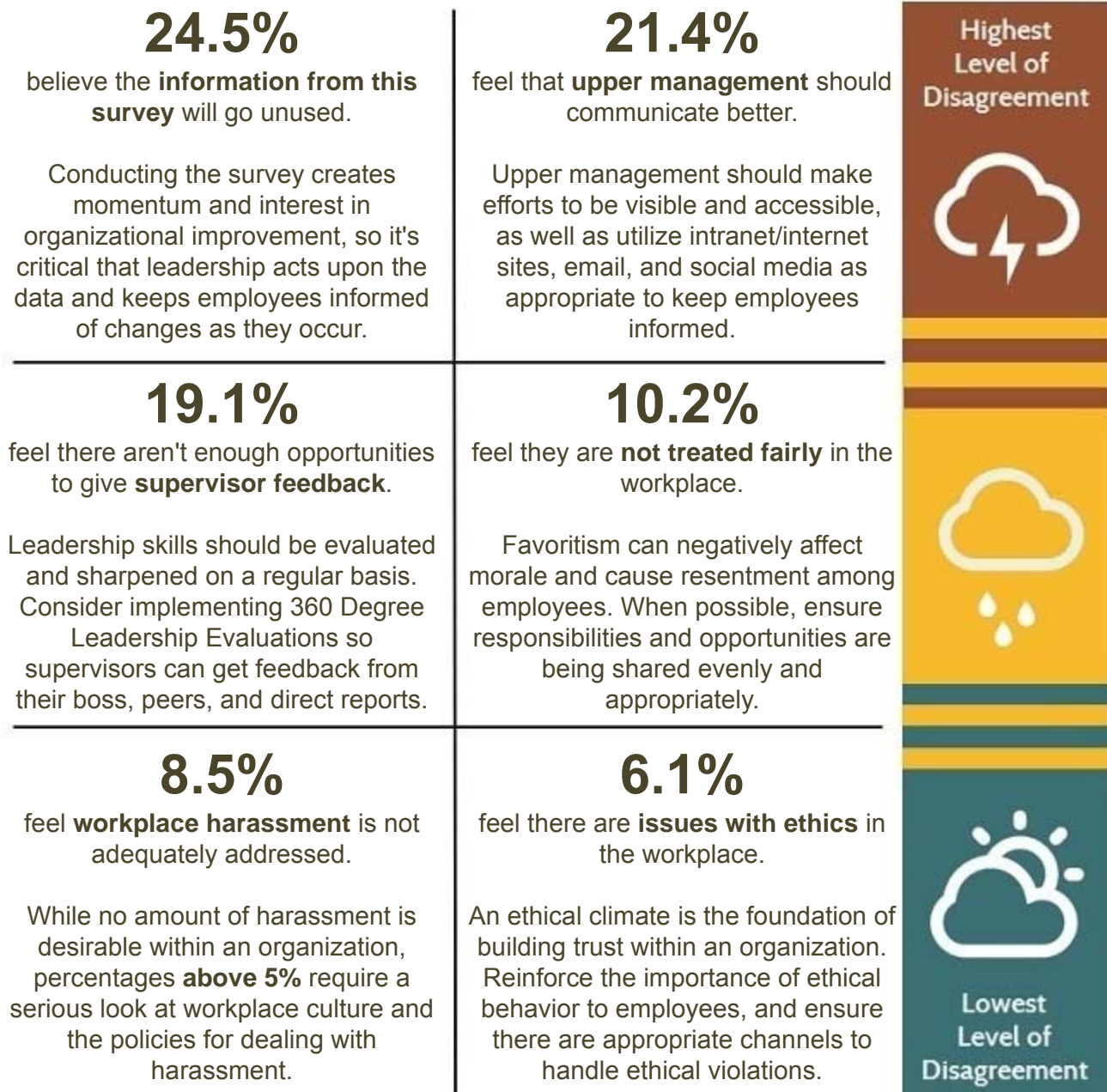
Internal Communication

Score: 356

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.



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.



APR
2017

MAY
2017



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.



JUN
2017

JUL
2017



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.



SEP
2017

NOV
2017



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.



JAN
2019

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.

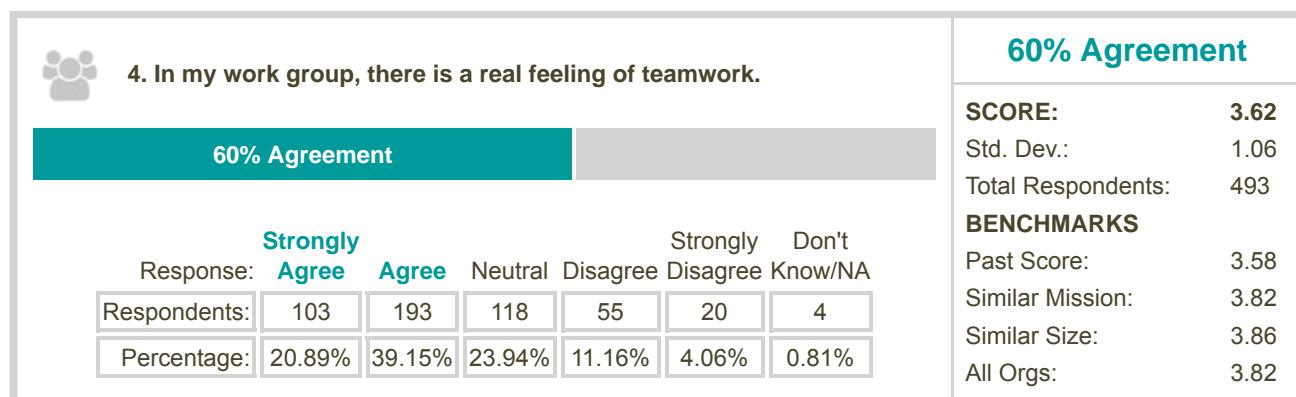
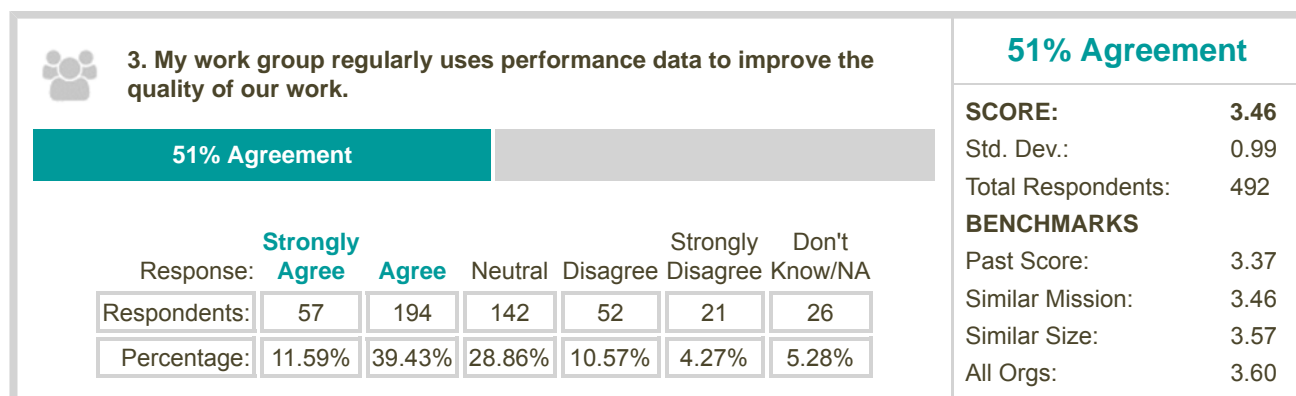
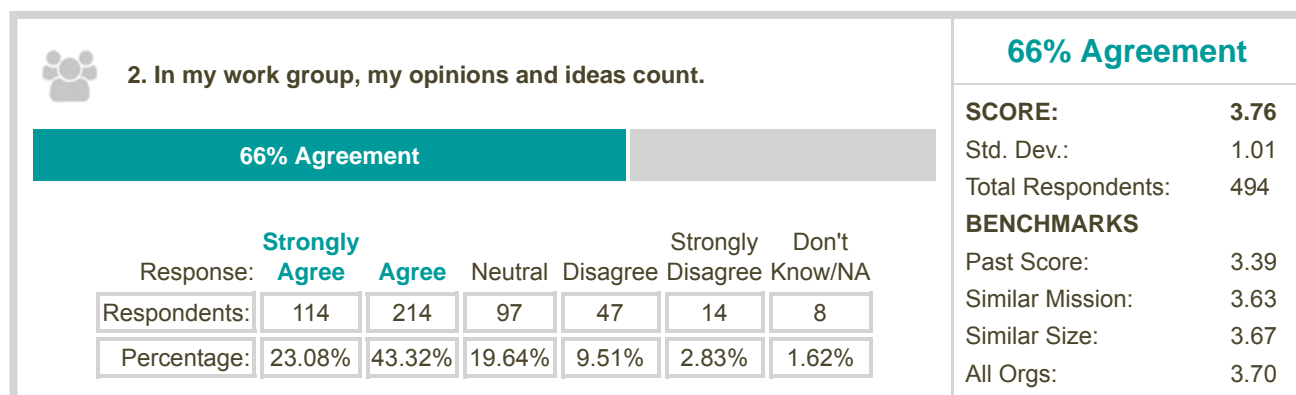
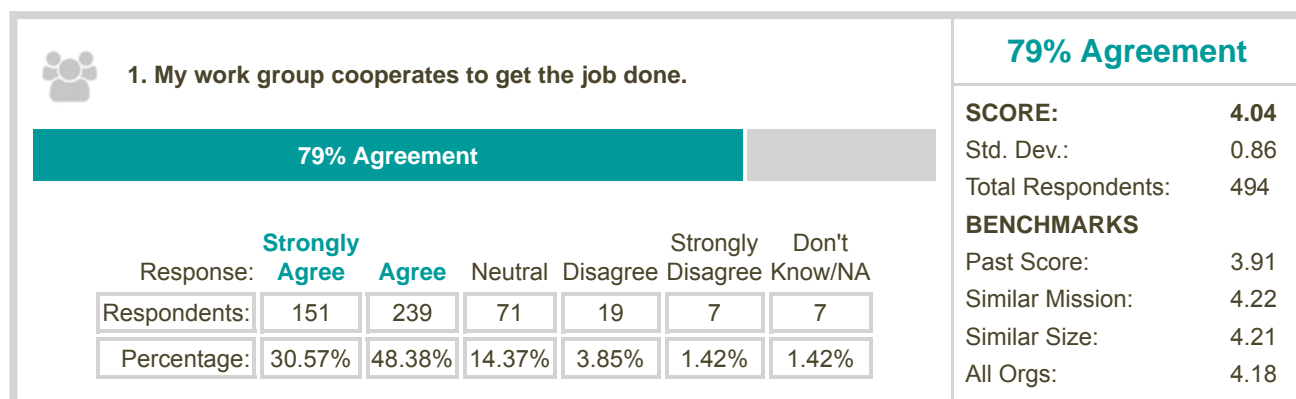
Benchmark Data

- **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.

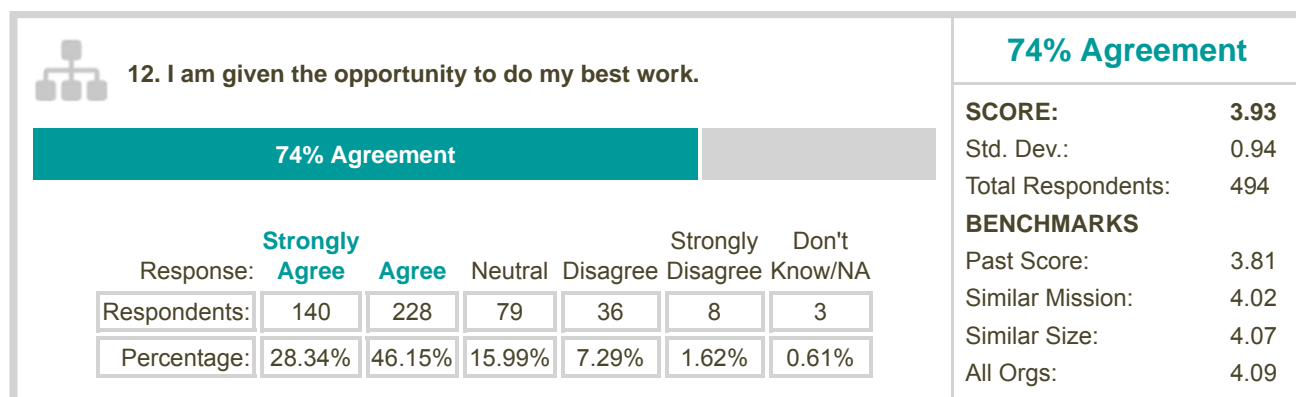
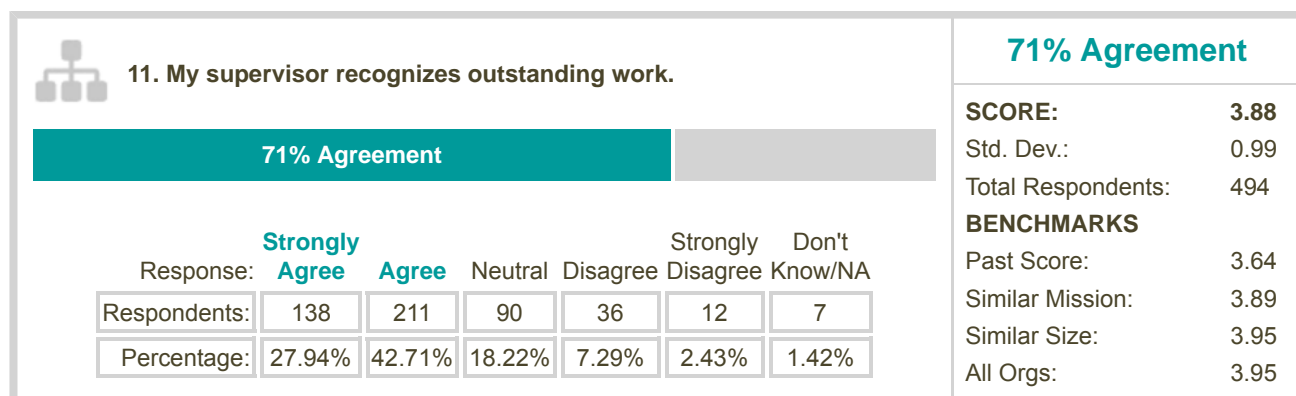
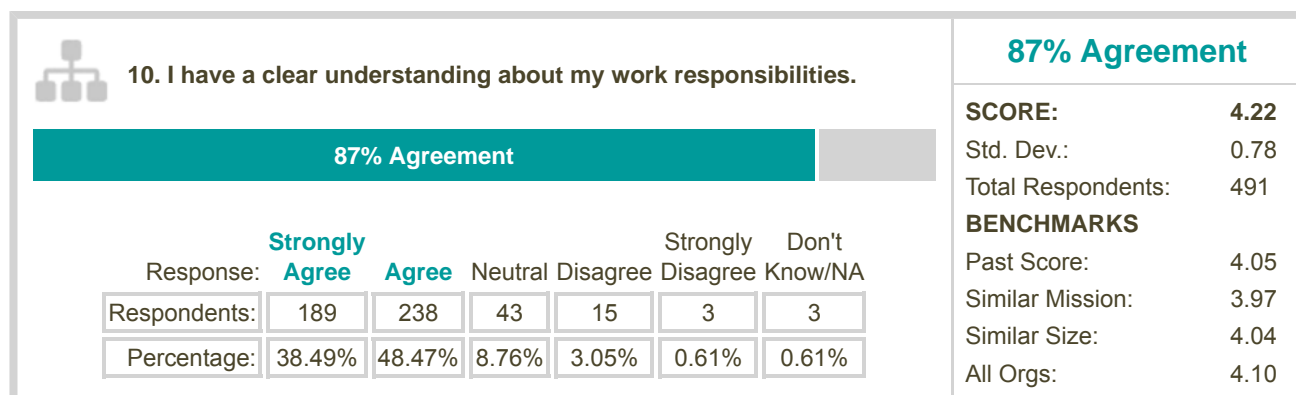
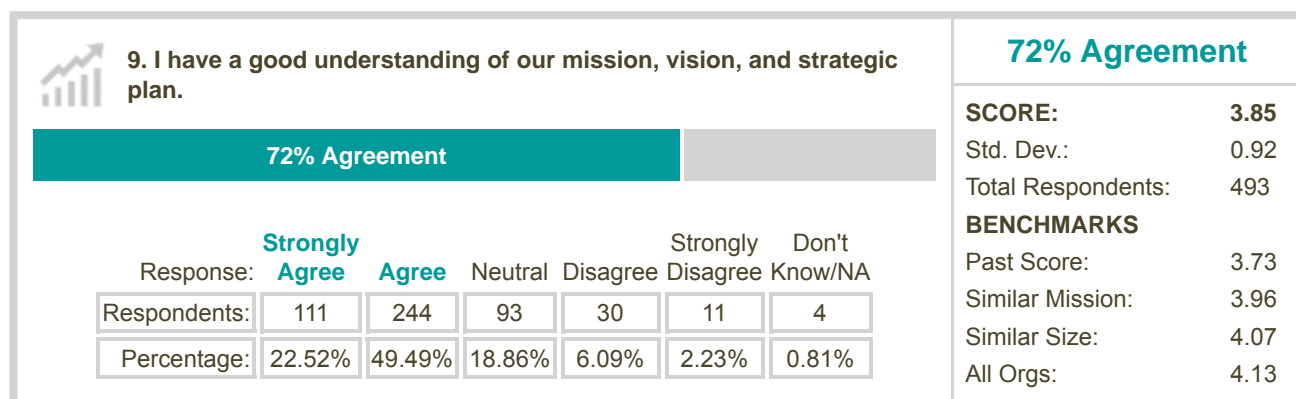
Primary Items







Primary Items

	5. Our institution is known for the quality of work we provide.	65% Agreement																					
		SCORE: 3.71 Std. Dev.: 0.96 Total Respondents: 495																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>89</td> <td>233</td> <td>113</td> <td>37</td> <td>15</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>17.98%</td> <td>47.07%</td> <td>22.83%</td> <td>7.47%</td> <td>3.03%</td> <td>1.62%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	89	233	113	37	15	8	Percentage:	17.98%	47.07%	22.83%	7.47%	3.03%	1.62%	BENCHMARKS Past Score: 3.62 Similar Mission: 3.94 Similar Size: 3.99 All Orgs: 3.93
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	89	233	113	37	15	8																	
Percentage:	17.98%	47.07%	22.83%	7.47%	3.03%	1.62%																	
	6. I know how my work impacts others in the institution	85% Agreement																					
		SCORE: 4.11 Std. Dev.: 0.78 Total Respondents: 494																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>149</td> <td>271</td> <td>53</td> <td>11</td> <td>6</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>30.16%</td> <td>54.86%</td> <td>10.73%</td> <td>2.23%</td> <td>1.21%</td> <td>0.81%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	149	271	53	11	6	4	Percentage:	30.16%	54.86%	10.73%	2.23%	1.21%	0.81%	BENCHMARKS Past Score: 3.99 Similar Mission: 4.03 Similar Size: 4.09 All Orgs: 4.12
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	149	271	53	11	6	4																	
Percentage:	30.16%	54.86%	10.73%	2.23%	1.21%	0.81%																	
	7. We develop services to match the needs of those we serve.	74% Agreement																					
		SCORE: 3.92 Std. Dev.: 0.84 Total Respondents: 494																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>114</td> <td>252</td> <td>90</td> <td>28</td> <td>3</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>23.08%</td> <td>51.01%</td> <td>18.22%</td> <td>5.67%</td> <td>0.61%</td> <td>1.42%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	114	252	90	28	3	7	Percentage:	23.08%	51.01%	18.22%	5.67%	0.61%	1.42%	BENCHMARKS Past Score: 3.95 Similar Mission: 3.93 Similar Size: 3.98 All Orgs: 3.97
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	114	252	90	28	3	7																	
Percentage:	23.08%	51.01%	18.22%	5.67%	0.61%	1.42%																	
	8. Our institution communicates effectively with the public.	56% Agreement																					
		SCORE: 3.55 Std. Dev.: 0.96 Total Respondents: 494																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>67</td> <td>210</td> <td>134</td> <td>56</td> <td>13</td> <td>14</td> </tr> <tr> <td>Percentage:</td> <td>13.56%</td> <td>42.51%</td> <td>27.13%</td> <td>11.34%</td> <td>2.63%</td> <td>2.83%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	67	210	134	56	13	14	Percentage:	13.56%	42.51%	27.13%	11.34%	2.63%	2.83%	BENCHMARKS Past Score: 3.39 Similar Mission: 3.89 Similar Size: 3.91 All Orgs: 3.97
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	67	210	134	56	13	14																	
Percentage:	13.56%	42.51%	27.13%	11.34%	2.63%	2.83%																	

Primary Items



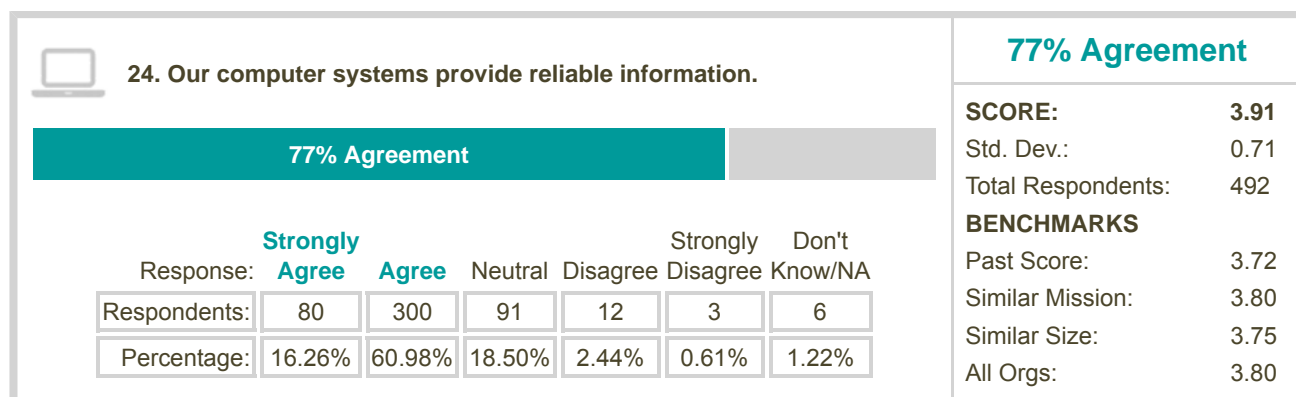
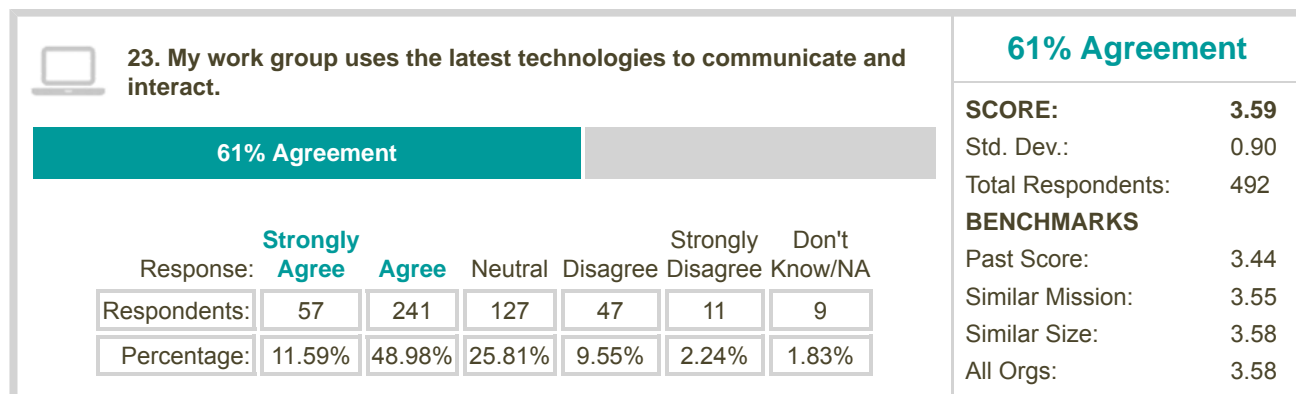
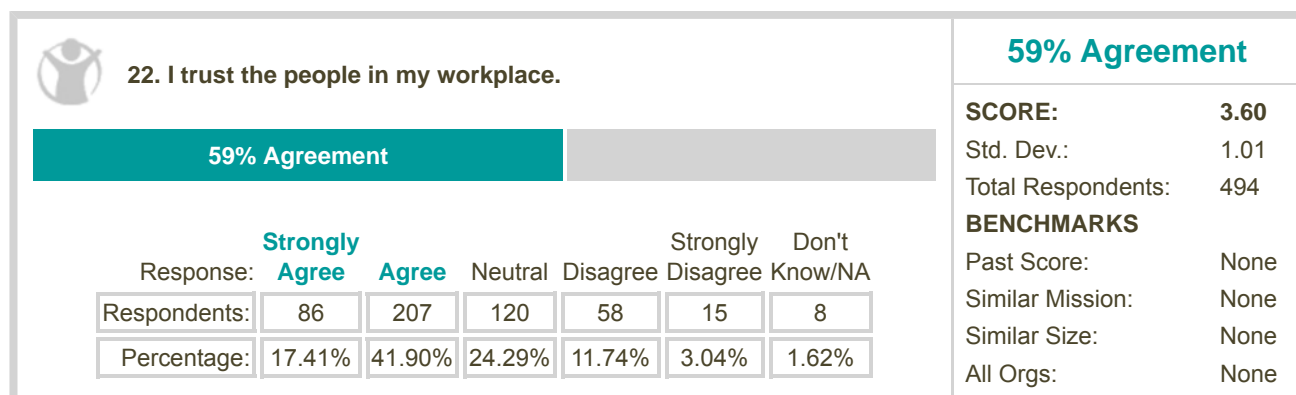
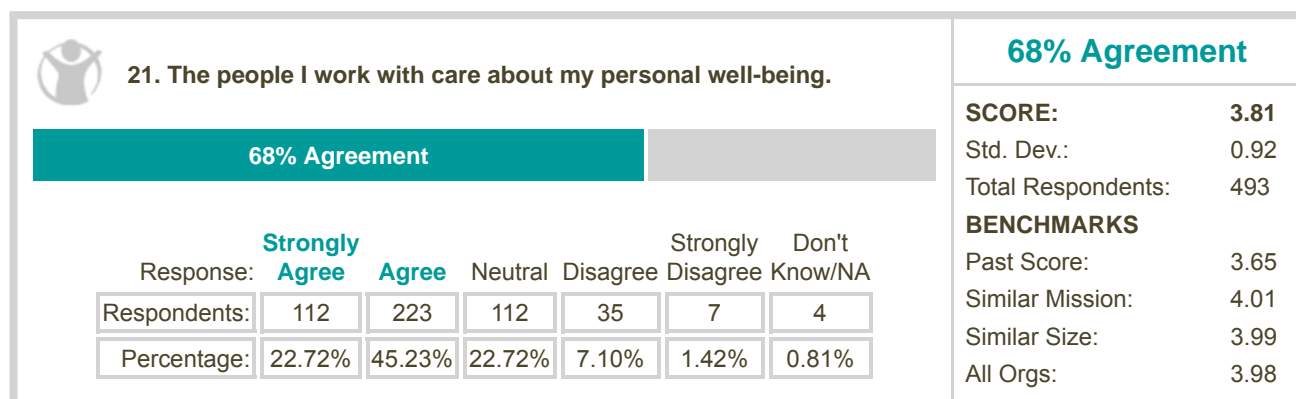
Primary Items

 <p>13. My supervisor is consistent when administering policies concerning employees.</p> <p style="text-align: center;">68% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>123</td> <td>209</td> <td>97</td> <td>39</td> <td>15</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>25.05%</td> <td>42.57%</td> <td>19.76%</td> <td>7.94%</td> <td>3.05%</td> <td>1.63%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	123	209	97	39	15	8	Percentage:	25.05%	42.57%	19.76%	7.94%	3.05%	1.63%	<p style="text-align: right; color: #008080;">68% Agreement</p> <p>SCORE: 3.80</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 491</p> <p>BENCHMARKS</p> <p>Past Score: 3.56</p> <p>Similar Mission: 3.84</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.85</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	123	209	97	39	15	8																
Percentage:	25.05%	42.57%	19.76%	7.94%	3.05%	1.63%																
 <p>14. My supervisor evaluates my performance fairly.</p> <p style="text-align: center;">72% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>129</td> <td>226</td> <td>84</td> <td>27</td> <td>8</td> <td>16</td> </tr> <tr> <td>Percentage:</td> <td>26.33%</td> <td>46.12%</td> <td>17.14%</td> <td>5.51%</td> <td>1.63%</td> <td>3.27%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	129	226	84	27	8	16	Percentage:	26.33%	46.12%	17.14%	5.51%	1.63%	3.27%	<p style="text-align: right; color: #008080;">72% Agreement</p> <p>SCORE: 3.93</p> <p>Std. Dev.: 0.91</p> <p>Total Respondents: 490</p> <p>BENCHMARKS</p> <p>Past Score: 3.49</p> <p>Similar Mission: 3.77</p> <p>Similar Size: 3.85</p> <p>All Orgs: 3.86</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	129	226	84	27	8	16																
Percentage:	26.33%	46.12%	17.14%	5.51%	1.63%	3.27%																
 <p>15. Given the type of work I do, my physical workplace meets my needs.</p> <p style="text-align: center;">77% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>122</td> <td>260</td> <td>70</td> <td>26</td> <td>11</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>24.75%</td> <td>52.74%</td> <td>14.20%</td> <td>5.27%</td> <td>2.23%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	122	260	70	26	11	4	Percentage:	24.75%	52.74%	14.20%	5.27%	2.23%	0.81%	<p style="text-align: right; color: #008080;">77% Agreement</p> <p>SCORE: 3.93</p> <p>Std. Dev.: 0.90</p> <p>Total Respondents: 493</p> <p>BENCHMARKS</p> <p>Past Score: 3.76</p> <p>Similar Mission: 3.92</p> <p>Similar Size: 3.97</p> <p>All Orgs: 3.98</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	122	260	70	26	11	4																
Percentage:	24.75%	52.74%	14.20%	5.27%	2.23%	0.81%																
 <p>16. My workplace is well maintained.</p> <p style="text-align: center;">74% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>94</td> <td>270</td> <td>92</td> <td>29</td> <td>4</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>19.11%</td> <td>54.88%</td> <td>18.70%</td> <td>5.89%</td> <td>0.81%</td> <td>0.61%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	94	270	92	29	4	3	Percentage:	19.11%	54.88%	18.70%	5.89%	0.81%	0.61%	<p style="text-align: right; color: #008080;">74% Agreement</p> <p>SCORE: 3.86</p> <p>Std. Dev.: 0.82</p> <p>Total Respondents: 492</p> <p>BENCHMARKS</p> <p>Past Score: 3.72</p> <p>Similar Mission: 3.78</p> <p>Similar Size: 3.84</p> <p>All Orgs: 3.82</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	94	270	92	29	4	3																
Percentage:	19.11%	54.88%	18.70%	5.89%	0.81%	0.61%																





Primary Items

	17. There are sufficient procedures to ensure the safety of employees in the workplace.	82% Agreement																					
<div style="background-color: #00968f; color: white; padding: 5px; text-align: center;">82% Agreement</div>		SCORE: 4.03 Std. Dev.: 0.74 Total Respondents: 492																					
<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #00968f;">Strongly Agree</th> <th style="color: #00968f;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #00968f;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>115</td> <td>288</td> <td>67</td> <td>11</td> <td>4</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>23.37%</td> <td>58.54%</td> <td>13.62%</td> <td>2.24%</td> <td>0.81%</td> <td>1.42%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	115	288	67	11	4	7	Percentage:	23.37%	58.54%	13.62%	2.24%	0.81%	1.42%	BENCHMARKS Past Score: 3.87 Similar Mission: 3.98 Similar Size: 4.01 All Orgs: 4.02
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	115	288	67	11	4	7																	
Percentage:	23.37%	58.54%	13.62%	2.24%	0.81%	1.42%																	
	18. I have adequate resources and equipment to do my job.	67% Agreement																					
<div style="background-color: #00968f; color: white; padding: 5px; text-align: center;">67% Agreement</div>		SCORE: 3.73 Std. Dev.: 0.95 Total Respondents: 494																					
<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #00968f;">Strongly Agree</th> <th style="color: #00968f;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #00968f;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>96</td> <td>237</td> <td>97</td> <td>51</td> <td>9</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>19.43%</td> <td>47.98%</td> <td>19.64%</td> <td>10.32%</td> <td>1.82%</td> <td>0.81%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	96	237	97	51	9	4	Percentage:	19.43%	47.98%	19.64%	10.32%	1.82%	0.81%	BENCHMARKS Past Score: 3.63 Similar Mission: 3.89 Similar Size: 3.85 All Orgs: 3.91
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	96	237	97	51	9	4																	
Percentage:	19.43%	47.98%	19.64%	10.32%	1.82%	0.81%																	
	19. The people I work with treat each other with respect.	69% Agreement																					
<div style="background-color: #00968f; color: white; padding: 5px; text-align: center;">69% Agreement</div>		SCORE: 3.78 Std. Dev.: 0.95 Total Respondents: 493																					
<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #00968f;">Strongly Agree</th> <th style="color: #00968f;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #00968f;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>103</td> <td>238</td> <td>92</td> <td>43</td> <td>11</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>20.89%</td> <td>48.28%</td> <td>18.66%</td> <td>8.72%</td> <td>2.23%</td> <td>1.22%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	103	238	92	43	11	6	Percentage:	20.89%	48.28%	18.66%	8.72%	2.23%	1.22%	BENCHMARKS Past Score: 3.55 Similar Mission: 3.92 Similar Size: 3.93 All Orgs: 3.87
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	103	238	92	43	11	6																	
Percentage:	20.89%	48.28%	18.66%	8.72%	2.23%	1.22%																	
	20. My institution works to attract, develop, and retain people with diverse backgrounds.	52% Agreement																					
<div style="background-color: #00968f; color: white; padding: 5px; text-align: center;">52% Agreement</div>		SCORE: 3.44 Std. Dev.: 1.03 Total Respondents: 493																					
<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #00968f;">Strongly Agree</th> <th style="color: #00968f;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #00968f;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>64</td> <td>191</td> <td>140</td> <td>62</td> <td>23</td> <td>13</td> </tr> <tr> <td>Percentage:</td> <td>12.98%</td> <td>38.74%</td> <td>28.40%</td> <td>12.58%</td> <td>4.67%</td> <td>2.64%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	64	191	140	62	23	13	Percentage:	12.98%	38.74%	28.40%	12.58%	4.67%	2.64%	BENCHMARKS Past Score: 3.43 Similar Mission: 3.68 Similar Size: 3.71 All Orgs: 3.76
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	64	191	140	62	23	13																	
Percentage:	12.98%	38.74%	28.40%	12.58%	4.67%	2.64%																	

Primary Items







Primary Items

<p> 25. Support is available for the technologies we use.</p> <p style="text-align: center;">76% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>79</td> <td>293</td> <td>87</td> <td>21</td> <td>4</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>16.06%</td> <td>59.55%</td> <td>17.68%</td> <td>4.27%</td> <td>0.81%</td> <td>1.63%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	79	293	87	21	4	8	Percentage:	16.06%	59.55%	17.68%	4.27%	0.81%	1.63%	<p style="text-align: right; color: #008080;">76% Agreement</p> <p>SCORE: 3.87</p> <p>Std. Dev.: 0.76</p> <p>Total Respondents: 492</p> <p>BENCHMARKS</p> <p>Past Score: None</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	79	293	87	21	4	8																
Percentage:	16.06%	59.55%	17.68%	4.27%	0.81%	1.63%																
<p> 26. Our computer systems enable me to quickly find the information I need.</p> <p style="text-align: center;">71% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>84</td> <td>264</td> <td>109</td> <td>18</td> <td>5</td> <td>10</td> </tr> <tr> <td>Percentage:</td> <td>17.14%</td> <td>53.88%</td> <td>22.24%</td> <td>3.67%</td> <td>1.02%</td> <td>2.04%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	84	264	109	18	5	10	Percentage:	17.14%	53.88%	22.24%	3.67%	1.02%	2.04%	<p style="text-align: right; color: #008080;">71% Agreement</p> <p>SCORE: 3.84</p> <p>Std. Dev.: 0.79</p> <p>Total Respondents: 490</p> <p>BENCHMARKS</p> <p>Past Score: 3.56</p> <p>Similar Mission: 3.53</p> <p>Similar Size: 3.51</p> <p>All Orgs: 3.61</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	84	264	109	18	5	10																
Percentage:	17.14%	53.88%	22.24%	3.67%	1.02%	2.04%																
<p> 27. The communication channels I must go through at work are reasonable.</p> <p style="text-align: center;">63% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>64</td> <td>246</td> <td>118</td> <td>38</td> <td>18</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>13.01%</td> <td>50.00%</td> <td>23.98%</td> <td>7.72%</td> <td>3.66%</td> <td>1.63%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	64	246	118	38	18	8	Percentage:	13.01%	50.00%	23.98%	7.72%	3.66%	1.63%	<p style="text-align: right; color: #008080;">63% Agreement</p> <p>SCORE: 3.62</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 492</p> <p>BENCHMARKS</p> <p>Past Score: 3.37</p> <p>Similar Mission: 3.56</p> <p>Similar Size: 3.61</p> <p>All Orgs: 3.70</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	64	246	118	38	18	8																
Percentage:	13.01%	50.00%	23.98%	7.72%	3.66%	1.63%																
<p> 28. My work atmosphere encourages open and honest communication.</p> <p style="text-align: center;">57% Agreement</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Response:</th> <th style="color: #008080;">Strongly Agree</th> <th style="color: #008080;">Agree</th> <th>Neutral</th> <th>Disagree</th> <th style="color: #008080;">Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>82</td> <td>198</td> <td>121</td> <td>63</td> <td>20</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>16.67%</td> <td>40.24%</td> <td>24.59%</td> <td>12.80%</td> <td>4.07%</td> <td>1.63%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	82	198	121	63	20	8	Percentage:	16.67%	40.24%	24.59%	12.80%	4.07%	1.63%	<p style="text-align: right; color: #008080;">57% Agreement</p> <p>SCORE: 3.54</p> <p>Std. Dev.: 1.05</p> <p>Total Respondents: 492</p> <p>BENCHMARKS</p> <p>Past Score: 3.28</p> <p>Similar Mission: 3.45</p> <p>Similar Size: 3.57</p> <p>All Orgs: 3.57</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	82	198	121	63	20	8																
Percentage:	16.67%	40.24%	24.59%	12.80%	4.07%	1.63%																

Primary Items

	29. The communications I receive at work are timely and informative.	56% Agreement																					
<div style="background-color: #008080; color: white; padding: 5px; display: inline-block;">56% Agreement</div>		<p>SCORE: 3.53 Std. Dev.: 0.95 Total Respondents: 494</p> <p>BENCHMARKS Past Score: None Similar Mission: None Similar Size: None All Orgs: None</p>																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>63</td> <td>216</td> <td>143</td> <td>50</td> <td>16</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>12.75%</td> <td>43.72%</td> <td>28.95%</td> <td>10.12%</td> <td>3.24%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	63	216	143	50	16	6	Percentage:	12.75%	43.72%	28.95%	10.12%	3.24%	1.21%		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	63	216	143	50	16	6																	
Percentage:	12.75%	43.72%	28.95%	10.12%	3.24%	1.21%																	
\$	30. My pay keeps pace with the cost of living.	14% Agreement																					
<div style="background-color: #008080; color: white; padding: 5px; display: inline-block;">14% Agreement</div>		<p>SCORE: 2.11 Std. Dev.: 1.15 Total Respondents: 494</p> <p>BENCHMARKS Past Score: 2.03 Similar Mission: 2.44 Similar Size: 2.52 All Orgs: 2.50</p>																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>20</td> <td>48</td> <td>87</td> <td>142</td> <td>191</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>4.05%</td> <td>9.72%</td> <td>17.61%</td> <td>28.74%</td> <td>38.66%</td> <td>1.21%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	20	48	87	142	191	6	Percentage:	4.05%	9.72%	17.61%	28.74%	38.66%	1.21%		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	20	48	87	142	191	6																	
Percentage:	4.05%	9.72%	17.61%	28.74%	38.66%	1.21%																	
\$	31. Salaries are competitive with similar jobs in the community or comparable institutions.	17% Agreement																					
<div style="background-color: #008080; color: white; padding: 5px; display: inline-block;">17% Agreement</div>		<p>SCORE: 2.34 Std. Dev.: 1.13 Total Respondents: 493</p> <p>BENCHMARKS Past Score: 2.20 Similar Mission: 2.46 Similar Size: 2.58 All Orgs: 2.56</p>																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>17</td> <td>65</td> <td>112</td> <td>149</td> <td>131</td> <td>19</td> </tr> <tr> <td>Percentage:</td> <td>3.45%</td> <td>13.18%</td> <td>22.72%</td> <td>30.22%</td> <td>26.57%</td> <td>3.85%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	17	65	112	149	131	19	Percentage:	3.45%	13.18%	22.72%	30.22%	26.57%	3.85%		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	17	65	112	149	131	19																	
Percentage:	3.45%	13.18%	22.72%	30.22%	26.57%	3.85%																	
\$	32. I feel I am paid fairly for the work I do.	25% Agreement																					
<div style="background-color: #008080; color: white; padding: 5px; display: inline-block;">25% Agreement</div>		<p>SCORE: 2.53 Std. Dev.: 1.15 Total Respondents: 493</p> <p>BENCHMARKS Past Score: 2.37 Similar Mission: 2.79 Similar Size: 2.88 All Orgs: 2.81</p>																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>17</td> <td>104</td> <td>108</td> <td>153</td> <td>107</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>3.45%</td> <td>21.10%</td> <td>21.91%</td> <td>31.03%</td> <td>21.70%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	17	104	108	153	107	4	Percentage:	3.45%	21.10%	21.91%	31.03%	21.70%	0.81%		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	17	104	108	153	107	4																	
Percentage:	3.45%	21.10%	21.91%	31.03%	21.70%	0.81%																	

Primary Items

 <p>33. Retirement benefits are competitive with similar jobs in the community.</p> <p>50% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>49</td> <td>195</td> <td>141</td> <td>48</td> <td>27</td> <td>30</td> </tr> <tr> <td>Percentage:</td> <td>10.00%</td> <td>39.80%</td> <td>28.78%</td> <td>9.80%</td> <td>5.51%</td> <td>6.12%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	49	195	141	48	27	30	Percentage:	10.00%	39.80%	28.78%	9.80%	5.51%	6.12%	<p>50% Agreement</p> <p>SCORE: 3.42</p> <p>Std. Dev.: 1.01</p> <p>Total Respondents: 490</p> <p>BENCHMARKS</p> <p>Past Score: 3.44</p> <p>Similar Mission: 3.73</p> <p>Similar Size: 3.78</p> <p>All Orgs: 3.78</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	49	195	141	48	27	30																
Percentage:	10.00%	39.80%	28.78%	9.80%	5.51%	6.12%																
 <p>34. Health insurance benefits are competitive with similar jobs in the community.</p> <p>48% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>39</td> <td>196</td> <td>129</td> <td>61</td> <td>36</td> <td>30</td> </tr> <tr> <td>Percentage:</td> <td>7.94%</td> <td>39.92%</td> <td>26.27%</td> <td>12.42%</td> <td>7.33%</td> <td>6.11%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	39	196	129	61	36	30	Percentage:	7.94%	39.92%	26.27%	12.42%	7.33%	6.11%	<p>48% Agreement</p> <p>SCORE: 3.31</p> <p>Std. Dev.: 1.06</p> <p>Total Respondents: 491</p> <p>BENCHMARKS</p> <p>Past Score: 3.80</p> <p>Similar Mission: 4.03</p> <p>Similar Size: 4.05</p> <p>All Orgs: 4.03</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	39	196	129	61	36	30																
Percentage:	7.94%	39.92%	26.27%	12.42%	7.33%	6.11%																
 <p>35. Benefits can be selected to meet individual needs.</p> <p>56% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>36</td> <td>240</td> <td>132</td> <td>45</td> <td>23</td> <td>16</td> </tr> <tr> <td>Percentage:</td> <td>7.32%</td> <td>48.78%</td> <td>26.83%</td> <td>9.15%</td> <td>4.67%</td> <td>3.25%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	36	240	132	45	23	16	Percentage:	7.32%	48.78%	26.83%	9.15%	4.67%	3.25%	<p>56% Agreement</p> <p>SCORE: 3.46</p> <p>Std. Dev.: 0.94</p> <p>Total Respondents: 492</p> <p>BENCHMARKS</p> <p>Past Score: 3.67</p> <p>Similar Mission: 3.88</p> <p>Similar Size: 3.92</p> <p>All Orgs: 3.92</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	36	240	132	45	23	16																
Percentage:	7.32%	48.78%	26.83%	9.15%	4.67%	3.25%																
 <p>36. I believe I have a career with this institution.</p> <p>61% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>82</td> <td>220</td> <td>129</td> <td>30</td> <td>14</td> <td>18</td> </tr> <tr> <td>Percentage:</td> <td>16.63%</td> <td>44.62%</td> <td>26.17%</td> <td>6.09%</td> <td>2.84%</td> <td>3.65%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	82	220	129	30	14	18	Percentage:	16.63%	44.62%	26.17%	6.09%	2.84%	3.65%	<p>61% Agreement</p> <p>SCORE: 3.69</p> <p>Std. Dev.: 0.93</p> <p>Total Respondents: 493</p> <p>BENCHMARKS</p> <p>Past Score: 3.71</p> <p>Similar Mission: 3.81</p> <p>Similar Size: 3.88</p> <p>All Orgs: 3.89</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	82	220	129	30	14	18																
Percentage:	16.63%	44.62%	26.17%	6.09%	2.84%	3.65%																





Primary Items

	<p>37. Learning opportunities/training are made available to me so that I can do my job better.</p>	<p>64% Agreement</p>																												
<p>64% Agreement</p>		<p>SCORE: 3.66 Std. Dev.: 1.01 Total Respondents: 492</p>																												
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	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
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Percentage:	17.89%	46.34%	21.54%	9.15%	4.07%	1.02%																								
	<p>38. Learning opportunities/training are made available to me for professional growth/skills development.</p>	<p>61% Agreement</p>																												
<p>61% Agreement</p>		<p>SCORE: 3.60 Std. Dev.: 1.00 Total Respondents: 488</p>																												
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	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Respondents:	77	223	114	50	18	6																								
Percentage:	15.78%	45.70%	23.36%	10.25%	3.69%	1.23%																								
	<p>39. My work environment supports a balance between work and personal life.</p>	<p>63% Agreement</p>																												
<p>63% Agreement</p>		<p>SCORE: 3.61 Std. Dev.: 1.00 Total Respondents: 494</p>																												
<table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>74</td> <td>238</td> <td>103</td> <td>53</td> <td>19</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>14.98%</td> <td>48.18%</td> <td>20.85%</td> <td>10.73%</td> <td>3.85%</td> <td>1.42%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	74	238	103	53	19	7	Percentage:	14.98%	48.18%	20.85%	10.73%	3.85%	1.42%	<p>BENCHMARKS Past Score: 3.46 Similar Mission: 3.88 Similar Size: 3.90 All Orgs: 3.88</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
Respondents:	74	238	103	53	19	7																								
Percentage:	14.98%	48.18%	20.85%	10.73%	3.85%	1.42%																								
	<p>40. I feel free to be myself at work.</p>	<p>65% Agreement</p>																												
<p>65% Agreement</p>		<p>SCORE: 3.65 Std. Dev.: 1.01 Total Respondents: 490</p>																												
<table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Agree</td> <td>Agree</td> <td>Neutral</td> <td>Disagree</td> <td>Strongly Disagree</td> <td>Don't Know/NA</td> </tr> <tr> <td>Respondents:</td> <td>85</td> <td>232</td> <td>99</td> <td>49</td> <td>19</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>17.35%</td> <td>47.35%</td> <td>20.20%</td> <td>10.00%</td> <td>3.88%</td> <td>1.22%</td> </tr> </tbody> </table>			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Response:	Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	85	232	99	49	19	6	Percentage:	17.35%	47.35%	20.20%	10.00%	3.88%	1.22%	<p>BENCHMARKS Past Score: None Similar Mission: None Similar Size: None All Orgs: None</p>
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																								
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Primary Items

	41. The amount of work I am asked to do is reasonable.	59% Agreement																					
		SCORE: 3.44 Std. Dev.: 1.02 Total Respondents: 493																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>42</td> <td>251</td> <td>102</td> <td>65</td> <td>28</td> <td>5</td> </tr> <tr> <td>Percentage:</td> <td>8.52%</td> <td>50.91%</td> <td>20.69%</td> <td>13.18%</td> <td>5.68%</td> <td>1.01%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	42	251	102	65	28	5	Percentage:	8.52%	50.91%	20.69%	13.18%	5.68%	1.01%	BENCHMARKS Past Score: 3.48 Similar Mission: 3.79 Similar Size: 3.77 All Orgs: 3.71
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	42	251	102	65	28	5																	
Percentage:	8.52%	50.91%	20.69%	13.18%	5.68%	1.01%																	
	42. I am proud to tell people that I work for this institution.	70% Agreement																					
		SCORE: 3.84 Std. Dev.: 0.93 Total Respondents: 492																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>110</td> <td>236</td> <td>104</td> <td>20</td> <td>15</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>22.36%</td> <td>47.97%</td> <td>21.14%</td> <td>4.07%</td> <td>3.05%</td> <td>1.42%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	110	236	104	20	15	7	Percentage:	22.36%	47.97%	21.14%	4.07%	3.05%	1.42%	BENCHMARKS Past Score: 3.80 Similar Mission: 3.96 Similar Size: 3.99 All Orgs: 3.97
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	110	236	104	20	15	7																	
Percentage:	22.36%	47.97%	21.14%	4.07%	3.05%	1.42%																	
	43. Harassment is not tolerated at my workplace.	77% Agreement																					
		SCORE: 4.01 Std. Dev.: 0.95 Total Respondents: 491																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>162</td> <td>216</td> <td>65</td> <td>33</td> <td>9</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>32.99%</td> <td>43.99%</td> <td>13.24%</td> <td>6.72%</td> <td>1.83%</td> <td>1.22%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	162	216	65	33	9	6	Percentage:	32.99%	43.99%	13.24%	6.72%	1.83%	1.22%	BENCHMARKS Past Score: 3.79 Similar Mission: 4.17 Similar Size: 4.15 All Orgs: 4.15
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	162	216	65	33	9	6																	
Percentage:	32.99%	43.99%	13.24%	6.72%	1.83%	1.22%																	
	44. Employees are generally ethical in my workplace.	74% Agreement																					
		SCORE: 3.88 Std. Dev.: 0.84 Total Respondents: 491																					
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Percentage:	19.35%	54.79%	17.72%	4.48%	1.63%	2.04%																	

Primary Items

 <p>45. I believe we will use the information from this survey to improve our workplace.</p> <p>47% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>67</td> <td>163</td> <td>135</td> <td>64</td> <td>57</td> <td>7</td> </tr> <tr> <td>Percentage:</td> <td>13.59%</td> <td>33.06%</td> <td>27.38%</td> <td>12.98%</td> <td>11.56%</td> <td>1.42%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	67	163	135	64	57	7	Percentage:	13.59%	33.06%	27.38%	12.98%	11.56%	1.42%	<p>47% Agreement</p> <p>SCORE: 3.24</p> <p>Std. Dev.: 1.20</p> <p>Total Respondents: 493</p> <p>BENCHMARKS</p> <p>Past Score: 3.23</p> <p>Similar Mission: 3.40</p> <p>Similar Size: 3.50</p> <p>All Orgs: 3.57</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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Percentage:	13.59%	33.06%	27.38%	12.98%	11.56%	1.42%																
 <p>46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.</p> <p>54% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>68</td> <td>196</td> <td>112</td> <td>65</td> <td>28</td> <td>18</td> </tr> <tr> <td>Percentage:</td> <td>13.96%</td> <td>40.25%</td> <td>23.00%</td> <td>13.35%</td> <td>5.75%</td> <td>3.70%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	68	196	112	65	28	18	Percentage:	13.96%	40.25%	23.00%	13.35%	5.75%	3.70%	<p>54% Agreement</p> <p>SCORE: 3.45</p> <p>Std. Dev.: 1.08</p> <p>Total Respondents: 487</p> <p>BENCHMARKS</p> <p>Past Score: 3.23</p> <p>Similar Mission: 3.32</p> <p>Similar Size: 3.44</p> <p>All Orgs: 3.47</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
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Percentage:	13.96%	40.25%	23.00%	13.35%	5.75%	3.70%																
 <p>47. Our administration effectively communicates important information.</p> <p>53% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>60</td> <td>200</td> <td>122</td> <td>68</td> <td>37</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>12.22%</td> <td>40.73%</td> <td>24.85%</td> <td>13.85%</td> <td>7.54%</td> <td>0.81%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	60	200	122	68	37	4	Percentage:	12.22%	40.73%	24.85%	13.85%	7.54%	0.81%	<p>53% Agreement</p> <p>SCORE: 3.37</p> <p>Std. Dev.: 1.10</p> <p>Total Respondents: 491</p> <p>BENCHMARKS</p> <p>Past Score: 3.35</p> <p>Similar Mission: 3.45</p> <p>Similar Size: 3.56</p> <p>All Orgs: 3.68</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	60	200	122	68	37	4																
Percentage:	12.22%	40.73%	24.85%	13.85%	7.54%	0.81%																
 <p>48. I am treated fairly in my workplace.</p> <p>67% Agreement</p> <table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>97</td> <td>229</td> <td>107</td> <td>29</td> <td>21</td> <td>6</td> </tr> <tr> <td>Percentage:</td> <td>19.84%</td> <td>46.83%</td> <td>21.88%</td> <td>5.93%</td> <td>4.29%</td> <td>1.23%</td> </tr> </tbody> </table>	Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	97	229	107	29	21	6	Percentage:	19.84%	46.83%	21.88%	5.93%	4.29%	1.23%	<p>67% Agreement</p> <p>SCORE: 3.73</p> <p>Std. Dev.: 0.99</p> <p>Total Respondents: 489</p> <p>BENCHMARKS</p> <p>Past Score: None</p> <p>Similar Mission: None</p> <p>Similar Size: None</p> <p>All Orgs: None</p>
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																
Respondents:	97	229	107	29	21	6																
Percentage:	19.84%	46.83%	21.88%	5.93%	4.29%	1.23%																

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.
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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.

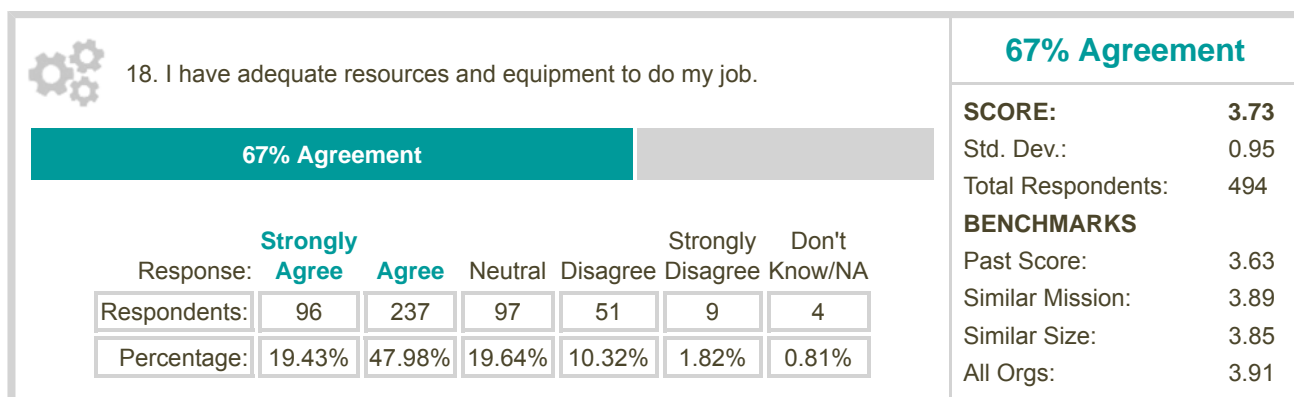
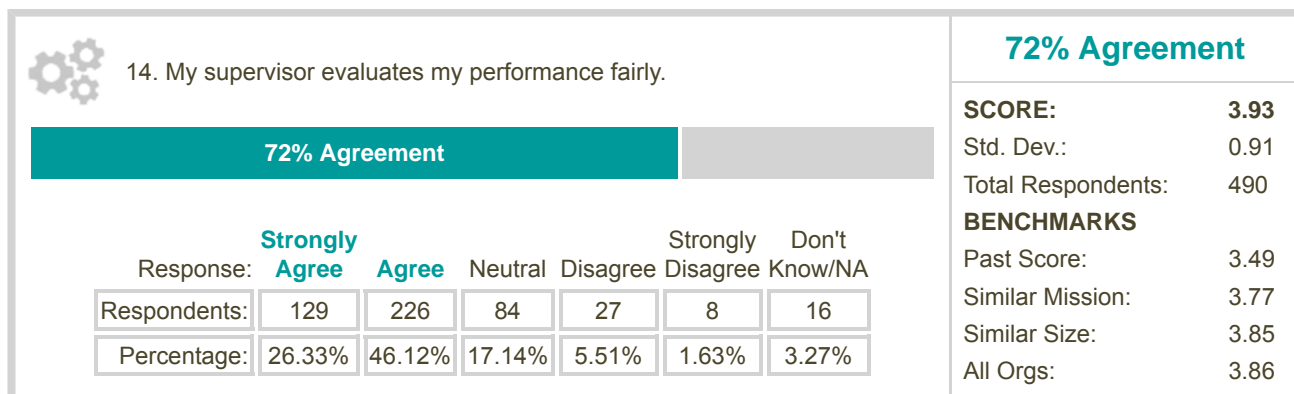
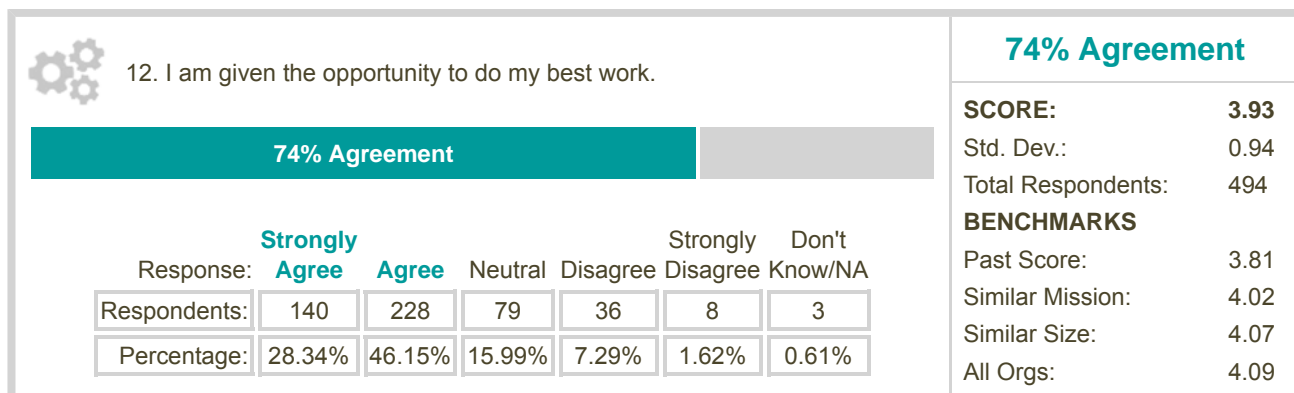
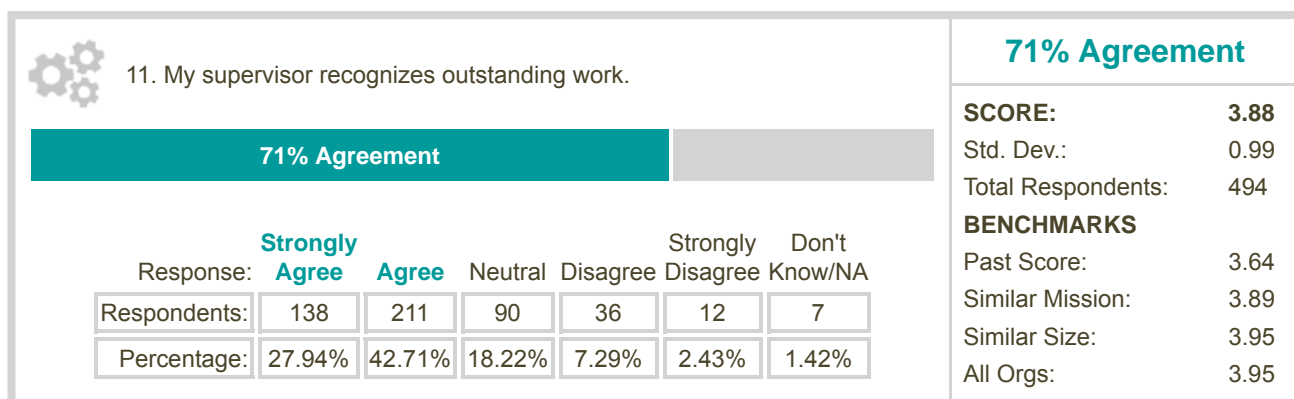
Interpreting Data

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.	66% Agreement																					
		SCORE: 3.76 Std. Dev.: 1.01 Total Respondents: 494																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>114</td> <td>214</td> <td>97</td> <td>47</td> <td>14</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>23.08%</td> <td>43.32%</td> <td>19.64%</td> <td>9.51%</td> <td>2.83%</td> <td>1.62%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	114	214	97	47	14	8	Percentage:	23.08%	43.32%	19.64%	9.51%	2.83%	1.62%	BENCHMARKS Past Score: 3.39 Similar Mission: 3.63 Similar Size: 3.67 All Orgs: 3.70
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	114	214	97	47	14	8																	
Percentage:	23.08%	43.32%	19.64%	9.51%	2.83%	1.62%																	
	5. Our institution is known for the quality of work we provide.	65% Agreement																					
		SCORE: 3.71 Std. Dev.: 0.96 Total Respondents: 495																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>89</td> <td>233</td> <td>113</td> <td>37</td> <td>15</td> <td>8</td> </tr> <tr> <td>Percentage:</td> <td>17.98%</td> <td>47.07%</td> <td>22.83%</td> <td>7.47%</td> <td>3.03%</td> <td>1.62%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	89	233	113	37	15	8	Percentage:	17.98%	47.07%	22.83%	7.47%	3.03%	1.62%	BENCHMARKS Past Score: 3.62 Similar Mission: 3.94 Similar Size: 3.99 All Orgs: 3.93
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	89	233	113	37	15	8																	
Percentage:	17.98%	47.07%	22.83%	7.47%	3.03%	1.62%																	
	6. I know how my work impacts others in the institution	85% Agreement																					
		SCORE: 4.11 Std. Dev.: 0.78 Total Respondents: 494																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>149</td> <td>271</td> <td>53</td> <td>11</td> <td>6</td> <td>4</td> </tr> <tr> <td>Percentage:</td> <td>30.16%</td> <td>54.86%</td> <td>10.73%</td> <td>2.23%</td> <td>1.21%</td> <td>0.81%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	149	271	53	11	6	4	Percentage:	30.16%	54.86%	10.73%	2.23%	1.21%	0.81%	BENCHMARKS Past Score: 3.99 Similar Mission: 4.03 Similar Size: 4.09 All Orgs: 4.12
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	149	271	53	11	6	4																	
Percentage:	30.16%	54.86%	10.73%	2.23%	1.21%	0.81%																	
	10. I have a clear understanding about my work responsibilities.	87% Agreement																					
		SCORE: 4.22 Std. Dev.: 0.78 Total Respondents: 491																					
<table border="1"> <thead> <tr> <th>Response:</th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> <th>Don't Know/NA</th> </tr> </thead> <tbody> <tr> <td>Respondents:</td> <td>189</td> <td>238</td> <td>43</td> <td>15</td> <td>3</td> <td>3</td> </tr> <tr> <td>Percentage:</td> <td>38.49%</td> <td>48.47%</td> <td>8.76%</td> <td>3.05%</td> <td>0.61%</td> <td>0.61%</td> </tr> </tbody> </table>		Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA	Respondents:	189	238	43	15	3	3	Percentage:	38.49%	48.47%	8.76%	3.05%	0.61%	0.61%	BENCHMARKS Past Score: 4.05 Similar Mission: 3.97 Similar Size: 4.04 All Orgs: 4.10
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA																	
Respondents:	189	238	43	15	3	3																	
Percentage:	38.49%	48.47%	8.76%	3.05%	0.61%	0.61%																	

Engagement Items



Engagement Items


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

68% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	112	223	112	35	7	4
Percentage:	22.72%	45.23%	22.72%	7.10%	1.42%	0.81%

68% Agreement

SCORE:	3.81
Std. Dev.:	0.92
Total Respondents:	493
BENCHMARKS	
Past Score:	3.65
Similar Mission:	4.01
Similar Size:	3.99
All Orgs:	3.98


 22. I trust the people in my workplace.

59% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	86	207	120	58	15	8
Percentage:	17.41%	41.90%	24.29%	11.74%	3.04%	1.62%

59% Agreement

SCORE:	3.60
Std. Dev.:	1.01
Total Respondents:	494
BENCHMARKS	
Past Score:	None
Similar Mission:	None
Similar Size:	None
All Orgs:	None


 37. Learning opportunities/training are made available to me so that I can do my job better.

64% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	88	228	106	45	20	5
Percentage:	17.89%	46.34%	21.54%	9.15%	4.07%	1.02%

64% Agreement

SCORE:	3.66
Std. Dev.:	1.01
Total Respondents:	492
BENCHMARKS	
Past Score:	3.64
Similar Mission:	3.75
Similar Size:	3.77
All Orgs:	3.83

 38. Learning opportunities/training are made available to me for professional growth/skills development.

61% Agreement

Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/NA
Respondents:	77	223	114	50	18	6
Percentage:	15.78%	45.70%	23.36%	10.25%	3.69%	1.23%

61% Agreement

SCORE:	3.60
Std. Dev.:	1.00
Total Respondents:	488
BENCHMARKS	
Past Score:	3.58
Similar Mission:	3.58
Similar Size:	3.61
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

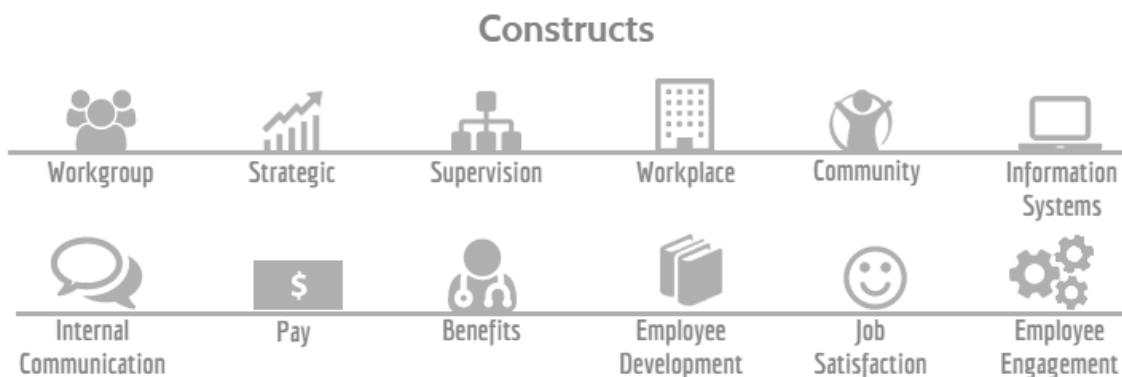
Current Score is calculated by averaging the mean score of the related primary items and then multiplying by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

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: 372

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.	4.04	0.86
2. In my work group, my opinions and ideas count.	3.76	1.01
3. My work group regularly uses performance data to improve the quality of our work.	3.46	0.99
4. In my work group, there is a real feeling of teamwork.	3.62	1.06



Strategic

Construct Score: 383

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 institution is known for the quality of work we provide.	3.71	0.96
6. I know how my work impacts others in the institution	4.11	0.78
7. We develop services to match the needs of those we serve.	3.92	0.84
8. Our institution communicates effectively with the public.	3.55	0.96
9. I have a good understanding of our mission, vision, and strategic plan.	3.85	0.92



Supervision

Construct Score: 395

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. I have a clear understanding about my work responsibilities.	4.22	0.78
11. My supervisor recognizes outstanding work.	3.88	0.99
12. I am given the opportunity to do my best work.	3.93	0.94
13. My supervisor is consistent when administering policies concerning employees.	3.80	1.01
14. My supervisor evaluates my performance fairly.	3.93	0.91



Workplace

Construct Score: 389

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.	3.93	0.90
16. My workplace is well maintained.	3.86	0.82
17. There are sufficient procedures to ensure the safety of employees in the workplace.	4.03	0.74
18. I have adequate resources and equipment to do my job.	3.73	0.95

Constructs and Related Items



Community

Construct Score: 366

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.	3.78	0.95
20. My institution works to attract, develop, and retain people with diverse backgrounds.	3.44	1.03
21. The people I work with care about my personal well-being.	3.81	0.92
22. I trust the people in my workplace.	3.60	1.01



Information Systems

Construct Score: 380

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.	3.59	0.90
24. Our computer systems provide reliable information.	3.91	0.71
25. Support is available for the technologies we use.	3.87	0.76
26. Our computer systems enable me to quickly find the information I need.	3.84	0.79



Internal Communication

Construct Score: 356

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.	3.62	0.94
28. My work atmosphere encourages open and honest communication.	3.54	1.05
29. The communications I receive at work are timely and informative.	3.53	0.95



Pay

Construct Score: 233

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.	2.11	1.15
31. Salaries are competitive with similar jobs in the community or comparable institutions.	2.34	1.13
32. I feel I am paid fairly for the work I do.	2.53	1.15

Constructs and Related Items



Benefits

Construct Score: 340

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.	3.42	1.01
34. Health insurance benefits are competitive with similar jobs in the community.	3.31	1.06
35. Benefits can be selected to meet individual needs.	3.46	0.94



Employee Development

Construct Score: 365

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 institution.	3.69	0.93
37. Learning opportunities/training are made available to me so that I can do my job better.	3.66	1.01
38. Learning opportunities/training are made available to me for professional growth/skills development.	3.60	1.00



Job Satisfaction

Construct Score: 364


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.	3.61	1.00
40. I feel free to be myself at work.	3.65	1.01
41. The amount of work I am asked to do is reasonable.	3.44	1.02
42. I am proud to tell people that I work for this institution.	3.84	0.93



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.	4.01	0.95
44. Employees are generally ethical in my workplace.	3.88	0.84
45. I believe we will use the information from this survey to improve our workplace.	3.24	1.20
46. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.45	1.08
47. Our administration effectively communicates important information.	3.37	1.10
48. I am treated fairly in my workplace.	3.73	0.99

Constructs and Related Items

 Employee Engagement		Construct Score: 383	
<p>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.</p>		Score	Std. Dev.
2. In my work group, my opinions and ideas count.		3.76	1.01
5. Our institution is known for the quality of work we provide.		3.71	0.96
6. I know how my work impacts others in the institution		4.11	0.78
10. I have a clear understanding about my work responsibilities.		4.22	0.78
11. My supervisor recognizes outstanding work.		3.88	0.99
12. I am given the opportunity to do my best work.		3.93	0.94
14. My supervisor evaluates my performance fairly.		3.93	0.91
18. I have adequate resources and equipment to do my job.		3.73	0.95
21. The people I work with care about my personal well-being.		3.81	0.92
22. I trust the people in my workplace.		3.60	1.01
37. Learning opportunities/training are made available to me so that I can do my job better.		3.66	1.01
38. Learning opportunities/training are made available to me for professional growth/skills development.		3.60	1.00

Survey Customization Sheet

Organizational Category Codes: Category 1

101 - Auxiliary Services	103 - Business Affairs
105 - Facilities and Services	107 - Information & Communication Technologies

Organizational Category Codes: Category 2

203 - Accounting & Financial Reporting	204 - Accounts Payable/PCard
205 - Auxiliary Administration	206 - Auxiliary Operations
207 - Budget	208 - Central Admin
209 - Central Utility Plant Operators	211 - Computer Systems
215 - Custodial Services/Solid Waste and Recycling	217 - Electricians
219 - Enterprise Application Systems	221 - Environmental Health Safety Office
223 - Facilities and Services Administration	224 - Facilities Maintenance
225 - Financial Systems Administration	227 - Fire Protection Services
229 - FS Business	231 - FS Engineering/Project Design/Project Construction
233 - Golf Course	235 - Grounds and Vehicle Mechanics
237 - Housing and Residential Life	239 - HR Information Systems/Payroll Services
241 - ICT Financial Operations	243 - Information & Communications Tech
245 - Locksmith/Structural Maintenance	247 - Mechanical
248 - Operations and Utilities	249 - Painters
255 - Procurement Services	261 - Special Events
263 - Sponsored Projects Accounting	265 - Telecommunication & Networking Services
267 - University Accounts Receivable	269 - University Architect and Space / Sign Shop

Organizational Category Codes: Category 3

301 - Auxiliary Services Supervisor	303 - Business Affairs Supervisor
305 - Facilities & Services Supervisor	307 - ICT Supervisor

Additional Items